EVRAZ BUSINESS SYSTEM

EVRAZ Business System (EBS) is a combined approach based on a culture of continuous improvements which currently covers nearly all the Group's main operations.
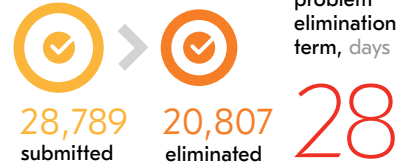
RESULTS 2021

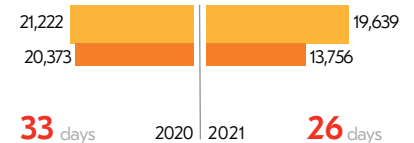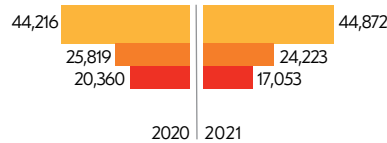### Idea Factory results

IDEAS

| 100,072 submitted | 56,611 accepted | 40,252 implemented |

Problem-Solving Board results

PROBLEMS

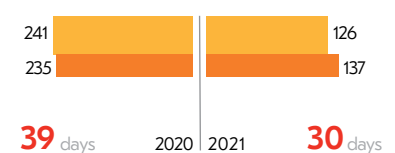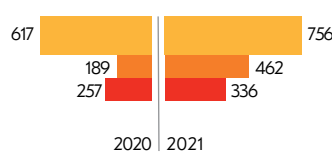| 28,789 submitted | 20,807 eliminated | Average problem elimination term, days **28** |

SIBERIA DIVISION

	2020	2021
	44,216	44,872
	25,819	24,223
	20,360	17,053

	2020	2021
	21,222	19,639
	20,373	13,756

33 days — 2020 | 2021 — **26** days

URALS DIVISION

	2020	2021
	30,433	40,273
	21,997	27,297
	17,202	21,361

	2020	2021
	3,961	4,759
	3,752	3,148

15 days — 2020 | 2021 — **60** days
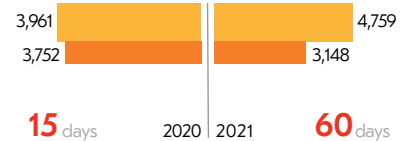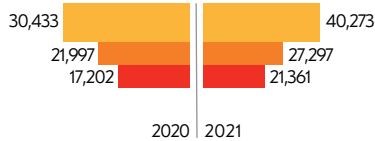
VANADIUM DIVISION

	2020	2021
	617	756
	189	462
	257	336

	2020	2021
	241	126
	235	137

39 days — 2020 | 2021 — **30** days

COAL DIVISION

	2020	2021
	5,358	14,171
	1,906	4,629
	975	1,502

	2020	2021
	3,961	3,766
	3,752	4,265

31 days — 2020 | 2021 — **9** days

EVRAZ principles

The basic working principles are safety, respect, performance and responsibility, customer focus and effective teamwork.

Process improvement

Every employee views finding and implementing improvements as part of their daily work.

Employee development

Employees have opportunities for learning and development, as well as access to the tools and knowledge needed to achieve the target.

Efficient management

Managers support the continuous improvement process by acting in accordance with EVRAZ principles, as well as training and encouraging their employees.
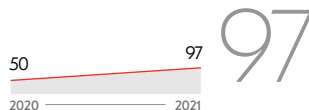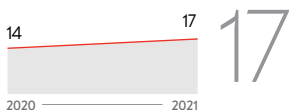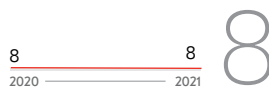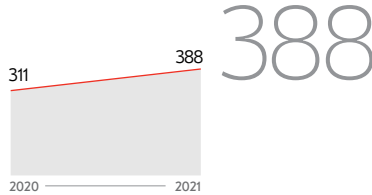
Ambitious target setting

Every employee does the best to improve the working process.

Plant shops involved in transformation

109

47
43 — 47
2020 — 2021

43
32 — 43
2020 — 2021

2
2 — 2
2020 — 2021

17
14 — 17
2020 — 2021

Number of people completed an internship at EBS teams

1,081

588
447 — 588
2020 — 2021

388
311 — 388
2020 — 2021

8
8 — 8
2020 — 2021

97
50 — 97
2020 — 2021
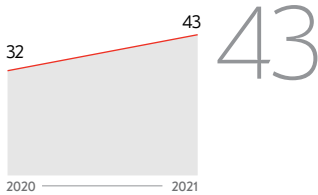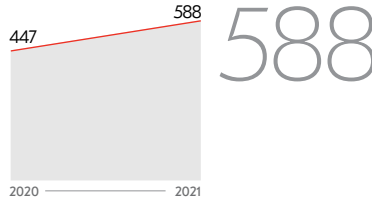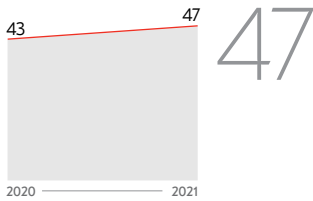
KEY EVENTS

2021

- Project activity with a high degree of uncertainty was transferred to the agile format.

- Deployed Azure software for agile project management.

- Digital transformation projects are gaining momentum.

- Debureaucratization projects startup.

- IT platform "Idea Factory 2.0" was put into commercial operation.

- Development of the EBS-Transformation in ENA (rails, tubes, rod) continues.