

HOW WE CREATE VALUE

OUR RESOURCES

Natural

- 5.3 Bt of coal reserves with >30 years of lifespan
- 8 mines and 18 open pits
- Water, air and soil

Financial

- Optimal net debt/EBITDA structure

Human

- 33,583 employees
- Skills and experience

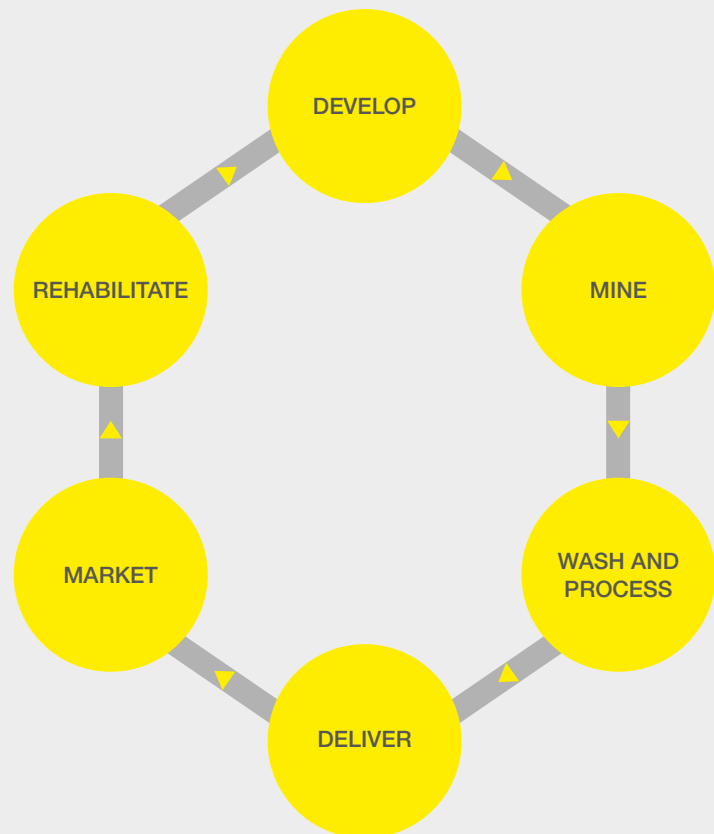
Operational

- 9 washing and processing facilities
- 15,664 higher-capacity railcars under management
- 3 ports
- Extensive international trade and distribution network
- Research and development (R&D) institute

Relationships

- 1,900 customers in 42 countries
- Contracts with suppliers from 15 countries
- Collective agreements covering 91% of employees
- Partnership agreements with federal and regional authorities and NGOs

OUR VALUE CHAIN



FACTORS DEFINING OUR ABILITY TO DEMONSTRATE LONG-TERM GROWTH

Commitment to health, safety and environment

Our priority is to minimise safety and environmental risks at each stage of the operational cycle.

See more on p. 76-79.

Product development

Our R&D team looks at ways to increase the quality of our coal, while also developing coal-based products for a wide range of industries.

See more on p. 69.

Personnel development

By investing in our employees, we not only increase their skills and job satisfaction, we also improve the company's operational efficiency.

See more on p. 86-89.

Risk management

Proactive management of internal and external risks helps us meet strategic targets and secure long-term growth.

See more on p. 48-55.

VALUE CREATED

Production

107.8 Mt

of coal produced



Including 3.4 Mt metallurgical coal and 5.2 Mt sized coal

We also produce

Smokeless briquettes

Cenosphere

Sales

\$5,693m

Revenue

42

Markets



Focus on efficiency

Our investments in modern mining equipment and operational improvements deliver cost efficiency and increased productivity.

See more on p. 70.

Corporate culture

Our corporate culture encourages employees to achieve results without compromising safety, the environment or ethical relations.

See more on p. 86-89.

Corporate governance

We are committed to high standards of corporate governance in line with international good practice.

See more on p. 95-109.

Stakeholder inclusiveness

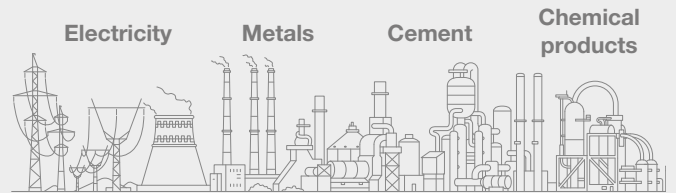
We engage actively with our stakeholders, ensuring that we create value for them at all times.

See more on p. 32-33.

VALUE SHARED WITH STAKEHOLDERS

Customers and society at large

Coal is the major source of affordable, scalable and efficient energy for the urbanising world. It is used by many industries and helps to drive economic growth and improve living standards.



Electricity

Metals

Cement

Chemical products

Shareholders

\$657m

NET PROFIT

Government and Communities

KEY FOR

10 MONO-TOWNS WITH

353,570

PEOPLE

\$310m

PAID IN TAXES AT ALL LEVELS

\$22m

INVESTED IN SOCIAL INFRASTRUCTURE

\$28m

INVESTED IN ENVIRONMENTAL PROJECTS

Local suppliers

\$1.5m

SPENT ON UTILITIES, GOODS AND SERVICES

JOINT R&D TO INCREASE THE EFFICIENCY OF MINING EQUIPMENT AND R&D

150,000

JOBS IN ADJACENT INDUSTRIES

Employees

33,583

DIRECT JOBS

\$580m

PAID IN WAGES AND BENEFITS

Capital providers

\$185m

REPAID AS FINANCE COSTS