

BUSINESS MODEL

Natural capital



IRON ORE MINING
68,593KT



RAW COKING COAL EXTRACTION
8,332KT



ELECTRICITY
8,398GWH



NATURAL GAS
1,091MCM



RECYCLED AND REUSED WATER
80%



OVERBURDEN REMOVAL
68MCM

Human capital



EMPLOYEE HEADCOUNT
66,565



SUPPLIERS AND CONTRACTORS
6,700+

Financial capital

TOTAL ASSETS
US\$13,837M

TOTAL DEBT
US\$3,032M

INPUTS

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



DEGREE OF VALUE ADDED

SUPPORTING ACTIVITIES HR | FINANCE | LEGAL | PROCUREMENT | LOGISTICS | PUBLIC RELATIONS | INFORMATION TECHNOLOGY

STRATEGIC GOALS

Sustain competitive advantages in steelmaking through vertical integration

Strengthen positions in strategic markets

Achieve business excellence through best practices

GOVERNANCE PRINCIPLES

Specialisation

Global best practices

Vertical integration

Tradition and innovation

Unified strategic management

Commitment to leadership

Centralisation

Personal commitment

Growth and investments

OUTPUTS AND OUTCOMES

External sales



STEEL AND IRON PRODUCTS
8,823KT



STEEL AND IRON REALES
5,592KT



IRON ORE PRODUCTS
17,747KT



COKE¹
1,882KT

Natural capital

ENERGY SAVINGS
4.6PJ

ISO 50001 CERTIFICATION
8 ASSETS

ENVIRONMENTAL SPENDING
US\$384M

ISO 14001 CERTIFICATION
15 ASSETS

Human capital



LOST-TIME INJURY FREQUENCY RATE
0.790



HEALTH & SAFETY SPENDING
US\$102M



LABOUR COSTS
US\$945M



INVESTMENT IN TRAINING
US\$6M

Social capital

TAXES PAID
US\$741M

INVESTMENT IN COMMUNITIES
US\$11M

Financial capital

REVENUES
US\$10,757M

EBITDA
US\$1,213M

NET PROFIT
US\$341M

INTEREST PAID
US\$210M

¹ Including resales of 251KT.