

HOW WE CREATE VALUE

Our multi-product, vertically integrated model ensures stable cash flows and value for all stakeholders at every stage of the market cycle.

INPUTS

WELL-INVESTED ASSETS

17.5 GW
co-generation energy capacity

110 Mt
coal capacity

>55,000
managed gondola and hopper railcars

50 Mt
port transshipment capacity
Machine-building and service facilities

SKILLS AND EXPERIENCE

>73,000
employees

14
training centres
Own R&D

REGULAR INVESTMENT

\$4.5bn
capital expenditure over five years

PROXIMITY TO CUSTOMERS

500,000 users
at the Unified Heat Customer Portal
One of the largest coal sales networks

STAKEHOLDER ENGAGEMENT

Equipment suppliers from 10 countries
Partnership with federal and regional authorities and NGOs

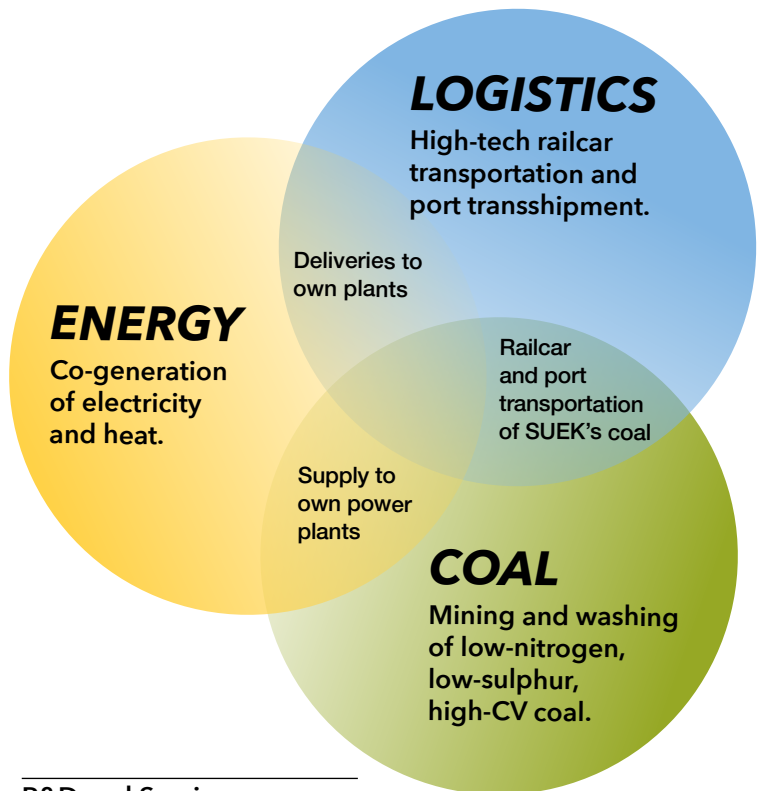
OPERATIONAL MODEL



Heat distribution to final consumers
Capacity sales to the grid
Electricity sales to the grid



Transportation of third-party loads



R&D and Service

Maintenance, repair, design, machine building including power turbines for hydro, nuclear and own power plants



International sales of high-quality thermal and metallurgical coals

Domestic sales of low-ash thermal, metallurgical, non-smoke coals

HOW WE MAXIMISE PROFIT

PREMIUM PRODUCTS

ECONOMIES OF SCALE AND VERTICAL INTEGRATION

STRICT COST CONTROL AND OPERATIONAL SYNERGIES

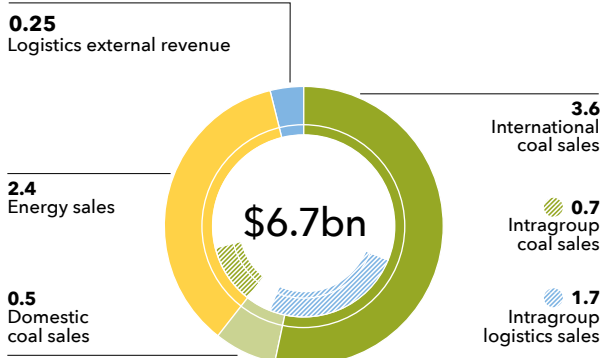
PRODUCT CUSTOMISATION TO CONSUMER'S NEEDS

OUR ESG FRAMEWORK



OUTPUT

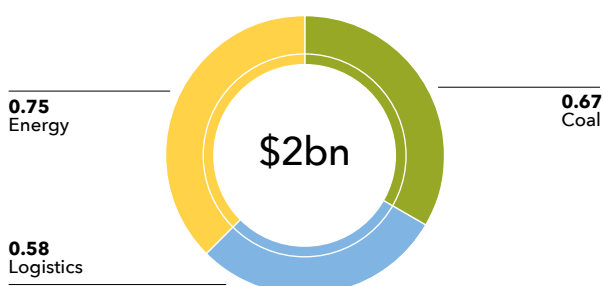
Revenue (\$bn)



SUEK's top international markets

| | Sales (Mt) | Share of international sales |
|-------------|------------|------------------------------|
| Japan | 8.8 | 16% |
| China | 8.4 | 15% |
| South Korea | 5.9 | 11% |
| Germany | 3.0 | 5% |
| Netherlands | 2.6 | 5% |
| Morocco | 2.6 | 5% |

EBITDA (\$bn)



OUTCOMES

OUR CUSTOMERS

>5.5 million people provided with central heating

49 countries supplied with high-CV coal

68.2 TWh electricity supplied from the Urals to the Far East

EMPLOYEES

\$1,008m employees' remuneration

OUR SUPPLIERS

\$472m paid to local suppliers

SOCIETY AND GOVERNMENT

\$314m paid in taxes

\$14m invested in local communities, including response to COVID-19

\$1.8bn
total economic value