

DIGITAL TRANSFORMATION

EVRAZ DIGITAL TRANSFORMATION PATH

2017-18	2019	2020	2021 Results	2022-23 plans
<ul style="list-style-type: none"> Pilot projects and proof of concept. Outcome analysis. 	<ul style="list-style-type: none"> Broad discussion of digital transformation approach, objectives and outcomes. Decision to systematically employ digital tools on a large scale throughout enterprises and business units. 	<ul style="list-style-type: none"> Decision to make digital transformation a strategic priority of EVRAZ. Launch of major digital transformation projects. 68 projects. Implemented with an annual effect of US\$17 million. 	<p>176 projects implemented with an economic effect on 2021 EBITDA of</p> <p>US\$ 65 m and an annual run-rate effect of</p> <p>US\$ 150 m</p>	<p>Implementation of new digital transformation projects with an annual run-rate effect of</p> <p>>US\$ 100 m</p>

DIGITAL TRANSFORMATION IN 2021: KEY FACTS

- An ambitious programme of digital projects was successfully completed and the economic effect target was achieved.
- More than 80% of the effect in production came from improving technical drivers.
- Digital technologies are making a substantial contribution to improving production safety.
- A 'conveyor belt' of digital products was put into operation.
- A data-based management approach was consistently introduced at all levels of the Group.
- A portfolio of digital initiatives for 2022 was created.

PLANS FOR 2022

- Maintain the implementation speed for digital projects and the economic effect achieved.
- Focus more on working with a 'funnel' of digital transformation ideas.
- Become one of the world's digital transformation leaders (a 'beacon company', based on World Economic Forum terminology).