MMC NORILSK NICKEL REPORTS FULL YEAR 2015 AUDITED CONSOLIDATED IFRS FINANCIAL RESULTS

Moscow, March 15, 2016 – PJSC MMC Norilsk Nickel ("Norilsk Nickel", the "Company" or the "Group"), the largest refined nickel and palladium producer in the world, today reports IFRS financial results for the full year ended December 31, 2015.

FY2015 HIGHLIGHTS

- The world's best portfolio of Tier 1 mining assets, management focus on stringent investment governance discipline, cost controls and efficiency improvements provided a solid base for robust financial performance amidst weak commodity markets.
- Consolidated revenue decreased 28% y-o-y to USD 8.5 billion, impacted by lower metal prices, divestiture of international assets and one-off logistical and operational preparations for the shutdown of the nickel plant in Norilsk planned for 2016.
- EBITDA was down 24% y-o-y to USD 4.3 billion, driven mainly by lower revenue.
- EBITDA margin expanded from 48% to an industry-leading 50% on the back of a 26% decrease in cash operating costs, a 40% decline in SG&A expenses and the Company's exit from international mining assets.
- Net profit decreased 14% y-o-y to USD 1.7 billion, while net profit adjusted for non-cash items reached USD 3.2 billion.
- CAPEX increased 27% y-o-y to USD 1.7 billion driven by the execution of the downstream reconfiguration programme, accelerated development of the Skalisty underground mine, and the Bystrinsky (Chita) project having entered into an active construction phase. All major investment projects were on time and on budget.
- Net working capital was down 6% y-o-y to USD 1 billion despite a material increase in saleable metals inventories and other one-off factors.
- Free cash flow decreased 49% y-o-y to USD 2.4 billion, owing to lower EBITDA, slower rate of working capital release and increased CAPEX.
- A strong balance sheet was maintained with Net Debt / EBITDA ratio at 1.0x as at December 31, 2015. Solid financial standing of Norilsk Nickel is confirmed by investment grade credit ratings from Standard & Poor's and Fitch credit rating agencies.
- Dividends distributed to shareholders in 2015 amounted to USD 18 per share, delivering an industry-leading dividend yield.
- Exit from non-core assets is on track. In 2015, the Company closed the sale of its minority stake in Inter RAO for USD 204 million and completed the sale of Tati Nickel, with the sale of the Nkomati mine expected to close by the end of 1H2016.
- In line with the strategy of de-risking the greenfield Bystrinsky project, the Group has entered into a binding agreement to sell a 13% stake to a consortium of Chinese investors for USD 100 million. The sale is subject to regulatory approvals, and its completion is expected in 2Q2016.

RECENT DEVELOPMENTS

- In January 2016, the Group opened a 5-year fully unsecured syndicated USD 730 million revolving credit line with a consortium of Chinese banks and received a USD 100 million loan from ING Bank.

- In February 2016, the Group redeemed its rouble bonds in the amount of around USD 499 million and completed placement of a new 10-year rouble bond issue in the amount of USD 199 million.

KEY CORPORATE HIGHLIGTS

USD million (unless stated otherwise)	**2015**	**2014**	**Change, %**
Revenue	8,542	11,869	(28%)
EBITDA[1]	4,296	5,681	(24%)
EBITDA margin, %	50	48	2 p.p.
Net profit before impairment charges and foreign exchange losses[1]	3,167	3,968	(20%)
Net profit	1,716	2,000	(14%)
Capital expenditures	1,654	1,298	27%
Free cash flow[2]	2,405	4,725	(49%)
Net working capital[1,3]	1,030	1,087[3]	(5%)
Net debt[2,3]	4,212	3,537[3]	19%
Net debt /12M EBITDA	1.0x	0.6x	
Dividend per share (USD)	18.10	20.74	(13%)
ROIC[2]	35%	29%	6 p.p.

1) A non-IFRS figure, for the calculation see the notes below.
2) A non-IFRS figure, for the calculation see an analytical review document ("Data book") together with Consolidated IFRS Financial Results available on the Company's web site.
3) Reported as of December 31, 2015 and December 31, 2014, respectively.

MANAGEMENT COMMENTS

Vladimir Potanin, President of Norilsk Nickel, commented:

"The 80th anniversary of Norilsk Nickel that we celebrated last year came against a strong back drop of weak commodity markets, with prices for some of our products reaching multi-year lows. This challenging year however reiterated our confidence that the strategic choice that we made 3 years ago was right. The focus on our world's leading Tier-1 asset portfolio, capital investments discipline and cost controls, enabled us to withstand strong headwinds in commodity markets and generate industry leading profitability, which was importantly accompanied by an industry leading strong balance sheet. With a major downstream reconfiguration project progressing well and aimed for the launch this year, we feel that our metals industry leadership should extend further.

In spite of a difficult macroeconomic environment we remained fully committed to our HSE programmes and delivery on our social obligations. Last year, the collective bargaining agreement with our production personnel was extended for another three years, housing programs and other benefits for our employees were maintained, while we continued to provide support to various charity initiatives both on the country-wide level as well as towards local communities. A major milestone of our environmental protection programme is the shutdown of the Nickel Plant in the city of Norilsk. All due preparations are being completed on time and the Plant is on track for the scheduled shut down by the fourth quarter 2016. Once completed we will see a substantial decrease in overall emissions and improvement of life quality of Norilsk residents.

The unprecedented plunge in metal prices heavily weighed on our performance, affecting negatively our top line performance and EBITDA, with major positive offsets coming from foreign exchange, cost savings in Russia and exit from international assets. As result, the Company delivered the industry leading EBITDA margin of 50% and solid free cash flow of USD 2.4 billion.

We continued to deliver on our capital investment programme, with all major investment projects executed on time and on budget. Total capital expenditures for 2015 increased 27% y-o-y to USD 1.7 billion as we were actively preparing for the launch of a new downstream configuration in 2016 by modernizing and growing capacity of the Talnakh concentrator, Nadezhda metallurgical plant and nickel refining facilities at Kola MMC. Our key mining projects were the worlds' highest IRR brownfields of the Polar division, the ramp up of the major Skalisty underground mine and the Bystrinsky greenfield project in Chita region entering into an active construction phase.

Besides, we delivered industry-leading shareholder returns, having paid a total dividend of USD 18 per share, while also marking industry-leading dividend yield.

The 2015 financial year ended with a strong balance and Net debt / EBITDA ratio of 1.0x in line with our average through-the-cycle leverage. We reiterate the commitment of our financial policy to retain investment grade credit ratings and feel that our strong cash flow generation and low leverage provide us with sufficient flexibility to maintain a strong balance sheet in these turbulent times.

On the cusp of 2015 and 2016, we opened a new chapter in our business dialogue with Chinese partners. In December, we signed a financing deal with a consortium of Chinese banks, pioneering for a Russian corporate, which provides us with access to a fully unsecured 5-year credit line in Chinese yuan equivalent to approximately USD 730 million. In January, we entered into partnership with a group of Chinese investors, which bought a 13% equity stake in our Bystrinsky project.

The work that we have done to reshape Norilsk Nickel footprint and focus on organic growth and Tier 1 assets have already put us in a strong position to withstand current macro and commodity headwinds. Being well advanced in the streamlining of our asset portfolio and implementation of our operating efficiency programme, having a committed management team and a strong balance sheet, we feel that the Company will continue to deliver superior returns to our shareholders even amidst the currently challenging commodity markets."

HEALTH & SAFETY

The lost time injury frequency rate (LTIFR) increased from 0.5 in 2014 to 0.6 in 2015 primarily owing to a stricter methodology applied to reporting injuries and a higher frequency of incidents at the Company's contractors. However, the current LTIFR level remained well on par with the global mining industry standards. Unfortunately, the Company suffered 13 fatal accidents during 2015 (five more than in 2014). All these accidents are being thoroughly investigated in order to improve our systems and procedures so that every employee can return home unharmed. All the accidents have been reported to the Board of Directors and reviewed.

With safety and zerofatality regarded as key strategic priorities for the Company and in the light of unfortunate 2015 accidents, the Company management launched additional initiatives to ensure comprehensive review of HS&E standards, in order to improve the situation. The initiatives introduced in 2015 include the following:

- cardinal Safety Rules (employment contracts expanded with addenda) the violation of which serves as grounds for dismissal; 134 employees and 35 operating managers were fired in 2015 for the violation of the health & safety regulations;
- the Company started testing both current and newly hired employees for risk tolerance at work;

- a new policy was launched giving an employee the right to refuse a work assignment if it threatens their life and health.

In addition to the improved internal monitoring and changes in the reporting, the management has engaged DuPont, one of the world's leading consultants in this area, as an independent auditor, to monitor the progress in rolling out the corporate occupational health and safety standards.

METAL MARKETS

Nickel in 2015 – market distorted by negative macro factors and inventory movements, the lack of supply response, overly bearish sentiment towards China and ample metal stocks

Nickel price started 2015 at approximately USD 14,900 per tonne with the market expecting a sustained price recovery as exemplified by Bloomberg analyst consensus forecast of 2015 average annual price of USD 17,850 per tonne. Contrary to consensus expectations, nickel price was in decline throughout most of the year and fell in December as low as USD 8,500 per tonne, the lowest level since 2003. The average LME nickel price in 2015 was down 30% y-o-y to USD 11,807 per tonne.

The nickel price came under a downward pressure on the back of a combination of negative macroeconomic factors, market sentiment and fundamentals. First, the strengthening of US dollar against most mining currencies and overly bearish sentiment towards Chinese industrial demand led to a massive fund outflows from both physical metals and commodity index funds. For nickel specifically, this negative trend was exacerbated by a 50% surge in speculative short positions on LME and a record-high speculations of physical metals, with LME and SHFE combined metal trading volumes in 2015 exceeding the physical market size by almost 250 times.

The supply side continues to lack elasticity with a number of mines operating despite negative cash flows. The impact of low nickel prices was partially softened by weakening of mining currencies combined with falling oil price that allowed for average nickel cash cost to fall almost 20% y-o-y in 2015. The perceived lower cash costs despite still being above market price for a substantial part of the market were part of the sentiment contributing to the weakness of nickel price in 2015.

The movement of refined metal inventory in 2015 and a prior year was often a result of the metal reallocation from one warehouse to another, but not a reflection of the underlying market surplus or deficit. The reallocation of opaque Chinese nickel inventories from bonded warehouses to LME warehouses resulted in a significant increase of LME nickel stocks, which hit 441 thousand tons in the end of 2015. At the same time, a substantial amount of nickel was moved to SHFE warehouses, which launched nickel trading in May 2015, and which accumulated by the end of 2015 almost 50 thousand tons of metal. A lot of nickel was moved between LME warehouses, with the cost of storage often driving these relocations. We thus believe that albeit market surplus did contribute to some increase in the total exchange inventory in 2015, it was not a major driver. The market, however, often misinterpreted the growth of inventory as a signal of weak demand from Chinese stainless industry.

Most disappointing, the bulk of nickel supply demonstrated last year very low price elasticity. In spite of 60% of global nickel production being making cash losses during 2H2015 the production cuts were surprisingly small and came mostly from the Chinese NPI (nickel pig iron) producers (100 thousand tons out of 125 thousand tons cuts in China). The reasons for the lack of supply response we believe were: some form of "sponsorship" of loss making nickel operations (such as global diversified miners, governments, downstream integrated producers or strong private financial backers), high barriers to exit in certain jurisdictions (high rehabilitation/mothballing costs), low cost of refinancing balance sheets, ample financial liquidity and little

propensity of commercial banks to trigger bankruptcies, and, finally, expectations for an imminent recovery of nickel price. At the same time, we estimate that the nickel consumption last year in China remained robust (+3% y-o-y) supported by the output of nickel-intensive 300-series stainless steel, which was up 5% y-o-y. Import of both refined nickel and ferronickel to China showed a remarkable growth of 130% and 80% y-o-y, respectively, confirming the hypothesis that China domestic nickel market was in deficit as lower nickel units production (mainly in the form of NPI) had to be substituted by imported material while the demand was up.

Nickel outlook – major production cuts and a substantial drawdown of exchange inventory are needed to trigger a sustained price recovery

We do not believe that the nickel price is sustainable at the spot level in the long run and we neither see much further downside as the nickel price is already extremely deep into the cost curve. With USD strengthening/mining currencies depreciation as well as oil price having stabilized by now, we believe that further reduction of the cost curve should end by and large (and thus the lowering of the support for nickel price).

Nickel industry restructuring seems to be picking up pace in 2016. With some production cuts (mainly in China) already announced in 2015 and further production cuts scheduled in 2016, we also see a substantial amount of high cost nickel operations have been put up for sale. We however feel that at least some 20-25% of the global supply needs to be cut for the nickel price to enter into a sustained recovery.

In 2016, we expect further contraction of NPI capacities in China (by around 85 thousand tons) driven by high cost, lack of feed and tightening environmental regulations. Significant amount of non-Chinese high-cost producers (with combined capacity of around 200 thousand tons) are also at risk of shutdowns, with the first closures already announced in the beginning of the year (Votorantim, Panoramic and Mincor Resources).

We expect that global primary nickel consumption should remain unchanged in 2016 at approximately 1.9 million tons and the market to develop a deficit of 70-90 thousand tons. As the global nickel exchange inventory runs at historical highs of approximately 500 thousand tons, we feel that the price reaction to production cuts could be sticky until a major drawdown of inventories is materialized.

Copper in 2015 –weak Chinese demand and growing output

Copper price followed the negative trend in global commodity markets down 20% y-o-y to USD 5,494 per tonne in 2015. In January 2016, copper price fell to a seven-year low of USD 4,300 per tonne. We believe that copper price was subject to similar global negative setbacks, which affecting both lowering of cost curve as well as fund outflow from passive commodity investors. These were driven by the appreciation of US dollar/depreciation of mining currencies and falling oil price. Supply cuts last year did not surprise totalling a historical average of approximately 5-6%, while a number of new major mines continued their ramp up. At the same time, copper consumption in China (accounting for 46% of the world's consumption) was weak. Albeit down, copper price showed some resilience relative to other base metals, in part owing to the low level of exchange inventories, which in the past years made copper market highly vulnerable to potential supply disruptions above initial disruption allowances as well as possible demand surprises from China.

Copper outlook - neutral

We have trimmed our demand outlook for 2016 as uncertainty remains over China ability to restore the prior year's growth rates in energy grid capital expenditures. We are also looking at a moderate growth of supply, as we believe that the reduced production at mature mines in Americas and supply disruptions in Zambia and Congo, may not be sufficient to offset negatively the ramp up of a number of major copper projects.

Palladium in 2015 – output recovery in South Africa and outflows from ETFs put price under pressure

Palladium performance was weak in 2015 with price down 14% to an average of USD 691 per ounce as we believe that the metal followed the other industrial metals. The metal traded in a quite tight price range of USD 670-830 per ounce during almost entire 1H15 up until May, but in 2H15 lost its support and breached USD 530 per ounce level. After a 5-month strike, which paralyzed 20% of global palladium output in 2014, South African output quickly recovered in 2015 shifting the palladium market from apparent deficit to a more balanced state. Additional downward pressure on the palladium price came from ETF holdings, which recorded significant outflows in 2H 2015 (700 thousand ounces).

Palladium outlook – positive, deficit to persist

We consider the current weakness in palladium price as temporary. Booming car sales in the US and China, where palladium is mostly used for the production of auto catalysts for gasoline vehicles, should provide for the robust demand from auto industry in 2016 (+200 thousand ounces). With palladium intensity per vehicle higher in the US relative to China owing to tighter emission standards and on average larger size of engines, the growth of demand for palladium becomes a bit more reliant on the strong US consumption. An ongoing economic recovery and sustain low oil price should stimulate the sales of light vehicles in the US (the latter is especially relevant for price-sensitive large engine SUVs). The outflows from palladium ETFs significantly slowed down year-to-date, which may imply the trend reversal. However, as the demand from ETFs is for a physical metal, the former flows are a major swing factor for the palladium market balance. Although South African producers were successful to restore their production to pre-strike levels in 2015, we do not expect any significant production growth in 2016 as the low-price environment will curb the growth investments and could affect the production at high cost mines. We believe that the risk of supply disruptions due to safety stoppages and labour disputes continue to be material for South African producers. The rising electricity tariffs and labour cost continue to contribute to the cost inflation. A major offset to these factors came in 2015 from the currency depreciation in South Africa, which with USD strengthening potentially over, may not necessarily provide similar offset to the rising costs in 2016. We think that primary palladium supply will decrease by around 4% owing to production cuts in South Africa and the reconfiguration of downstream assets in our Company. We also do not expect any sales from the Russian government stockpile, all-in-all expecting palladium market to post a substantial deficit in 2016.

Platinum in 2015 – healthy market affected negatively by Chinese sentiment and VW scandal

In 2015, platinum price was down 24% y-o-y to an averaging of USD 1,053 per ounce. Alongside weakening global commodities, the metal price was down in 2H 2015, to below USD 900 per ounce and is currently trading in the range of USD 950-1,000 per ounce, the lowest levels since 2008. Fears over China's potential hardlanding, weak ZAR and expectations for a drop in the demand for diesel cars following the Volkswagen scandal contributed to the price weakness.

At the same time, we estimate that the real demand for platinum in 2015 was healthy. Primary industrial demand was up 8% y-o-y supported by tightening emissions legislation in Europe (roll out of Euro 6) and lower recycling volumes. All-time high retail investment demand in Japan (+530 thousand ounces) more than compensated for the outflows from global platinum ETFs (-320 thousand ounces)

Platinum outlook – moderately positive

We expect primary platinum consumption to increase 1% y-o-y in 2016 driven by a moderate growth in automotive industry as well as the recovery in jewellery and chemical sectors. Investment demand is anticipated to remain unchanged. We expect a moderate (1%) decline in primary supply driven by lower output by South African producers and downstream reconfiguration at Norilsk Nickel. An upside risk may come from the potential supply disruptions in South Africa, which may occur as a result of the potential disputes between the unions and corporates as the current labour agreements are expiring in June and up for renegotiations.

KEY SEGMENTAL HIGHLIGHTS

USD million	**2015**	**2014**	**Change, %**
Revenue	**8,542**	**11,869**	**(28%)**
Polar Division	6,590	8,937	(26%)
Kola MMC	773	1,100	(30%)
NN Harjavalta	757	986	(23%)
Other metallurgical assets	30	154	(81%)
Other non- metallurgical assets	1,182	1,997	(41%)
Inter-company eliminations	(790)	(1,305)	(39%)
EBITDA	**4,296**	**5,681**	(24%)
Polar Division	4,429	5,625	(21%)
Kola MMC	257	346	(26%)
NN Harjavalta	72	70	3%
Other metallurgical assets	(12)	(61)	(80%)
Other non-metallurgical assets	(64)	78	(182%)
Corporate expenses	(386)	(377)	2%
EBITDA margin, %	**50%**	**48%**	**2 p.p.**
Polar Division	67%	63%	4 p.p.
Kola MMC	33%	31%	2 p.p.
NN Harjavalta	10%	7%	3 p.p.
Other metallurgical assets	(40%)	(40%)	-
Other non- metallurgical assets	(5%)	4%	(9 p.p.)

- In 2015, EBITDA of Polar Division decreased by 21% y-o-y and EBITDA of Kola MMC was down 26% y-o-y, to USD 4,429 million and USD 257 million, respectively. The decline was primarily driven by lower metal prices, partly offset by the decrease in cash costs and selling expenses driven by the depreciation of Russian rouble and cancellation of export duties on nickel and copper.

- EBITDA of NN Harjavalta remained stable y-o-y and demonstrated a slight increase by 3% to USD 72 million.

- Negative EBITDA of the other metallurgical assets reduced by 80% in 2015 following the sale of Tati Nickel in April 2015.

- EBITDA of the other non-metallurgical assets decreased by USD 142 million in 2015 primarily due to the lower profits of the Company's sales and distribution arms on the back of decline in metal prices as well as reduced revenue in USD terms from Russian non-core operations due to weakening of Russian rouble.

METAL SALES VOLUME BY ORIGIN, CONSOLIDATED REVENUE AND REALIZED PRICES

	2015	2014	Change, %
Finished products			
Russian operations			
Nickel (thousand tons)	197	228	(14%)
Copper (thousand tons)	343	356	(4%)
Palladium (thousand troy ounces)	2,464	2,667	(8%)
Platinum (thousand troy ounces)	590	629	(6%)
Finland			
Nickel (thousand tons)	43	42	2%
Semi-products			
Finland			
Copper cake, copper, (thousand tons) [1)]	13	11	18%
Botswana			
Nickel concentrate, nickel, (thousand tons) [1)]	1	3	(67%)
Nickel concentrate, copper, (thousand tons)[1)]	1	2	(50%)
South Africa			
Nickel concentrate, nickel, (thousand tons) [1)]	4	-	100%
Nickel concentrate, copper, (thousand tons)[1)]	2	-	100%
Metal sales, physical volumes			
Group, excluding South Africa [2)3)]			
Nickel, (thousand tons)	240	270	(11%)
Copper, (thousand tons)	343	356	(4%)
Palladium, (thousand troy ounces)	2,464	2,667	(8%)
Platinun, (thousand troy ounces)	590	629	(6%)
Gold, (thousand troy ounces)	93	136	(32%)
Rhodium, (thousand troy ounces)	84	91	(8%)
Cobalt, (thousand tons)	5	6	(17%)
Silver, (thousand troy ounces)	1,915	2,281	(16%)
Semi-products, nickel, (thousand tons) [1)]	5	3	67%
Semi-products, copper, (thousand tons) [1)]	16	13	23%
Semi-products, palladium, (thousand troy ounces) [1)]	100	78	28%
Semi-products, platinum, (thousand troy ounces) [1)]	39	31	26%
Semi-products, gold, (thousand troy ounces) [1)]	9	7	29%
Semi-products, silver, (thousand troy ounces) [1)]	142	116	22%

	2015	2014	Change, %
Average realized prices of metals produced by Norilsk Nickel in Russia from its own feed			
Metal			
Nickel (USD per tonne)	11,962	17,072	(30%)
Copper (USD per tonne)	5 585	6 931	(19%)
Palladium (USD per troy ounce)	695	804	(14%)
Platinum (USD per troy ounce)	1,057	1,388	(24%)
Cobalt (USD per tonne)	26,291	30,040	(12%)
Gold (USD per troy troy ounce)	1,162	1,266	(8%)
Rhodium (USD per troy ounce)	884	1,139	(22%)
Consolidated Revenue (USD million)			
Nickel	3,010	4,636	(35%)
Copper	1,916	2,468	(22%)
Palladium	1,807	2,221	(19%)
Platinum	631	869	(27%)
Semi-products	193	221	(13%)
Other metals	326	481	(32%)
Revenue from metal sales	**7,883**	**10,896**	**(28%)**
Revenue from other sales	659	973	(32%)
Total revenue	**8,542**	**11,869**	**(28%)**

1) Volumes are stated in respect of metal content in semi-product.
2) The operating results of Nkomati Nickel Mine (South Africa) are shown in the financial statements based on Group's 50% ownership and are reported as operating results of associates.
3) All information is reported on the basis of 100% ownership of subsidiaries, excluding sales of metals purchased from third parties.

Nickel

Nickel remained the largest contributor to the Company's revenue comprising a 38% of total metal sales in 2015 down from 43% in 2014 as nickel price fell the most within the Company's commodity basket and so did the sales of the physical metal owing to the one-off allocation of saleable metal into metal reserves.

In 2015, the nickel revenue decreased by 35% y-o-y (or USD 1,626 million) to USD 3,010 million primarily due to lower nickel price (-USD 1,325 million) and decrease in nickel sales volumes (-USD 372 million). Additional revenue of USD 71 million came from the sale of nickel purchased from third parties to meet contractual obligations with strategic customers.

The average realized nickel price of metal produced in Russia from own feed decreased by 30% y-o-y from USD 17,072 per tonne to USD 11,962 per tonne.

Sales volume of nickel produced by Norilsk Nickel in Russia from own feed decreased 12% y-o-y (or 27 thousand tons) from 222 thousand tons to 195 thousand tons. The decrease in sales volumes was driven by lower production (-3 thousand tons) and accumulation of temporary metal stock to smooth out the transition to the new configuration of smelting and refining capacities (shutdown of Nickel Plant, increased shipments of nickel matte for processing to Kola MMC and to Harjavalta in Finland) scheduled in 2016, which is expected to result in a one-off increase in work-in-progress in transit and lower output of saleable metals.

The amount of nickel sales from purchased semi-products was down by 4 thousand tons following the reduction of low-margin tolling operations at Kola MMC.

Sales volume of nickel produced by Norilsk Nickel Harjavalta increased by 2% y-o-y to 43 thousand tons in 2015 driven by a marginal increase of third party nickel concentrate processing under tolling arrangements and processing of Russian feed.

Copper

In 2015, copper sales accounted for 24% of the Company's total metal sales, down 22% y-o-y (or USD 552 million) from USD 2,468 million to USD 1,916 million primarily due to the lower average realized copper price (-USD 477 million) and decrease in sales volumes (-USD 75 million).

The average realized copper price was down 19% y-o-y from USD 6,931 to USD 5,585 per tonne.

Physical volume of copper sales from Russian feed decreased by 7 thousand tons to 340 thousand tons in 2015, while the copper production was up 2% that year. The decrease in sales volumes was driven primarily by the one-off allocation of saleable metal into metal reserves, created to smooth out the transition to the new configuration of smelting and refining capacities (shutdown of Nickel Plant, increased shipments of nickel matte for processing to Kola MMC and to Harjavalta in Finland) scheduled in 2016, which is expected to result in a one-off increase in work-in-progress in transit and lower output of saleable metals.

Sales of copper produced from third party materials declined by 6 thousand tons from 9 thousand to 3 thousand tons in 2015. This was primarily driven by reduction of low-margin tolling operations at Kola MMC.

Palladium

In 2015, palladium sales accounted for 23% of the Group's total metal revenue. The Group's palladium revenue decreased by 19% (or by USD 414 million) from USD 2,221 million to USD 1,807 million in 2015. This was driven by both the decrease in palladium sales volumes (-USD 141 million) and lower realized palladium price (-USD 289 million). Additional USD 95 million of palladium revenue in 2015 came from the re-sale of metal purchased in the open market to fulfil the Company's contractual obligations comparing to USD 79 million in 2014.

Sales of palladium produced in Russia decreased by 19% y-o-y from USD 2,084 million to USD 1,691 million. The decline was driven by both lower realized palladium price (down 14% y-o-y) from USD 804 per troy ounce in 2014 to USD 695 per troy ounce in 2015 and reduced sales volumes of palladium (down 6% y-o-y) in 2015 primarily by the one-off allocation of saleable metal into metal reserves.

Platinum

In 2015, platinum sales accounted for 8% of the Group's total metal sales. The platinum revenue reduced by 27% y-o-y (USD 238 million) from USD 869 million in 2014 to USD 631 million in 2015 primarily due to the reduction of platinum sales volume (by USD 41 million) and the platinum price (by USD 205 million). In 2015, in order to fulfil contractual obligations, the Company realized platinum purchased from third parties for a consideration of USD 8 million.

The revenue from platinum produced in Russia decreased 26% y-o-y from USD 827 million to USD 609 million in 2015. The reduction was driven by a 24% y-o-y decline in the average realized platinum selling price (from USD 1,388 per troy ounce in 2014 to USD 1,057 per troy ounce in 2015) as well as the one-off allocation of saleable metal into metals reserve (for details see above).

Other metals

The revenue from other metals was down 32% y-o-y (or by USD 155 million) to USD 326 million due to the decline in revenue from sale of gold (-38%), cobalt (-28%), rhodium (-27%) and silver (-30%) driven lower physical volumes (USD 77 million) and realized price (USD 78 million).

Semi-products

In 2015, the revenue from the sales of semi-products (copper cake and nickel concentrate) decreased by 13% y-o-y (or USD 28 million) to USD 193 million, and accounted for 2% of the Group's total metal sales revenue. The decrease was mainly driven by lower realized prices and the divestiture of Tati Nickel.

OTHER SALES

In 2015, the revenue from other sales decreased by 32% y-o-y to USD 659 million mainly due to Russian rouble depreciation against US dollar (a negative impact of USD 325 million) as major part of these operations are nominated in Russian Roubles.

The decrease of other sales was additionally driven by lower sales in non-core operations, of which largest negative factor was a USD 36 million reduction in revenue from fuel and gas condensate sales on the back of lower market prices.

COST OF METAL SALES

Cost of metals sales

In 2015, the cost of metal sales decreased 34% y-o-y (or USD 1,626 million) to USD 3,179 million owing to:

- Reduction of cash operating costs by USD 1,056 million (or 26% y-o-y);
- Decrease in depreciation charges by USD 222 million (or 32% y-o-y);
- Comparative effect of change in metal inventories by USD 348 million.

Cash operating costs

In 2015, total cash operating costs decreased 26% y-o-y (or USD 1,056 million) to USD 3,011 million owing to:

- The effect of Russian rouble depreciation against US dollar (cost reduction impact of USD 1,109 million);
- Decrease in the costs of metals for resale, raw materials and semi-products (reduction by USD 111 million).

The cost reduction was negatively offset by:

- Increase of cash operation costs in local currency due to inflation (USD 131 million);
- Increase of other expenses (USD 33 million).

The allocation of cash operating cost between main productions units in 2015 was as follows:

- Russia - 77%;
- Finland (NN Harjavalta) - 22%;
- Norilsk Nickel International - 1%.

USD million	**2015**	**2014**	**Change, %**
Cash operating costs			
Labour	1,131	1,536	(26%)
Metals for resale, raw materials and semi-products	718	829	(13%)
Materials and supplies	450	537	(16%)
Third-party services	186	403	(54%)
Mineral extraction tax and other levies	117	194	(40%)
Electricity and heat energy	131	191	(31%)
Fuel	66	128	(48%)
Transportation expenses	75	87	(14%)
Sundry costs	137	162	(15%)
Cash operating costs	**3,011**	**4,067**	**(26%)**
Amortisation and Depreciation	476	698	(32%)
Decrease/(increase) in metal inventories	(308)	40	(9x)
Total cost of metal sales, including:	**3,179**	**4,805**	**(34%)**
Russian operations	2,320	4,120	(44%)
NN Harjavalta	827	485	71%
NN International	32	200	(84%)

Labour

The share of labour costs remained unchanged at 38% of the Group's total cash operating costs. In 2015, labour costs amounted to of USD 1,131 million decreasing 26% y-o-y (USD 405 million) driven by a:

- USD 559 million reduction owing to the Russian rouble depreciation against US dollar;

and partly offset by a:

- USD 154 million increase owing to indexation of RUB-denominated wages and salaries of production employees in Russia (USD 97 million) as well by the growth in the headcount by 2%.

Purchases of metals for resale and semi-products

Expenses on the acquisition of metals for resale and semi-products for processing decreased by 13% y-o-y (USD 111 million) to USD 718 million in 2015 mainly due to:

- lower metal prices and changes in the structure of the purchased raw materials (reduction by USD 258 million);
- higher volume of raw materials purchased from third parties for refining at NN Harjavalta and BCL (increase by USD 59 million);
- USD 88 million increase in metals purchased for resale driven primarily by allocation of saleable metal into metal reserves to smooth out the transition to new downstream configuration in 2016.

Materials and supplies

Materials and supplies expenses decreased 16% y-o-y (USD 87 million) to USD 450 million driven by the following:

- USD 196 million decrease due to Russian rouble depreciation against US Dollar;
- USD 109 million cash costs increase at Russian operations, mainly due to the price inflation (USD 32 million) and increase in expenses related to the modernization of Nadezhda metallurgical plant (purchases of spare parts for hydrometallurgy equipment) as well as purchase of spare parts for mining equipment.

Outsourced third party services

In 2015, the cash costs of third party services decreased 54% y-o-y (USD 217 million) to USD 186 million driven by the following:

- USD 110 million decrease due to the Russian rouble depreciation against US Dollar;
- USD 79 million decrease due to the divestiture of Tati Nickel in April 2015;
- USD 37 million decrease of expenses related to tolling services following the termination of concentrate processing contract with Boliden on July 1, 2015;
- USD 9 million increase in expenses related to other services.

Mineral extraction tax and other levies

Mineral extraction tax and environmental levies decreased by 40% y-o-y (USD 77 million) to USD 117 million in 2015 as a result of:

- USD 71 million decrease due to depreciation of Russian rouble against US Dollar;
- USD 6 million decrease due to changes in tax legislation on mineral extraction tax rate (for natural gas by 4.7 times and for gas condensate by 1.2 times).

Electricity and heat energy

In 2015, energy costs decreased by 31% y-o-y (USD 60 million) to USD 131 million primarily due to depreciation of Russian rouble against US Dollar (USD 54 million).

Fuel expenses

Fuel expenses decreased by 48% y-o-y to (USD 62 million) to USD 66 million in 2015 primarily driven by the following:

- USD 46 million decrease owing to the Russian rouble depreciation against US Dollar;
- USD 16 million decrease in fuel expense at Russian production assets, mainly due to the reduction in oil price.

Transportation expenses

In 2015, transportation costs decreased 14% y-o-y (USD 12 million) to USD 75 million mainly driven by the depreciation of Russian rouble against US dollar.

Sundry costs

In 2015, sundry costs decreased by 15% y-o-y (USD 25 million) to USD 137 million mainly driven by the depreciation of Russian rouble against US dollar.

Amortisation and depreciation

In 2015, amortisation and depreciation of production assets decreased by 32% y-o-y (USD 222 million) to USD 476 million owing to the following factors:

- USD 253 million reduction attributable to Russian rouble devaluation against US Dollar;
- USD 29 million increase of depreciation charges mainly due to increased additions of mining assets in 2014-2015 (USD 34 million), which was partly offset by the sale of Tati Nickel Mining Company in April 2015.

Increase of metal inventories

In 2015, the Company's refined metals and work-in-progress increased by USD 308 million, primarily due to the following:

- USD 297 million increase in refined metals owing to the one-off allocation of saleable metal into metal reserves, created to smooth out the transition to the new configuration of smelting and refining capacities (shutdown of Nickel Plant, increased shipments of nickel matte for processing to Kola MMC and to Harjavalta in Finland) scheduled in 2016, which is expected to result in a one-off increase in work-in-progress in transit and lower output of saleable metals;
- USD 11 million increase of work-in-progress materials, primarily due to:
  - USD 106 million – growth in work-in-progress at Russian production assets, related to accumulation of matte in transit, caused by the ongoing reconfiguration of smelting and refining facilities;
  - USD 95 million decrease in semi-products stock mainly owing to its processing at Harjavalta nickel refinery.

COST OF OTHER SALES

In 2015, cost of other sales decreased by 32% y-o-y (USD 277 million) to USD 592 million due to the following factors:

- USD 321 million decrease owing to the Russian rouble depreciation against US Dollar;
- USD 44 million increase in costs, primarily due to the indexation of wages and salaries in Russia .

Gross profit margin of other sales in 2015 was unchanged at 10% (versus 11% in 2014).

SELLING AND DISTRIBUTION EXPENSES

USD million	**2015**	**2014**	**Change, %**
Export customs duties	88	225	(61%)
Labour	19	23	(17%)
Marketing	15	66	(77%)
Transportation expenses	8	15	(47%)
Other	9	6	50%
Total	**139**	**335**	(59%)

Selling and distribution expenses decreased by 59% y-o-y (USD 196 million) to USD 139 million in 2015 due to the following factors:

- USD 18 million decrease owing to the depreciation of Russian rouble against US dollar;
- USD 137 million decrease of export duties primarily driven by the cancellation of nickel and copper export duties in Russia from August 21, 2014.
- USD 51 million decrease in marketing and advertising expenses due to cost reduction related to global marketing campaigns.

GENERAL AND ADMINISTRATIVE EXPENSES

USD million	**2015**	**2014**	**Change, %**
Labour	352	465	(24%)
Third party services	55	111	(50%)
Taxes other than mineral extraction tax and income tax	54	98	(45%)
Amortization and depreciation	19	27	(30%)
Rental expenses	19	10	90%
Transportation expenses	4	16	(75%)
Other	51	85	(40%)
Total	**554**	**812**	**(32%)**

In 2015, general and administrative expenses decreased 32% y-o-y (USD 258 million) to USD 554 million mostly driven by the Russian rouble depreciation effect of USD 266 million.

Labour costs decreased by 24% y-o-y (USD 113 million) to USD 352 million mainly as results of the Russian rouble depreciation against USD.

Rental expenses increased by USD 9 million in 2015 primarily due to the relocation of the Company's head office from its own premises to a leased building.

Taxes other than mineral extraction and income tax decreased by USD 44 million in 2015 owing to the Russian rouble depreciation against USD.

FINANCE COSTS

USD million	**2015**	**2014**	**Change, %**
Interest expense on borrowings net of amounts capitalized	281	135	108%
Unwinding of discount on environmental obligations	44	43	2%
Other	1	1	-
Total	**326**	**179**	**82%**

In 2015, increase in finance costs by 82% y-o-y to USD 326 million was mostly driven by higher interest expense on borrowings net of amounts capitalized due to new borrowings made by the Company in 2014-2015.

INCOME TAX EXPENSE

In 2015, income tax expense decreased by 20% y-o-y to USD 528 million driven mostly by lower revenue, Russian rouble depreciation against US dollar and accumulated taxable loss on investments in shares of Inter RAO.

The effective income tax rate in 2015 amounted to 24%, which was above the statutory tax rate of 20% in Russia. This was primarily driven by the cumulative effect of recognition of non-deductible loss from disposal of assets held-for-sale, allowance for deferred tax assets and effect of different tax rates of subsidiaries operating in other jurisdictions. These effects were partly offset by the utilization of previously unrecognized deferred tax asset.

USD million	**2015**
Current income tax expense	506
Deferred tax expense	22
Total	**528**

Income tax expense attributed to geographical jurisdictions in 2015:

USD million	**2015**
Russian Federation	490
Finland	14
Rest of world	2
Total	**506**

EBITDA

USD million	2015	2014	Change, %
Operating profit	**3,506**	**4,746**	**(26%)**
Amortization and depreciation	506	805	(37%)
Impairment of PP&E	284	130	118%
EBITDA	**4,296**	**5,681**	**(24%)**
EBITDA margin	**50%**	**48%**	**2 p.p.**

In 2015, EBITDA decreased by 24% y-o-y (USD 1,385 million) to USD 4,296 million with EBITDA margin amounting to 50% (up from 48% in 2014). For a detailed analysis of EBITDA changes please see investor presentation (available on the Company's internet site).

NET PROFIT BEFORE IMPAIRMENT CHARGES AND FOREIGN EXCHANGE LOSSES RECONCILIATION

USD million	2015	2014	Change, %
Net profit	**1,716**	**2,000**	**(14%)**
Impairment of PP&E	284	130	118%
Impairment of available for sale investments	-	244	(100%)
Foreign exchange loss	865	1,594	(46%)
Loss/(gain) from disposal of subsidiaries and assets classified as held for sale	302	213	42%
Net profit before impairment charges and foreign exchange losses	**3,167**	**4,181**	**(24%)**

STATEMENT OF CASH FLOWS

USD million	2015	2014	Change, %
Cash generated from operations before changes in working capital and income tax	**4,489**	**5,770**	**(22%)**
Movements in working capital	(112)	1,002	(111%)
Income tax paid	(672)	(825)	(19%)
Net cash generated from operating activities	**3,705**	**5,947**	**(38%)**
Capital expenditure	(1,654)	(1,298)	27%
Other investing activities	354	76	4x
Net cash used in investing activities	**(1,300)**	**(1,222)**	**6%**
Net cash used in financing activities	**(998)**	**(2,979)**	**(66%)**
Effects of foreign exchange differences on balances of cash and cash equivalents	(113)	(578)	(80%)
Other	(33)	4	(9x)
Net increase in cash and cash equivalents	**1,261**	**1,172**	**8%**

In 2015, net cash generated from operating activities decreased 38% y-o-y to USD 3.7 billion owing to the following factors:

- USD 1,385 million EBITDA decrease driven primarily by lower realized metal prices;
- Accelerated reduction of working capital in 2014 by (USD 1 billion) as compared with a USD 112 million increase in working capital in 2015.

BALANCE SHEET AND CASH FLOW WORKING CAPITAL RECONCILIATION

USD million	**2015**	**2014**
Change of the net working capital in the balance sheet, less:	57	1,935
Foreign exchange differences	(357)	(859)
Change in income tax payable	89	103
Changes of working capital within assets held for sale	12	(6)
Non-cash changes, including reserves	87	(171)
Change of working capital per cash flow	**(112)**	**1,002**

CAPEX BREAKDOWN BY PROJECT

USD million	**2015**	**2014**	**Change,%**
Polar Division, including:	989	788	26%
Skalisty mine	*256*	*122*	110%
Taymirsky mine	*72*	*68*	6%
Komsomolsky mine	*45*	*73*	(38%)
Oktyabrsky mine	*70*	*85*	(18%)
Talnakh enrichment plant	*257*	*171*	50%
Nickel plant closure	61	25	144%
Kola MMC	118	106	11%
Chita copper project (Bystrinsky project)	107	89	20%
Other production projects	408	288	42%
Other non-production assets	4	6	(33%)
Intangible assets	28	21	33%
Total	**1,654**	**1,298**	**27%**

CAPEX increased 27% y-o-y (USD 356 million) in 2015. The increase was driven mainly by the acceleration of Skalisty mine development schedule, ongoing reconstruction of Talnakh enrichment plant, the construction of the Bystrinsky project as well as the preparations for the shutdown of Nickel plant scheduled for 2016.

DEBT AND LIQUIDITY MANAGEMENT

USD million	**As of December 31 2015**	**As of December 31 2014**	**Change, USD million**	**Change, %**
Long-term	*7,142*	*5,678*	*1,464*	*26%*
Short-term	*1,124*	*652*	*472*	*72%*
Total debt	**8,266**	**6,330**	**1,936**	**31%**
Cash and cash equivalents	4,054	2,793	1,261	45%
Net debt	**4,212**	**3,537**	**675**	**19%**
Net debt/ 12M EBITDA	1.0x	0.6x	0,4x	

As of December 31, 2015, the Company's total debt increased 31% y-o-y (USD 1,936 million) to USD 8,266 million. Short-term debt increased by USD 472 million to USD 1,124 million, while long-term debt increased by USD 1,464 million to USD 7,142 million. As a result, the proportion of short-term debt in the total debt portfolio increased from 10% to 14% as of December 31, 2015.

Net debt increased 19% y-o-y (USD 675 million) to USD 4,212 million. Net debt/EBITDA ratio increased to 1.0x.

In 2015, the Company continued the debt portfolio optimization in line with the Group financial policy. In particular, the Company entered into a number of long-term financing agreements with local and international banks totaling approximately USD 1,650 million. New unsecured committed credit line agreements were concluded for the total of USD 1,350 million, resulting in increase of the total limit of available committed credit lines to USD 1,795 million. In October, 2015 the Company issued 7-year Eurobonds for the total amount of USD 1,000 million.

These initiatives increased the average maturity of the Company's debt portfolio, smoothened the repayment schedule, balanced the debt currency breakdown and diversified the sources of financing.

As of the end of the 2015 the Company' credit ratings, assigned by Standard &Poor's and Fitch rating agencies remained at an investment grade level (BBB-, BBB-). The Company's credit rating assigned by Moody's was at Ba1 level, below investment grade as a result of the lowering of Russia's "sovereign ceiling" to sub-investment grade by this agency.

NORILSK NICKEL

Attachment A

CONSOLIDATED INCOME STATEMENT
FOR YEAR ENDED 31 DECEMBER 2015

US Dollars million

	Year ended 31/12/2015	Year ended 31/12/2014
Revenue		
Metal sales	7,883	10,896
Other sales	659	973
Total revenue	**8,542**	**11,869**
Cost of metal sales	(3,179)	(4,805)
Cost of other sales	(592)	(869)
Gross profit	**4,771**	**6,195**
General and administrative expenses	(554)	(812)
Selling and distribution expenses	(139)	(335)
Impairment of property, plant and equipment	(284)	(130)
Other net operating expenses	(288)	(172)
Operating profit	**3,506**	**4,746**
Foreign exchange loss, net	(865)	(1,594)
Finance costs	(326)	(179)
Loss from disposal of subsidiaries and assets classified as held for sale	(302)	(213)
Income from investments, net	215	94
Share of profits of associates	16	50
Impairment of available for sale investments including impairment losses reclassified from other comprehensive income	–	(244)
Profit before tax	**2,244**	**2,660**
Income tax expense	(528)	(660)
Profit for the year	**1,716**	**2,000**
Attributable to:		
Shareholders of the parent company	1,734	2,003
Non-controlling interests	(18)	(3)
	1,716	**2,000**
EARNINGS PER SHARE		
Basic and diluted earnings per share attributable to shareholders of the parent company (US Dollars per share)	11.0	12.7

NORILSK NICKEL

Attachment B

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2015

US Dollars million

ASSETS	31/12/2015	31/12/2014
Non-current assets		
Property, plant and equipment	6,392	7,011
Intangible assets	50	43
Investment property	83	-
Investments in associates	-	17
Other financial assets	62	204
Other taxes receivable	-	6
Deferred tax assets	42	53
Other non-current assets	117	130
	6,746	**7,464**
Current assets		
Inventories	1,698	1,726
Trade and other receivables	167	275
Advances paid and prepaid expenses	55	63
Other financial assets	1	87
Income tax receivable	234	127
Other taxes receivable	199	178
Cash and cash equivalents	4,054	2,793
	6,408	**5,249**
Assets classified as held for sale	217	436
	6,625	**5,685**
TOTAL ASSETS	**13,371**	**13,149**
EQUITY AND LIABILITIES		
Capital and reserves		
Share capital	6	6
Share premium	1,254	1,254
Treasury shares	(196)	-
Translation reserve	(5,348)	(4,787)
Retained earnings	6,523	8,295
Equity attributable to shareholders of the parent company	**2,239**	**4,768**
Non-controlling interests	22	25
	2,261	**4,793**
Non-current liabilities		
Loans and borrowings	7,142	5,678
Provisions	357	274
Deferred tax liabilities	205	216
Other long-term liabilities	30	6
	7,734	**6,174**
Current liabilities		
Loans and borrowings	1,124	652
Trade and other payables	1,008	908
Dividends payable	698	4
Employee benefit obligations	215	252
Provisions	205	156
Derivative financial instruments	2	5
Income tax payable	5	23
Other taxes payable	95	99
	3,352	**2,099**
Liabilities associated with assets classified as held for sale	24	83
	3,376	**2,182**
TOTAL LIABILITIES	**11,110**	**8,356**
TOTAL EQUITY AND LIABILITIES	**13,371**	**13,149**

NORILSK NICKEL

Attachment C

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2015

US Dollars million

	Year ended 31/12/2015	Year ended 31/12/2014
OPERATING ACTIVITIES		
Profit before tax	**2,244**	**2,660**
Adjustments for:		
Depreciation and amortisation	506	805
Impairment of property, plant and equipment	284	130
Impairment of available for sale investments	—	244
Loss on disposal of property, plant and equipment	20	28
Share of profits of associates	(16)	(50)
Loss from disposal of assets classified as held for sale	302	213
Change in provisions and allowances	120	69
Finance costs and income from investments, net	137	85
Foreign exchange loss, net	865	1,594
Other	27	(8)
	4,489	**5,770**
Movements in working capital:		
Inventories	(340)	94
Trade and other receivables	74	237
Advances paid and prepaid expenses	(2)	(7)
Other taxes receivable	(62)	162
Employee benefit obligations	42	(16)
Trade and other payables	152	515
Provisions	(4)	(21)
Other taxes payable	28	38
Cash generated from operations	**4,377**	**6,772**
Income tax paid	(672)	(825)
Net cash generated from operating activities	**3,705**	**5,947**
INVESTING ACTIVITIES		
Proceeds from sale of associate	10	—
Purchase of property, plant and equipment	(1,626)	(1,277)
Purchase of other financial assets	—	(9)
Purchase of intangible assets	(28)	(21)
Purchase of other non-current assets	(31)	(35)
Loans issued	(27)	—
Net change in deposits placed	91	(106)
Proceeds from sale of other financial assets	204	91
Proceeds from disposal of property, plant and equipment	1	20
Proceeds from disposal of assets classified as held for sale	—	24
Interest received	101	88
Dividends received	5	3
Net cash used in investing activities	**(1,300)**	**(1,222)**

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2015 (CONTINED)

US Dollars million

	Year ended 31/12/2015	Year ended 31/12/2014
FINANCING ACTIVITIES		
Proceeds from loans and borrowings	3,192	1,916
Repayments of loans and borrowings	(727)	(1,343)
Financial lease payments	(1)	—
Dividends paid	(2,859)	(3,281)
Interest paid	(376)	(259)
Buy-out of non-controlling interest	(31)	(12)
Acquisition of own shares from shareholders	(196)	—
Net cash used in financing activities	**(998)**	**(2,979)**
Net increase in cash and cash equivalents	**1,407**	**1,746**
Cash and cash equivalents at beginning of the period	**2,793**	**1,621**
Cash and cash equivalents of disposal group at beginning of the period	5	9
Less: cash and cash equivalents of disposal group at end of the period	(38)	(5)
Effects of foreign exchange differences on balances of cash and cash equivalents	(113)	(578)
Cash and cash equivalents at end of the period	**4,054**	**2,793**

Attachment D

NET WORKING CAPITAL

US Dollars million	*31.12.2015*	*31.12.2014*	*Change*	*incl. Effects of foreign exchange differences*
Finished goods	541	389	152	(105)
Work-in-process	605	787	(182)	(155)
Semi-products	58	-	58	(5)
Other inventories	494	550	(56)	(147)
Trade and other receivables	167	275	(108)	(26)
Advances paid and prepaid expenses	55	63	(8)	(15)
Taxes receivable	433	305	128	(85)
Employee benefit obligations	(215)	(252)	37	59
Trade and other payables	(1,008)	(908)	(100)	100
Taxes payable	(100)	(122)	22	22
Total	**1,030**	**1,087**	**(57)**	**(357)**