

KEY PERFORMANCE INDICATORS

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

FINANCIAL

KPI

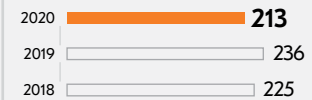
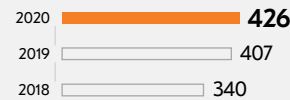
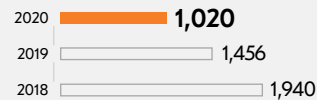
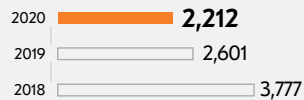
EBITDA,
US\$ million

Free cash flow,
US\$ million

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

Cash cost of slab,
US\$ per tonne

DATA



WHAT DOES IT MEAN?

Our financial performance

Our ability to generate free cash flow from the current business

The effect of our efforts to generate and implement efficiency improvements initiatives

Our integrated cash-cost per tonne of slab for Russian steel plants

HOW DID WE PERFORM IN 2020?

The decline in EBITDA was primarily attributable to lower steel, vanadium and coal products sales prices, as well as lower sales of tubular and flat-rolled steel products resulting from weakening market demand in North America.

The decline compared to 2019 is primarily attributable to lower EBITDA.

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 decreased due to lower material prices, better raw materials' yields and mix as well as due to lower auxiliary, services and repairs costs.

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

- Retention of low-cost position
- Development of product portfolio and customer base

- Retention of low-cost position
- Development of product portfolio and customer base
- EVRAZ business system

FURTHER DETAILS

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NON-FINANCIAL

<p>Cash cost of coal concentrate, US\$ per tonne</p>	<p>Labour productivity, steel, tonnes per person</p>	<p>LTIFR (excluding fatalities), per 1 million hours</p>	<p>GHG intensity ratio, tCO₂e per tonne of crude steel</p>																																
<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2020</td><td>31</td></tr> <tr><td>2019</td><td>35</td></tr> <tr><td>2018</td><td>47</td></tr> </table>	Year	Value	2020	31	2019	35	2018	47	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2020</td><td>376</td></tr> <tr><td>2019</td><td>392</td></tr> <tr><td>2018</td><td>355</td></tr> </table>	Year	Value	2020	376	2019	392	2018	355	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2020</td><td>1.58</td></tr> <tr><td>2019</td><td>2.04</td></tr> <tr><td>2018</td><td>1.91</td></tr> </table>	Year	Value	2020	1.58	2019	2.04	2018	1.91	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2020</td><td>1.97</td></tr> <tr><td>2019</td><td>1.97</td></tr> <tr><td>2018</td><td>2.01</td></tr> </table>	Year	Value	2020	1.97	2019	1.97	2018	2.01
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<p>Our cash-costs per tonne of washed coal products</p>	<p>Productivity of our workforce</p>	<p>Key indicator of the Group's health and safety performance</p>	<p>The effect of our efforts to reduce the carbon footprint of our production</p>																																
<p>Coking coal concentrate cash cost decreased mainly as a result of rouble depreciation.</p>	<p>Labour productivity decreased as a result of lower production volumes coupled with a decline in number of employees comparing to the previous year.</p>	<p>As part of its efforts to improve the safety culture, EVRAZ focused on a new 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 1.58x. The Group surpassed its target level of 1.61x.</p>	<p>Overall emissions in the steel sector (the Steel and North America segments) were 0.5% lower than the 2019 level, mostly due to a minor decrease in crude steel production and therefore the specific intensity of GHG emissions remains at the same level of 1.97 tCO₂e/tcs.</p>																																
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