

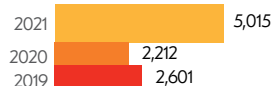
KEY PERFORMANCE INDICATORS

FINANCIAL

KPI

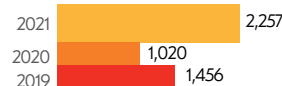
Total segment EBITDA¹
US\$ million

US\$ 5,015 m



Free cash flow,
US\$ million

US\$ 2,257 m



Effect from efficiency programme, US\$ million
(cost cutting + customer focus)

US\$ 590 m



Cash cost of slab,
US\$ per tonne

308 US\$/tonne



HOW DID WE PERFORM IN 2021?

The increase in total segment EBITDA was primarily attributable to higher steel, vanadium and coal product sales prices.

Free cash flow increased because of higher EBITDA and cash flow from operating activities.

The efficiency programme generated additional effect mostly through productivity growth, yield improvements and numerous savings projects. Customer focus initiatives generated additional effect as result of sales efforts in railway products as well as due to numerous improvements in logistics and procurement efficiency.

Cash cost of slab increased mainly due to higher raw material prices and change in raw materials yields and mix.

RELEVANCE TO STRATEGIC PRIORITIES

Retention of low cost position

Development of product portfolio and customer base

Debt management and stable dividend

Prudent CAPEX

Retention of low cost position

Development of product portfolio and customer base

Debt management and stable dividend

Prudent CAPEX

Retention of low-cost position

Development of product portfolio and customer base

EVRAZ business system

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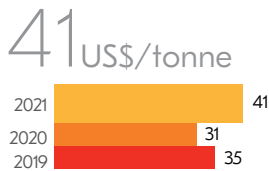
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1. Total EBITDA includes that from continuing operations (US\$3,692 million in 2021 and US\$1,830 million in 2020) and discontinued operations (US\$1,323 million in 2021 and US\$382 million in 2020).

EVRAZ performance is assessed against several key performance indicators (KPIs), which are linked to our strategic priorities.

NON-FINANCIAL

Cash cost of coal concentrate,
US\$ per tonne



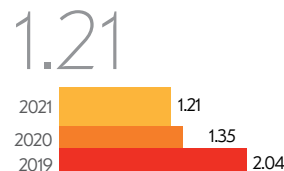
Coking coal concentrate cash cost increased due to cost inflation and change in production mix.

Labour productivity,
steel, tonnes per person



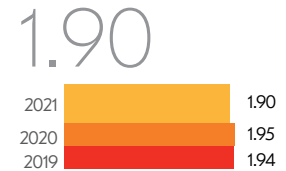
Labour productivity decreased as a result of lower production volumes coupled with a decline in the average number of employees at Steel and Steel, North America segments comparing to the previous year

LTIFR (excluding fatalities),
per 1 million hours



As part of its efforts to improve the safety culture, EVRAZ focused on the approach to engage employees in the process of identifying and mitigating risks. This and other initiatives helped to bring the lost-time injury frequency rate – a key health and safety metric – down to 1.21x. The Group surpassed its target level of 1.36x.

GHG intensity ratio,
tCO₂e per tonne of crude steel



Overall GHG emissions in the steel sector (the Steel and Steel North America segments) were lower than the 2020 level by nearly 3% year-on-year and therefore the specific intensity of GHG emissions declined as overall steel production remained almost flat YoY.

Retention of low cost position

Development of product portfolio and customer base

Retention of low-cost position

Sustainable development

Sustainable development



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