



**НОРНИКЕЛЬ**

**APPROVED BY  
Resolution of the Board of Directors  
of PJSC “MMC “Norilsk Nickel”  
passed on February, 2, 2018  
No. GMK/3-pr-sd**

## **Policy of PJSC “MMC “Norilsk Nickel” Regarding Support for Small and Medium Enterprises**

### **Overview**

Public Joint Stock Company “Mining and Metallurgical Company “Norilsk Nickel” (hereinafter – the “Company”) is one of the world’s leading mining and metallurgical companies and conducts the full range of business from geological exploration, mining, precious metal production to sales of finished products. The Company is the world’s largest palladium producer and one of the world’s largest nickel, platinum and copper producer. The Company also produces cobalt, rhodium, silver, gold, iridium, ruthenium, selenium, tellurium and sulphur.

The Company seeks to make a significant contribution to sustainable development of the regions where it operates and implements a set of social and economic projects aimed at solving current and long-term tasks regarding support for small and medium enterprises.

The small and medium entrepreneurship sector plays one of the key roles in development of the modern economy. Small and medium enterprises, due to their inherent mobility and flexibility, can smooth out negative processes in the area of employment, promote job creation, provide growth of the income level and improvement of the living standards, saturation of the consumer market with goods and services, innovative development and improvement of the sectoral composition of the economy in the regions where the Company operates.

This Policy of the Company regarding support for small and medium enterprises (hereinafter - the “Policy”) is aimed at promoting dynamic and sustainable development of small and medium enterprises.

Participation of the Company in support and development of small and medium enterprises is an essential component of the economic growth and sustainable development of the regions where the Company operates.

### **Objectives**

The main objectives of the Company regarding support for small and medium enterprises are as follows:

- fostering favorable conditions to realize entrepreneurship potential;
- creating a partnership system of the Company, public authorities, and local governments with small and medium enterprises;

- engaging citizens, including youth, in entrepreneurial activities, increasing the level of entrepreneurial literacy, information and consultative support for entrepreneurs;
- increasing the number of jobs in the regions where the Company operates.

### **Principles and Responsibilities Regarding Support for Small and Medium Enterprises**

The main principles and responsibilities of the Company regarding support for small and medium enterprises are as follows:

- free and fair competition;
- availability of supportive measures for all small and medium enterprises;
- openness, transparency, creation of equal conditions for information awareness of the ongoing procurement procedures;
- improvement of supportive tools for small and medium enterprises;
- the maximum implementation of bidding procedures in allocation of funds directed to charitable purposes;
- readiness for dialogue and cooperation, development of partnership relations with all concerned.

### **Main Areas of the Policy**

The Company implements this Policy in the following areas:

#### **Interaction**

Following the principles of openness and transparency, the Company interacts with public organizations, public authorities and local governments in the regions where the Company operates in order to address the issues of forming an integrated approach to solve the problems of development of small and medium enterprises.

In this area, the Company implements such activities as:

- conclusion of agreements on interaction with public authorities and local governments;
- participation of the Company's representatives in councils, conferences on development of small and medium enterprises;
- participation of the Company in formulation of proposals for improvement of the regulatory framework regarding support for small and medium enterprises.

#### **Access to Procurements**

Organization of an understandable and transparent system of the materials and equipment procurement within the Company.

In this area, the Company implements such activities as:

- conducting procurements with the use of automated systems and electronic trading platforms to ensure the maximum efficiency and transparency;
- using the transparent procurement management system in procurements – Supplier Relationship Management (SRM). SRM allows small and medium businesses to have access to up-to-date information on the

procurements ongoing within the Company and participate in the procurements, as well as it provides an opportunity for on-line communication with the procurement specialists of the Company. Registration in SRM is free of charge and does not impose additional responsibility on potential suppliers;

- operating "Supplier Notification Portal" – a web service intended for exchange of data on shipment of the materials and equipment between the supplier, the consignee and the respective logistic branch of the Company in the port of transshipment.

### **Charitable Work and Training Programs**

Realization of the Charity Program "The World of New Opportunities" by the Company: holding competitions, conferences, seminars fostering small and medium businesses, open discussions on the issues of small and medium enterprises, and organization of training for specialists.

In this area, the Company organizes and holds:

- "Social Projects Competition" aimed at supporting public initiatives and creating conditions for sustainable development of the regions where the Company operates;

- the training course "Social Entrepreneurship" aimed to acquiring practical entrepreneurial skills, which allows to attract active business representatives to tackle social issues of the regions through implementation of the business projects. Practical entrepreneurial skills are taught to trainees by dedicated mentors who are seasoned entrepreneurs, have successful stories of implementing business projects, ready to share their own experience and provide consulting services to burgeoning entrepreneurs;

- holding informal meetings in "Social Entrepreneur Club" with participation of non-profit organizations involved in entrepreneurship, social entrepreneurs and social start-up participants. The club aims at developing social entrepreneurship, enhancing professional competencies of social entrepreneurs, promoting technologies and practices to tackle local social issues through business projects;

- creation of "FabLab, R&D Creativity Laboratories" – a public space where everyone can bring their ideas to life using equipment and professional software for digital manufacturing. With the diverse capabilities of available equipment, FabLab makes a perfect spot to launch innovative commercial projects.

### **Partnership**

Interaction of the Company with small and medium enterprises while addressing the issues of experience exchange and introduction of new technical and technological solutions.

In this area, the Company interacts with small and medium enterprises developing new types of materials, products and equipment to conduct pilot testing at the production sites of the Company.