

# **NON-FERROUS METALLURGY: PLATINUM-GROUP METALS**

FACTS AND FIGURES



**RUSSIAN DIRECT**  
**INVESTMENT FUND**

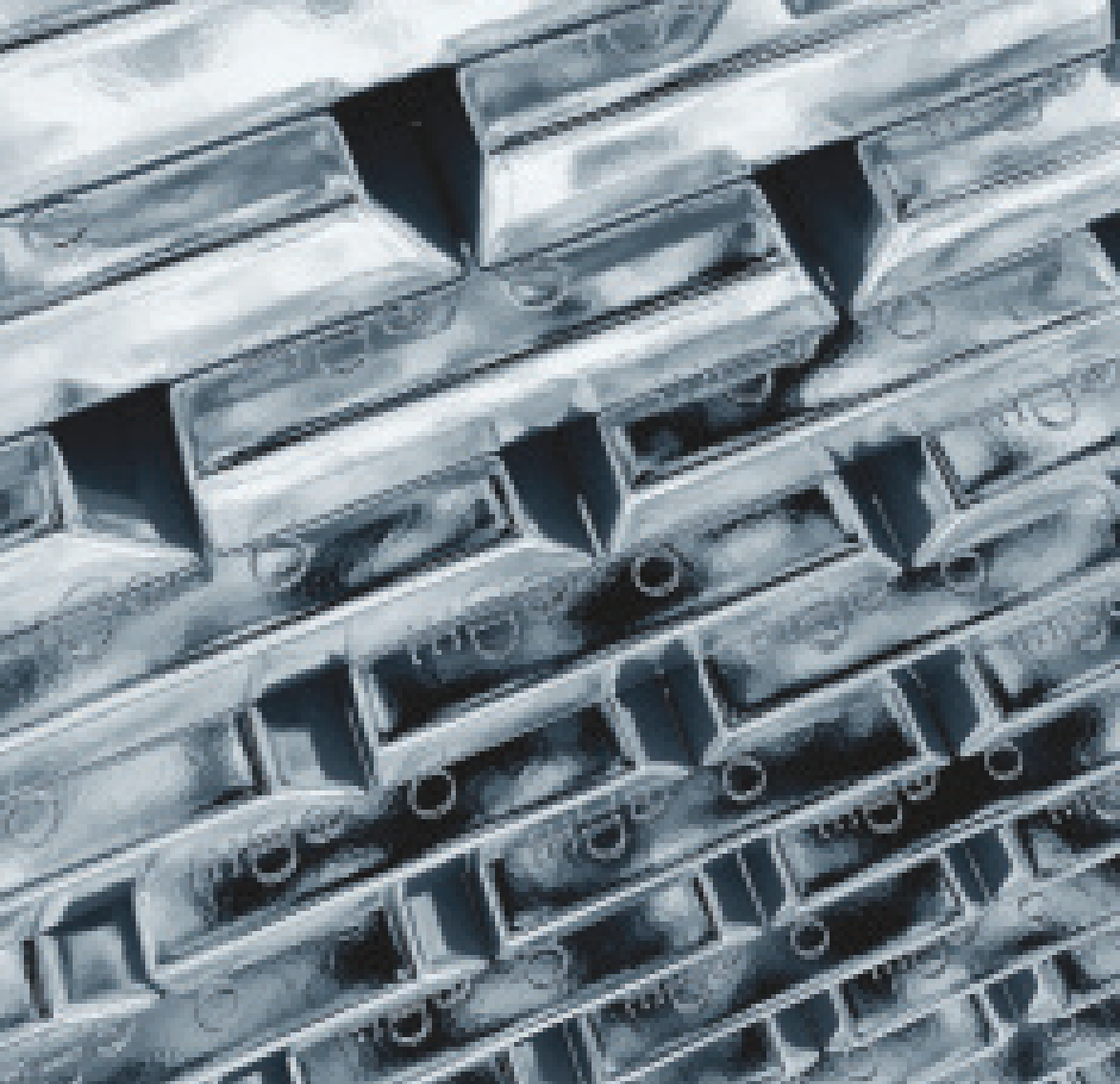
# ABOUT THE RUSSIAN DIRECT INVESTMENT FUND



The Russian Direct Investment Fund is a \$10 billion fund established to make equity investments primarily in the Russian economy.

RDIF was created in 2011 under the leadership of the President and Prime Minister of Russia to co-invest alongside top global investors, acting as a catalyst for direct investment in Russia. RDIF together with its co-investors invested and committed over \$7 billion for this purpose, of which RDIF alone invested \$1.3 billion and over \$6 billion came from the leading international co-investment partners.

RDIF also attracted over \$15 billion of foreign capital into the Russian economy through long-term strategic partnerships.

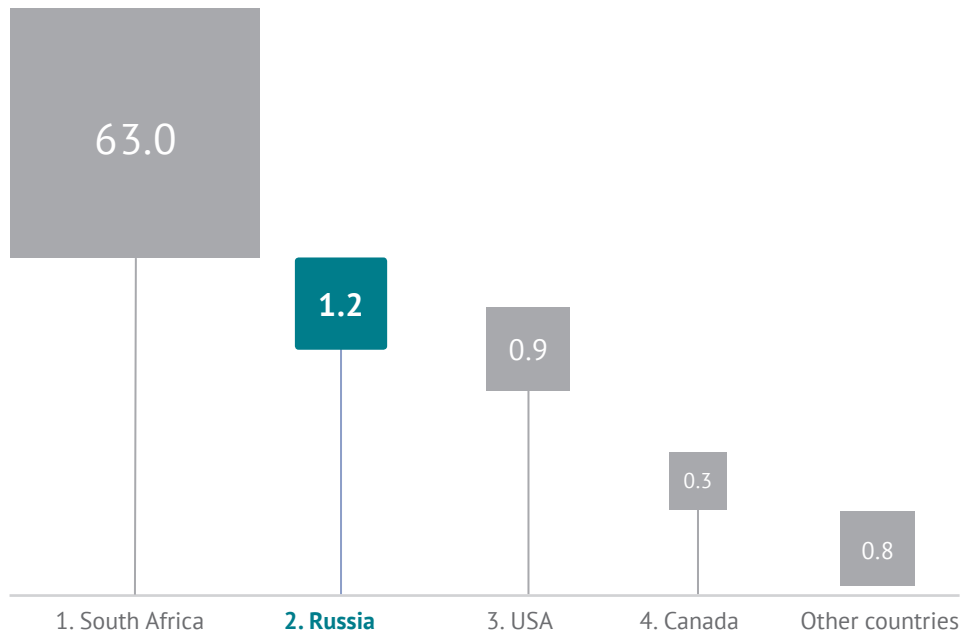




# RUSSIA IN THE GLOBAL PLATINUM-GROUP METALS INDUSTRY

## 1.1 PLATINUM AND PALLADIUM RESERVES BY COUNTRY

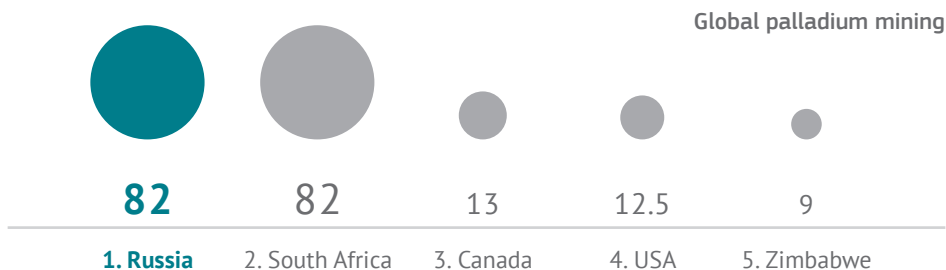
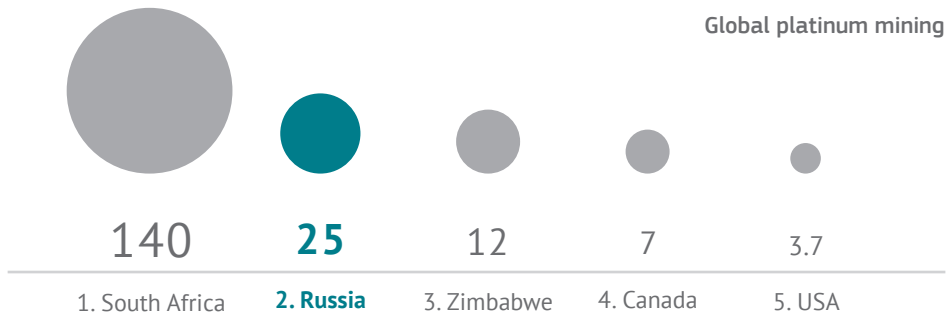
2013, thousand tonnes\*



\* Source: USGS data

## 1.2 PLATINUM-GROUP METALS MINING GLOBALLY

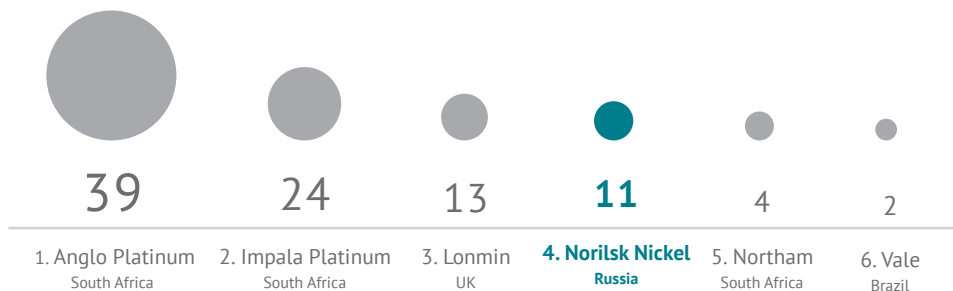
Leading countries\*, 2013, tonnes



\* Source: USGS data

## 1.3 PLATINUM INDUSTRY: KEY GLOBAL PLAYERS 2013

Ranking of companies based on  
platinum production  
2013, % of global production



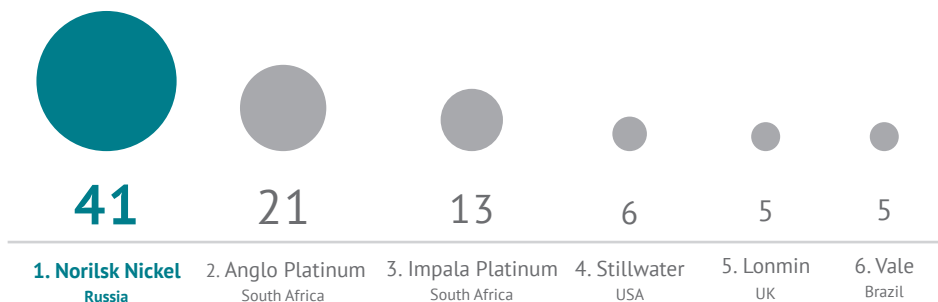
Source: Annual Report of Norilsk Nickel, 2013, Company data



## 1.4 PALLADIUM INDUSTRY: KEY GLOBAL PLAYERS

2013

Ranking of companies based on  
palladium production  
2013, % of global production



Source: Annual Report of Norilsk Nickel, 2013, Company data

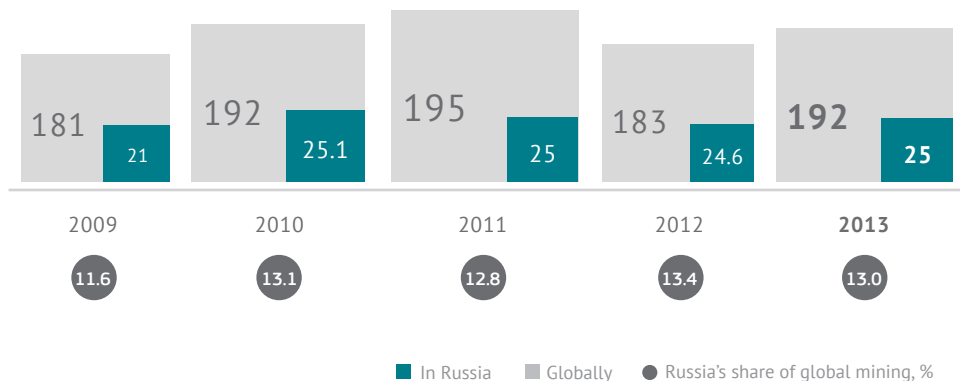




# **RUSSIAN PLATINUM-GROUP METALS INDUSTRY: CURRENT ISSUES AND TRENDS**

## 2.1 PLATINUM MINING

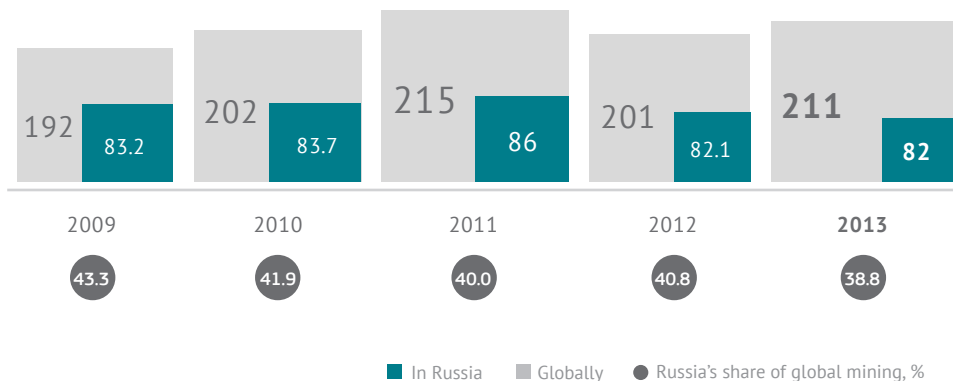
Platinum mining in Russia and globally  
2009-2013, tonnes\*



\* Source: USGS data

## 2.2 PALLADIUM MINING

Palladium mining in Russia and globally  
2009-2013, tonnes\*

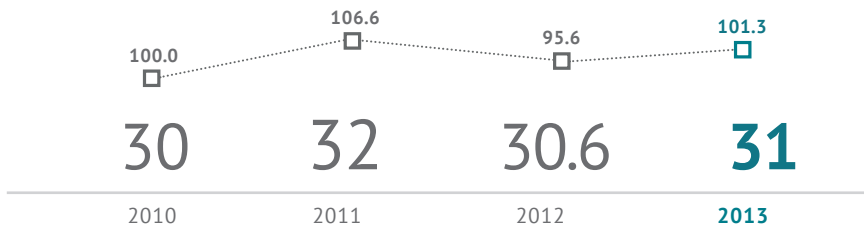


\* Source: USGS data

## 2.3 PLATINUM AND PALLADIUM PRODUCTION IN RUSSIA

### Platinum production in Russia

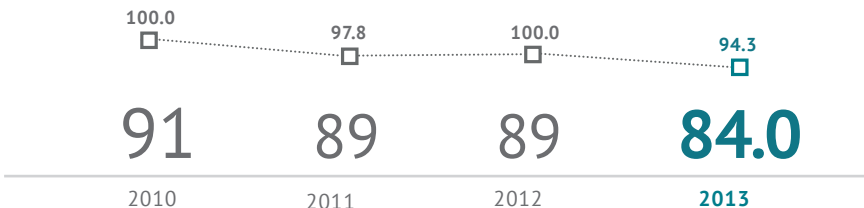
2010-2013, tonnes



□... Production in Russia, % change from previous period

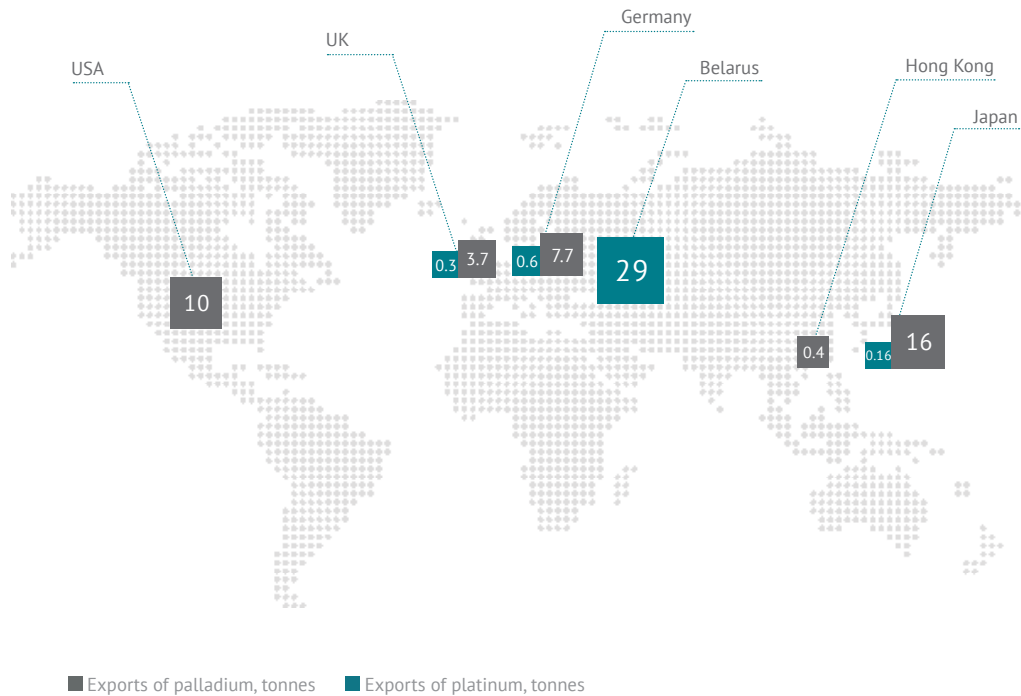
### Palladium production in Russia

2010-2013, tonnes



□... Production in Russia, % change from previous period

## 2.4 RUSSIAN EXPORT OF PALLADIUM AND PLATINUM 2013, tonnes, by top importing countries



999.5 FINE  
PLATINUM

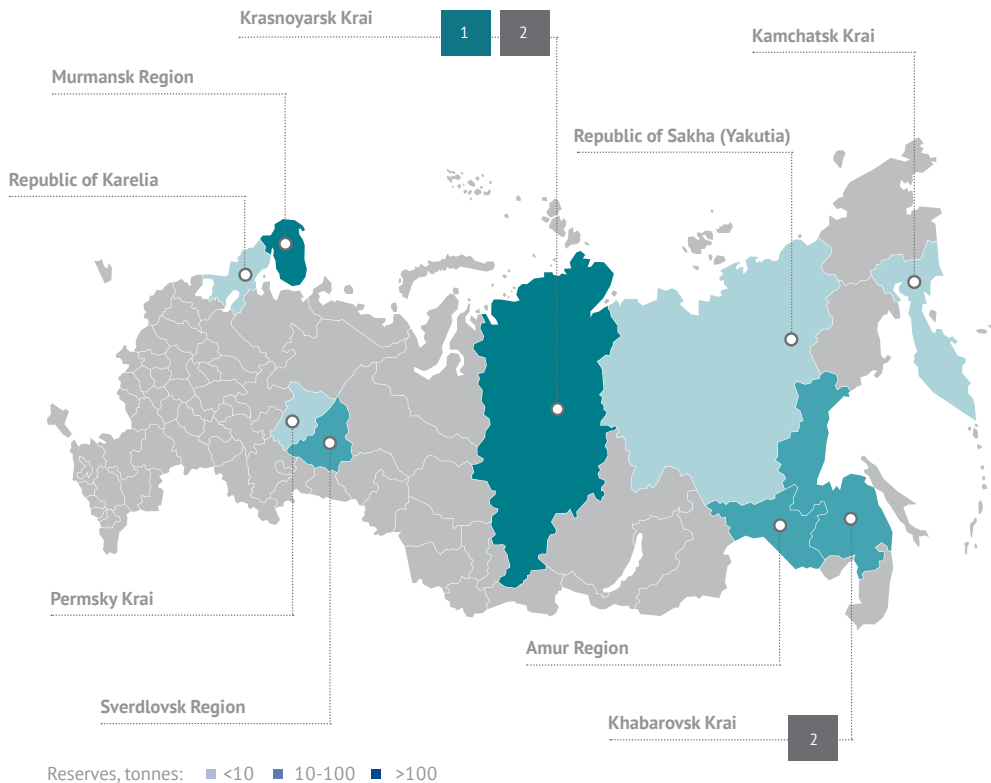
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# GEOGRAPHY AND CORPORATE STRUCTURE

### 3.1 KEY DEPOSITS OF PLATINUM AND PALLADIUM IN RUSSIA



## 3.2 RUSSIAN PLATINUM-GROUP METALS INDUSTRY: CORPORATE STRUCTURE

1

### Norilsk Nickel

#### Companies of the Holding company

- Polar Division (Norilsky Kombinat OJSC)
- Kolskaya GMK OJSC
- Kombinat Severonikel OJSC
- Mining and Metallurgical Kombinat Pechenganikel OJSC

#### Mines of the Holding company

- Oktyabrskoe (Krasnoyarsk Krai)
- Talnakhskoe (Krasnoyarsk Krai)
- Norilsk-1 (Krasnoyarsk Krai)
- Zhdanovskoe (Krasnoyarsk Krai)
- Zapolyarnoe (Krasnoyarsk Krai)
- Kotselvaara, Semiletka (Krasnoyarsk Krai)

#### Concentrating plants

- Talnakhskaya
- Norilskaya

#### Metallurgical processing enterprises

- Copper Metallurgical Plant
- Nickel Metallurgical Plant
- Nadezhdinsky Metallurgical Plant
- Severonikel Kombinat

2

### Russian Platinum GC

#### Companies of the Holding company

- Artel Starateley Amur UK OJSC
- Russian Platinum LLC

#### Mines of the Holding company

- Chernogorskoe Deposit (Krasnoyarsk Krai)
- Konder (Khabarovsk Krai)
- Norilsk-1 (Southern section) (Krasnoyarsk Krai)

### 3.3 NORILSK NICKEL: NO. 1 IN GLOBAL INDUSTRY TOP – 10 2013, by sales volume and market capitalization

	Country	Company	Sales, USD mln	Market capitalization, USD mln
1	Russia	Norilsk Nickel	11 121.42	28 642.18
2	USA	Southern Copper Corp.	6 669.27	23 369.05
3	UK	Antofagasta Plc	6 325.39	10 988.26
4	Canada	First Quantum Minerals Ltd.	3 446.50	9 126.63
5	Peru	Sociedad Minera Cerro Verde SAA	1 804.65	8 523.86
6	South Africa	Impala Platinum Holdings Ltd	2 728.63	4 582.44
7	China	Jilin Jien Nickel Industry Co., Ltd.	391.16	3 721.92
8	Philippines	Nickel Asia Corp.	245.54	2 472.43
9	China	Chongyi Zhangyuan Tungsten Co., Ltd	322.42	1 362.36
10	Australia	Western Areas Ltd	301.93	849.16

Sources: Bloomberg, Reuters

## NORILSK NICKEL: GLOBAL MARKET LEADER

2013 , share in global metal production

N<sup>o</sup> **1** global  
nickel  
producer  
**14%**  
of global nickel  
production

N<sup>o</sup> **1** global  
palladium  
producer  
**41%**  
of global palladium  
production

N<sup>o</sup> **4** global  
platinum  
producer  
**11%**  
of global platinum  
production

N<sup>o</sup> **11** global  
copper  
producer  
**2%**  
of global copper  
production

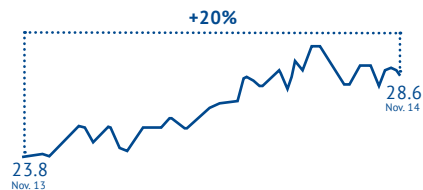
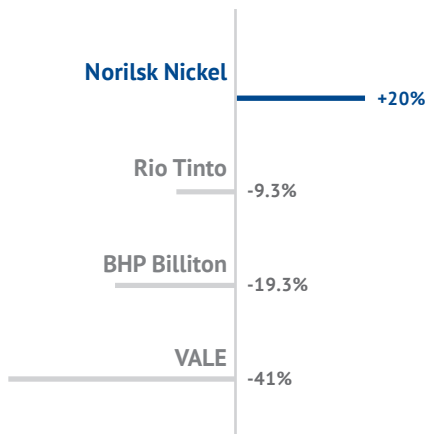
## NORILSK NICKEL MARKET CAPITALIZATION

## Capitalization growth

Nov 2013 - Nov 2014, %

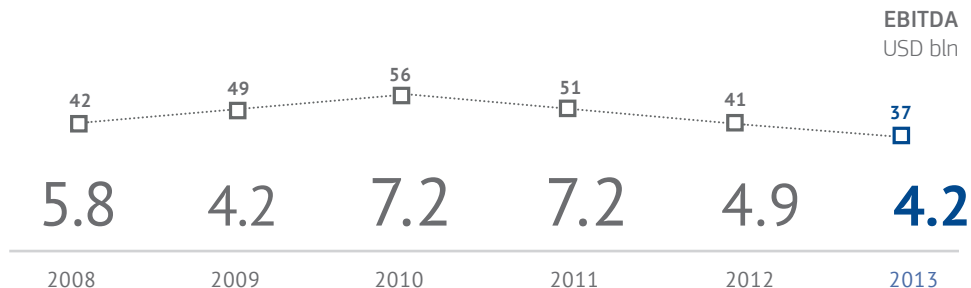
## Capitalization

USD bln



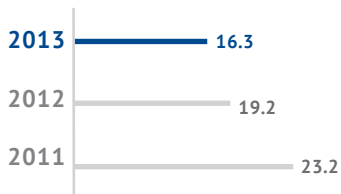
Sources: Bloomberg, Reuters, Company data

## NORILSK NICKEL: SUSTAINABLE HIGH MARGIN

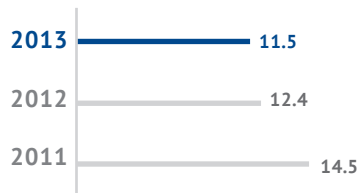


□... EBITDA margin, %

Earnings per share  
USD



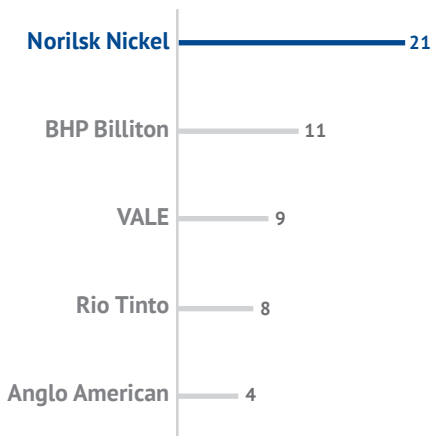
Revenues  
USD mln



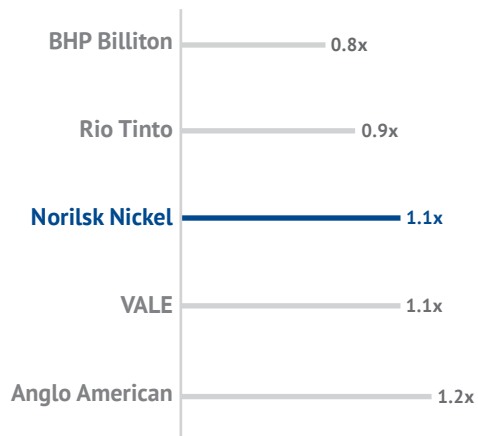
# NORILSK NICKEL: KEY FINANCIAL INDICATORS

## 2011-2013

**Free Cash Flow**  
2013, as % of Revenue



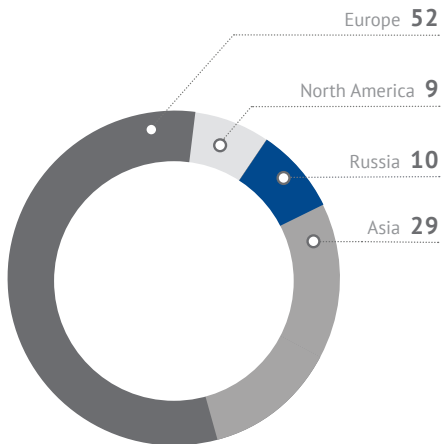
**Net Debt to EBITDA**  
2013



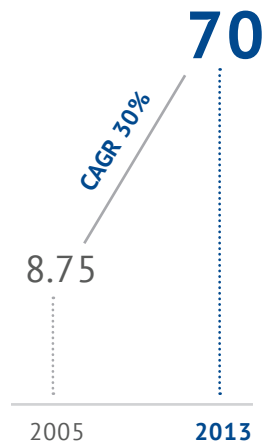


## NORILSK NICKEL: DIVERSIFIED GLOBAL PLAYER WITH A FOCUS ON CHINA

Norilsk Nickel Sales structure  
2013, %



Norilsk Nickel exports to China  
2005-2013, nickel, thousand tonnes



## NORILSK NICKEL PRODUCTION INDICATORS: PLATINUM AND PALLADIUM

2011-2013, thousand troy ounces

Platinum production

695

2011

683

2012

**651**

**2013**

Palladium production

2,806

2011

2,731

2012

**2,661**

**2013**







# INVEST IN RUSSIA PLATFORM

**INVEST  
IN RUSSIA**

WHY  
RUSSIA

WHERE  
TO INVEST

TOP  
RUSSIA

KNOWLEDGE  
HUB & NEWS


INVESTMENT  
TOOLS

ABOUT  
RDIF

OUR  
PARTNERS

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## WHY RUSSIA?

"Russia is one of the largest countries in Zone Europe, Middle East, North Africa and a big contributor to its results. We believe in Russia's long-term potential and will continue to develop business here, the country, where we first came more than 140 years ago."

Lutz Centarelli  
Executive Vice President North S.A.  
Head of Zone Europe, Middle East, North Africa


## DID YOU KNOW?

Russia is the 6th largest economy in the world. GDP purchasing power parity, \$trillion



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## SAY YES TO KALUGA REGION



**MORE REGIONS >**


### REGIONAL PROFILE

#### KALUGA REGION: GENERAL INFORMATION

Total area: **22,898 km²**


Population: **1,025,000**

Major cities:  
Kaluga (population: 347,144)  
Obninsk (population: 105,623)



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### THEY CHOOSE RUSSIA



Track inward strategic investment across Russia

**View map**


### PROJECT DATABASE



**Smart City Kazan**  
New urban development project in Kazan

**All projects**


### SITE SELECTION TOOLS



**THE BEST WAY TO FIND  
SUITABLE LOCATIONS**

**Start search**

### INVESTMENT ANNOUNCEMENT



Find information about publicly announced investment in Russia regions

**View all**

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WHY RUSSIA | WHERE TO INVEST | TOP RUSSIA | KNOWLEDGE HUB & NEWS | INVESTMENT TOOLS | ABOUT RDIF | OUR PARTNERS

Contact Us | Site Map

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## SITE MAP

### WHY RUSSIA

- Key facts about the Russian economy. Russia's global ranking in different areas.

### WHERE TO INVEST

#### ■ COMPARE REGIONS

Every region talks about their pro-business investment climate. We gather evidence on the actual state of affairs.

#### ■ SECTORS

Gain access to the partners' reports, guides and other materials about key industries.

#### ■ REGION PROFILES

Say YES to your success in Russia. Our team of regional professionals provide you with the expertise and up to date information you need in order to make an informed investment decision with regards to any specific region.

Get a historical perspective on top international companies which have made specific regions in Russia their home and see their profiles.

### TOP RUSSIA

- Use this link to learn more about the largest Russian companies.

### OUR PARTNERS

- Stay connected with investment promotion agencies and government authorities in any region in Russia.

### KNOWLEDGE HUB & NEWS

- Browse our library of Investment News and Research, companies' case studies, guides, industry reports and comments from investment professionals and the business community around the world.

### INVESTMENT TOOLS

#### ■ THEY CHOOSE RUSSIA

Success stories of foreign investors from multiple Russian regions. Track inward strategic investment across Russia.

#### ■ PROJECT DATABASE

The Project Database is the central storehouse of information on regional projects, verified by the Russian Direct Investment Fund professionals.

#### ■ SITE SELECTION TOOLS

The best way to find the best properties (greenfield and brownfield).

The easy-to-use property search tool allows you to find a specific site by entering Size, Other Features and Location Filters. Compare selected properties side-by-side, download individual property sheets and see your results in a basic or detailed list view, or on a map.

### INVESTMENT ANNOUNCEMENT

- Find information about publicly announced investments within Russian regions.



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