BUSINESS MODEL



MINING

Natural capital

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RAW COKING COAL

EXTRACTION

8,332KT

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OVERBURDEN

REMOVAL

68MCM

SUPPLIERS AND

CONTRACTORS

6,700+

TOTAL DEBT

US\$3.032M

NATURAL GAS

1.091MCM

68,593KT



ELECTRICITY 8.398GWH



RECYCLED AND REUSED WATER 80%

Human capital



EMPLOYEE HEADCOUNT

66,565

Financial capital

TOTAL ASSETS US\$13,837M **GOAL: SUSTAINABLE GROWTH OF VALUE**

FUNDAMENTALS

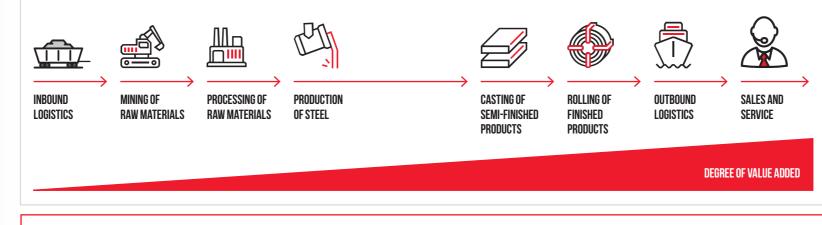
| VERTICAL INTEGRATION | HSE |
|----------------------|--------------|
| QUALITY | TRANSPARENCY |

STRENGTHS

| Global sales network | Lean manufacturing |
|-------------------------|---------------------------------|
| Geographic location | Financial prudence |
| Vast resource base | Human capital |
| Diversified product mix | Social relationships |
| Strong institutions | Corporate social responsibility |
| | |

VALUE CHAIN

INPUTS



SUPPORTING ACTIVITIES HR | FINANCE | LEGAL PROCUREMENT

Sustain competitive advantages in steelmaking through

Achieve business excellence through best practices

Strengthen positions in strategic markets

STRATEGIC GOALS

vertical integration

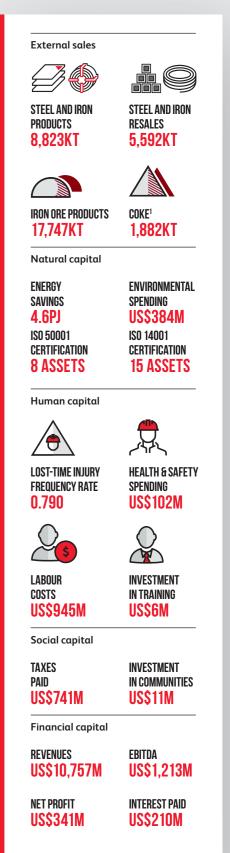
LOGISTICS

PUBLIC RELATIONS INFORMATION TECHNOLOGY

| Global best practices |
|--------------------------|
| Tradition and innovation |
| Commitment to leadership |
| Personal commitment |
| |

Growth and investments

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OUTPUTS AND OUTCOMES

1 Including resales of 251KT.