



# ESG Presentation

Barclays ESG Emerging Markets Corporate Day

8 September 2021



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# Sustainable development





Metinvest recognises the importance of the Sustainable Development Goals (SDG) adopted by United Nations (UN) member states in 2015. It strives to do its part in creating a better future, not only for itself, but also for subsequent generations.

Metinvest's sustainable development priorities:

- health and safety of employees
- environmental protection and energy efficiency
- employee wellbeing and development
- development of local communities
- business ethics and corporate governance
- stakeholder engagement
- quality of products and services

Given the nature of these aims, the Group has continued to prioritise four previously determined SDGs (8, 9, 11 and 12), as well as added SDG 13 (Climate Action) as a new goal.

## Metinvest prioritised UN Sustainable Development Goals

<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> 	<ul style="list-style-type: none"> <li>• Implementation of the technological strategy</li> <li>• Development of a human capital management strategy</li> <li>• Protection of labour rights</li> <li>• Promotion of a safe and secure work environment</li> </ul>
<p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<ul style="list-style-type: none"> <li>• Recruitment of young professionals</li> <li>• Development of Metinvest Career Centres in Ukraine</li> <li>• Promotion of the steel and mining industry among young people</li> <li>• Engagement with the scientific community</li> </ul>
<p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p> 	<ul style="list-style-type: none"> <li>• Implementation of social infrastructure projects</li> <li>• Reduction of environmental impact from operations</li> <li>• Modernisation of production facilities</li> </ul>
<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<ul style="list-style-type: none"> <li>• Introduction of innovative resource-efficient technologies</li> <li>• Implementation of a waste management programme</li> <li>• Recycling of by-products from steelmaking</li> </ul>
<p><b>13</b> CLIMATE ACTION</p> 	<ul style="list-style-type: none"> <li>• Improvement of energy efficiency</li> <li>• Reduction of greenhouse gas (GHG) emissions</li> <li>• Development of a long-term decarbonisation roadmap</li> </ul> <div data-bbox="2084 1119 2226 1253" style="float: right; border: 1px solid green; border-radius: 50%; padding: 5px; text-align: center; width: 50px; height: 50px; display: flex; align-items: center; justify-content: center;"> <p><b>NEW</b></p> </div>



# Recognition with ESG ratings

**MSCI**  
ESG RATINGS

As of 2020, Metinvest had an MSCI ESG Rating of 'B'<sup>1</sup>, which is unchanged from the previous year.

**FT** | **CLIMATE LEADERS**  
2021

Metinvest Trameal, the Group's Italian re-roller, was named one of Europe's Climate Leaders by the Financial Times for 2021.

The rating consists of 300 companies that achieved the greatest reduction in their GHG emissions intensity in 2014-19, adjusted for revenue growth. Metinvest Trameal earned its place in the ranking by reducing its core GHG emissions by 6.8% during the period.

**SUSTAINALYTICS**  
**31.7**

Severe High Medium Low Negligible

In February 2021, Metinvest improved its ESG Risk Rating from Sustainalytics to 31.7 points, from the 32.0 assigned in June 2020 (on a scale between 0, being lowest risk, and 100, being highest risk).

Sustainalytics assessed the Group's management of material ESG issues as strong, given:

- Metinvest's robust ESG programmes, practices and policies
- ESG integration into the Group's core business strategy
- ESG oversight by the Supervisory Board

Metinvest retained its top 10 position in the agency's ranking for global steelmakers at the time.

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# Stakeholder engagement

## Employees



**~89,000**

- Around 22,000 employees joined Metinvest from assets acquired in 2020-21
- While base salaries in local currencies remained unchanged in 2020, the Group raised wages for personnel in Ukraine in 2021
- Around US\$5 mn was spent on preventing the spread of COVID-19 among employees in 2020. Metinvest has also launched a vaccination campaign for all employees in 2021

## Customers



**6,800+**

- The Group's global network of 45 sales offices serves customers from around 100 countries
- Metinvest has enhanced its Key Account Management programme to improve the customer service culture
- In 2020, the Group's Mariupol steelmakers developed 46 new products, while Central GOK mastered output of pellets used in DRI technology

## Suppliers and contractors



**8,300+**

- Metinvest expanded its electronic trading system to cover 18 entities as of the end of 2020 (9 new assets during the year)
- Around 5,100 pre-qualification reviews were made in 2020, following which some 560 new suppliers were selected
- The Group has a clear set of requirements for its partners to ensure strict compliance with the Code of Ethics, as well as health and safety rules

## Local communities



**~2.9 million**

- Metinvest supports local communities in cities and towns in Ukraine, Bulgaria, Italy, the UK and the US
- In 2020, the Group spent more than US\$15 mn on community projects
- Metinvest supports local non-governmental organisations, initiatives related to COVID-19, the Green Centre project and numerous social programmes

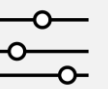
## Equity and debt providers



**600+**

- Metinvest works diligently to maintain trustworthy relations with the financial community through regular disclosure of financial and non-financial information
- The Group recognises the heightened attention from equity and debt providers to ESG matters. It is working towards expanding the scope of disclosure in this area.
- Communication has gone online in response to the pandemic

## Government authorities



**~800**

- Key areas of cooperation include environmental protection, occupational health and safety, ethical business practices, labour rights and financial activity
- Metinvest forewent tax holidays offered by the Ukrainian government to provide support to local budgets during the pandemic



# Environment





# Environment in numbers

Metinvest's approach to environmental impact management is outlined in its Policy and Principles in the Field of Health, Safety and the Environment.

At the highest level of Metinvest's corporate governance, the Supervisory Board's Health, Safety and Environmental Committee provides strategic oversight of the Group's environmental investments, as well as its regulatory compliance and risk management.

The Group uses certification processes and audits to regularly verify the compliance of its assets with international standards.

Metinvest is in compliance with all regional environmental laws and regulations.

- In 2020, Metinvest was not subject to significant fines or penalties for non-compliance with environmental laws and regulations
- All Group companies regularly report to the local authorities on their compliance with legal requirements

Metinvest's operational efficiency, maintenance efforts and CAPEX are helping to gradually reduce its atmospheric emissions, water consumption, wastewater discharge, waste generation and energy consumption.

## Goals

- Reduce environmental footprint
- Introduce more efficient, energy-saving technology
- Meet global standards in environmental protection
- Proactively address climate change issues

1 policy

in the field of health,  
safety and  
the environment

10 assets

with ISO 50001  
energy management  
system certification

12 assets

with ISO 14001  
environmental management  
system certification

+17% y-o-y

spending on environment  
in 2020

-12% y-o-y

dust emission reduction  
in 2020

+7% y-o-y

energy saved  
in 2020

81%

share of recycled and  
reused water in 2020

-4% y-o-y

water intake  
in 2020

24%

share of recycled waste  
in 2020



# Decarbonisation

## A transformational journey

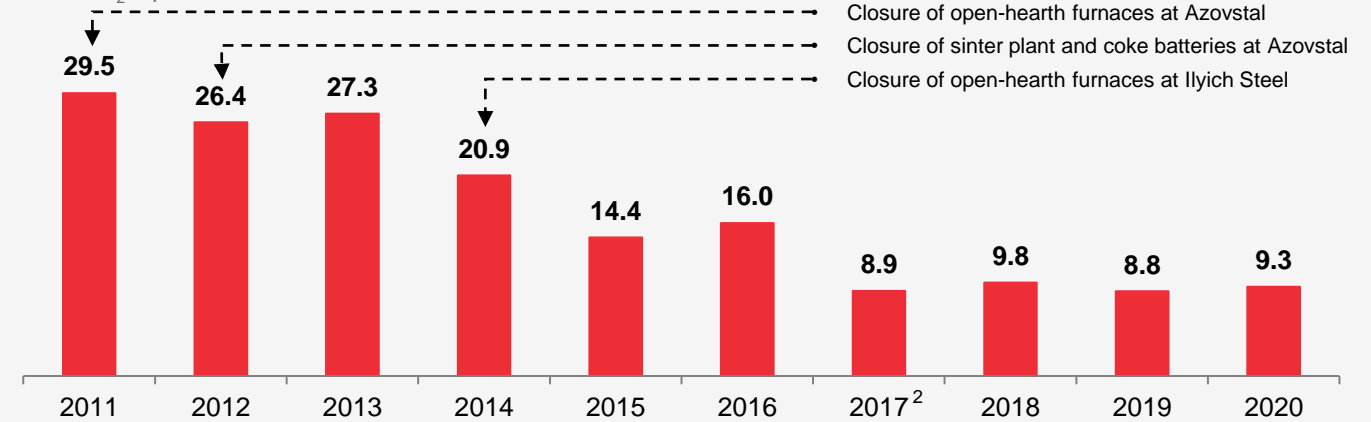
- The Group's direct GHG emissions<sup>1</sup> decreased by 68% between 2011 and 2020
- Metinvest is developing a long-term decarbonisation roadmap, focusing on integrated steelmakers and coking plants
- The Group has signed memoranda of understanding on decarbonisation with K1-MET and Primetals Technologies<sup>5</sup>
- Metinvest is exploring the possibility of building an EAF steelmaking plant in Mariupol or Zaporizhia

## New opportunities

- The Group is well positioned to support customers on their transition to lower-carbon production
- Electric arc steelmaking has a lower carbon footprint. It requires higher-grade iron ore products.
- Metinvest's magnetite ores are better suited for pelletising than hematite fines produced in Australia and Brazil
- Central GOK launched production of 2.3 mt of pellets used in DRI technology. Northern GOK has started a similar journey.

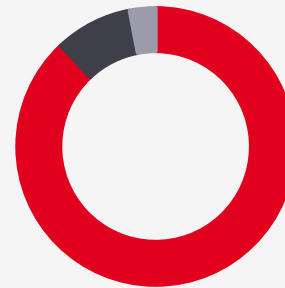
## Direct GHG emissions<sup>1</sup>

MT of CO<sub>2</sub> equivalent



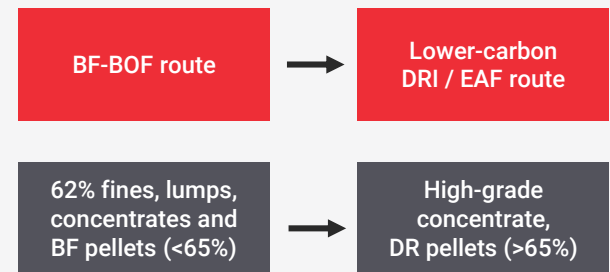
## CO<sub>2</sub> emissions by production facility<sup>3</sup>

MT of CO<sub>2</sub> equivalent



- Integrated steelmakers
- Coking plants
- Mining and other facilities

## Global trend towards DRI / EAF route requires higher-grade iron ore products<sup>4</sup>



1. CO<sub>2</sub> emissions measurement and reporting methodologies under applicable Ukrainian law will change in relation to financial years from 1 January 2021. This will result in an increase in the volume of GHG emissions reported by the Group (even absent any change in its operations). The Group expects to publish further information in due course on how this change in Ukrainian law is expected to impact the GHG emissions it reports.

2. In 2017, Metinvest lost control over assets in the temporarily non-government controlled territories of Ukraine (including a vertically integrated steelmaker with an annual crude steel production capacity of 2.7 mt).

3. Data in pie chart is based on 2021 estimate, which is calculated in accordance with Monitoring, Reporting and Verification (MRV) for GHG emissions methodology, which became effective in Ukraine from January 2021. This estimate is preliminary and may change on completion of internal verification procedures.

4. DRI stands for direct reduced iron, EAF for electric arc furnace, BF for blast furnace and BOF for basic oxygen furnace.

5. K1-MET is a leading Austrian competence centre for the development of advanced metallurgical and environmental processes. Primetals Technologies is an international pioneer in the fields of engineering, plant building and lifecycle services for the metals industry.





# Environmental highlights

Over the last decade, Metinvest significantly reduced its environmental impact by upgrading facilities and retiring technologically obsolete equipment.

Compared with 2011, in 2020:

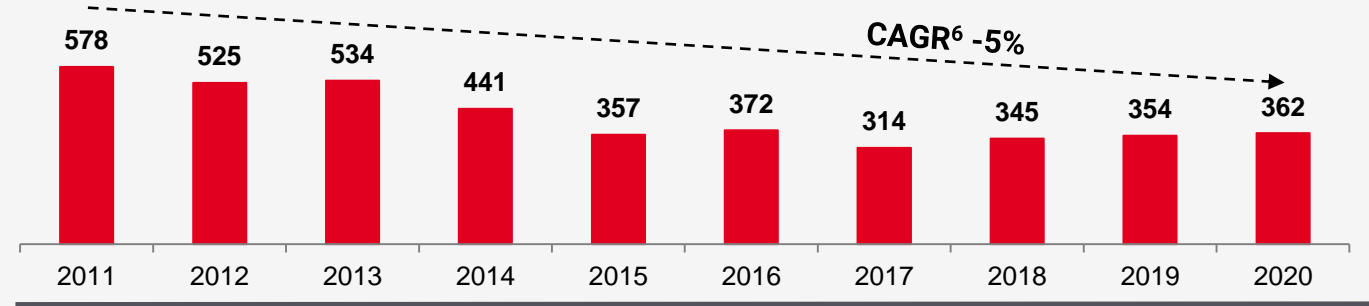
- gross air emissions<sup>1</sup> decreased by 37%, driven by lower emissions of nitrogen dioxide (-45%), sulphur dioxide (-42%), carbon monoxide (-15%) and dust (-51%)
- water intake<sup>2</sup> fell by 46%
- the share of recycled and reused water rose by 3 pp to 81%
- energy consumption declined by 40%

Upgrade efforts are aimed at renewing gas-cleaning, dust-trapping and wastewater processing equipment at major production units, including beneficiation facilities, roasting machines, sinter plants, blast furnaces, basic oxygen furnaces and re-rolling mills.

1. Gross air emissions include nitrogen dioxide (NO<sub>2</sub>), sulphur dioxide (SO<sub>2</sub>), carbon monoxide (CO) and solids (dust).
2. Water intake is water withdrawal from water bodies for consumption or storage.
3. Million cubic metres
4. Renewable sources were not used. Only purchased (or extracted) fuel was factored into these calculations. The coefficients used for conversion to tonnes of oil equivalent are as follows: natural gas – 1.15, heating oil – 1.37, coke – 0.94, diesel fuel – 1.45, petrol – 1.49, coal – 0.888, electric power – 0.123. Direct energy use for 2018-2019 was recalculated as metallurgical coal and coke consumption were revised
5. Million tonnes of oil equivalent. A tonne of oil equivalent is a unit of measurement equal to the amount of energy released by burning one tonne of crude oil.
6. Compound annual growth rate (CAGR) calculated from 2011 to 2020

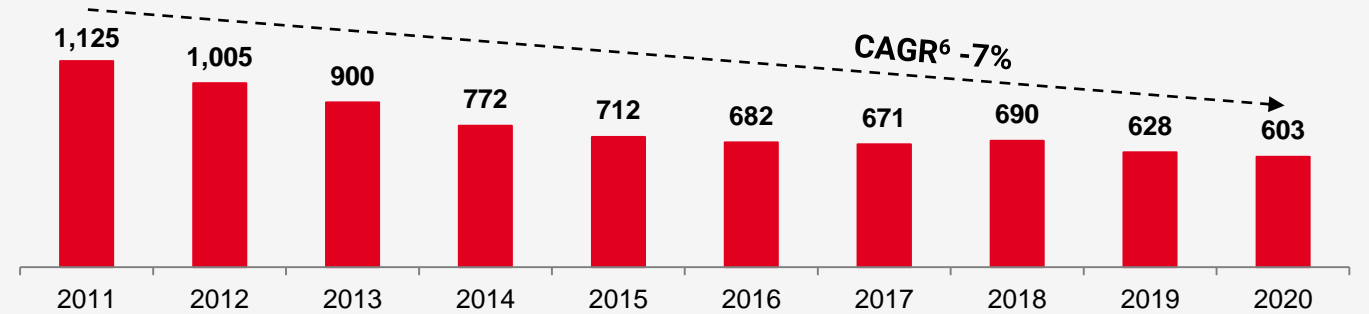
## Gross air emissions<sup>1</sup>

KT



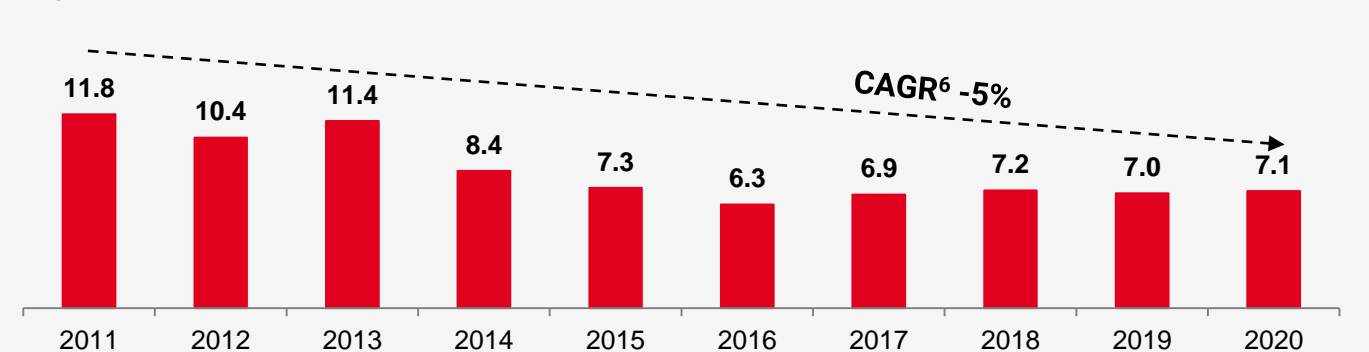
## Water intake<sup>2</sup>

MCM<sup>3</sup>



## Direct energy use<sup>4</sup>

MTOE<sup>5</sup>





# Environmental modernisation

In 2011-20, Metinvest spent US\$3.4 bn on environmental initiatives, including US\$1.0 bn on CAPEX.

Key ongoing projects:

- upgrade of gas cleaning facilities for the casthouse and stockhouse of blast furnace no. 4 at Ilych Steel (at a cost of US\$27 mn; expected 66% reduction in dust emissions)
- modernisation of gas cleaning systems for basic oxygen furnaces at Azovstal (at a cost of more than US\$175 mn; expected 70% reduction in dust emissions)
- replacement of gas cleaning units for the Lurgi 552-A roasting machine at Northern GOK (at a cost of US\$25 mn; expected 40% reduction in dust emissions)
- substitution of natural gas with sunflower husks and installation of frequency regulators at several Group assets

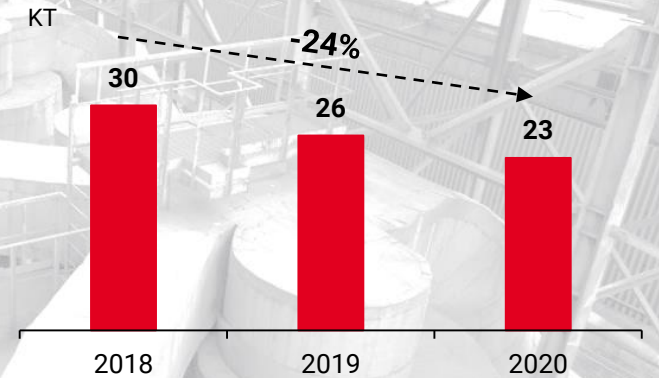
Various projects completed in the past three years:

- major overhaul of blast furnace no. 3 at Azovstal (at a cost of US\$150 mn) included an environmental component, which enabled to decrease emissions, improve energy efficiency and lower water intake
- modernisation of gas cleaning equipment for basic oxygen furnaces nos. 1-3 at Ilych Steel (at a cost of US\$19 mn; 69% dust emissions reduction)
- renovation of gas cleaning facilities for the casthouses and stockhouses of blast furnaces nos. 3 and 5 at Ilych Steel (at a cost of US\$47 mn; 62% dust emissions decrease)

## Environmental modernisation of Ilych Steel's sinter plant

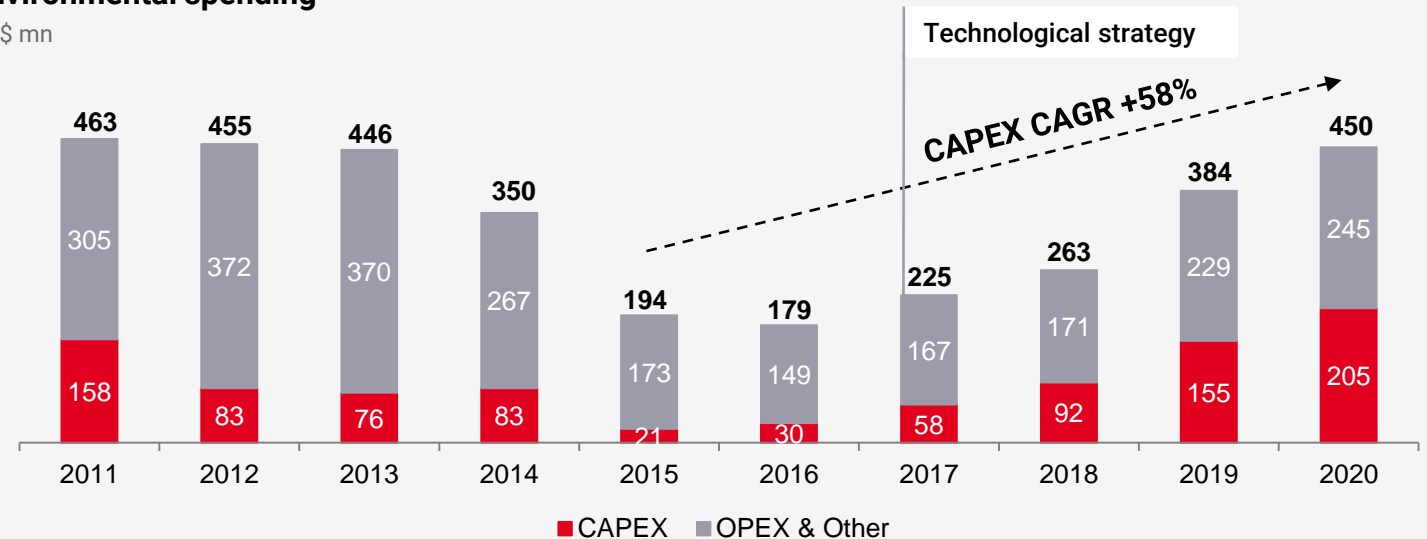
- ✓ One of the largest environmental projects in Ukraine
- ✓ Core work to upgrade the sinter plant's gas cleaning system was completed in 2020
- ✓ Investments to exceed US\$160 mn
- ✓ Sinter plant's dust emissions to decrease by 90% and sulphur dioxide emissions by 46%

### Metinvest's dust emissions



## Environmental spending

US\$ mn



Technological strategy

CAPEX CAGR +58%



# Social





# Social in numbers

## Goals

- Cooperate with the communities where Metinvest operates to achieve sustainable improvements in social conditions
- Maintain a close dialogue with local stakeholders
- Achieve zero incidents

### Human capital

**89,000**

employees

**31%**

women

**5%**

staff turnover

**US\$965**

average monthly salary

**US\$7 mn**

spending on improvements to working conditions

**111,197**

Employee training sessions

### Health and safety

**0 incidents**

long-term goal

**10 assets**

with ISO 45001 certification

**0.520**

lost-time injury frequency rate

**0.044**

fatality frequency rate

**US\$106 mn**

spending on health and safety

### Communities

**US\$612 mn**

taxes paid

**US\$15 mn**

community investments

**US\$6 mn**

spending to fight COVID-19

Note: 2020 data, except for the headcount. The latter includes such 2021 M&A as Pokrovske Coal (March 2021) and ex-DMK production assets (August 2021)



# Human capital highlights

Metinvest is one of largest employers in Ukraine and is recognised as among the top employers in the country by several reputable agencies and publications.

- Number one steel and mining employer by Randstad Employer Brand Research (April 2020)<sup>1</sup>
- Top 25 employer by Vlada Groshei journal (March 2021)<sup>2</sup>
- Top 50 employer by Forbes Ukraine (January 2021)<sup>3</sup>

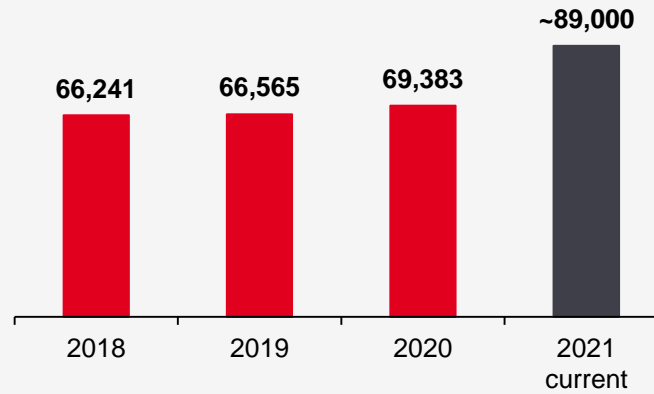
## Headcount

- In 2020, the Group's headcount increased by 4% y-o-y, mostly due to the consolidation of such new assets as Zaporizhia Refractories and Dnipro Coke
- In 2021, Metinvest's headcount grew further to around 89,000 as a result of M&A (Pokrovske Coal<sup>4</sup> and ex-DMK<sup>5</sup>)

## Remuneration

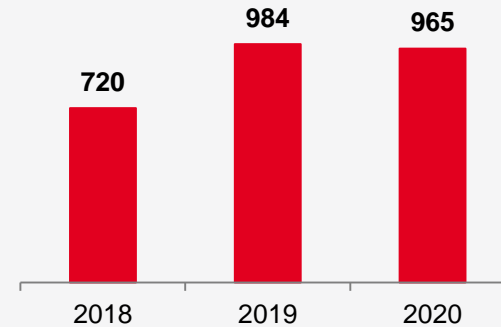
- Despite the pandemic, Metinvest continued to meet its social obligations to employees and did not change base salaries in 2020. At the same time, the US dollar-denominated average monthly salary fell by 2% y-o-y to US\$965, mainly because of the hryvnia's depreciation against foreign currencies.
- In 2021, Metinvest boosted salaries to its staff in Ukraine: by up to 25% for production personnel in May and by up to 25% for administrative staff in September

## Employee headcount



## Average monthly salary

US\$



## Staff structure in 2020

31%

women in total headcount

25%

women on the Executive Team

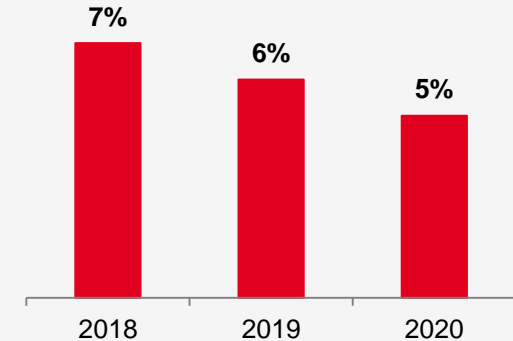
97%

employed in Ukraine

14%

under age 30

## Staff turnover<sup>6</sup>



1. The Randstad corporation is the global leader in the HR services industry and headquartered in Netherlands. [ANCOR Strategic and exclusive partner of the Randstad in Ukraine](#)

2. Vlada Groshei (the Power of Money), a reputable Ukrainian business journal providing expert analytics

3. [50 best employers by Forbes Ukraine](#)

4. Pokrovske Coal, the largest coking coal asset in Ukraine, was consolidated in March 2021 and comprises several entities, the most significant of which are Pokrovske Colliery and Sviato-Varvynska Beneficiation Factory.

5. In August 2021 Metinvest acquired production assets of PJSC Dneprovsky Iron & Steel Integrated Works (DMK), once one of the largest full-cycle steelmakers in Ukraine.

6. Previously calculated using an internal methodology developed to reflect departures due to employees' decisions. Figures for 2018-19 have been restated under a methodology based on guidelines from the Ukrainian Ministry of Justice (no. 286 of 28 September 2005).



# Health and safety highlights

Metinvest is implementing its safety roadmap to upgrade the health and safety management system, applying a critical risk-oriented approach. In 2020, its focus was on:

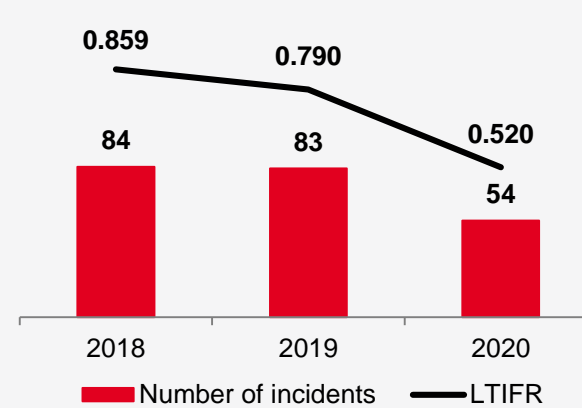
- work at height (primarily training centres and courses)
- health and safety incentive system refinement
  - A trigger calibrating bonus awards based on health and safety performance was extended to senior and line managers (alongside top management, for whom it was introduced in 2019). Metinvest also initiated a safety bonus for workers.
- work with contractors
  - In 2020, Metinvest developed a new contractor assessment method based in 29 criteria, one of which is incident history.

In 2020, Metinvest improved its health and safety performance, achieving the lowest LTIFR in its history: 0.520. This compares with the global benchmark of 0.830<sup>3</sup>.

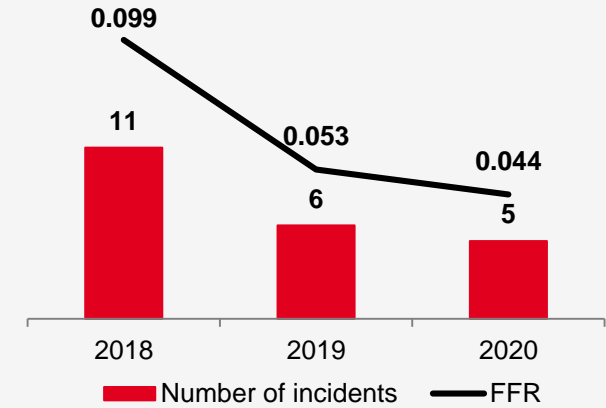
In 2020, the Group spent US\$106 mn in improving health and safety, up 4% y-o-y.

In 2020, Metinvest developed a new healthcare strategy to change its approach to health, increase professional longevity and enhance the degree of care for employees.

### Number of lost-time injury incidents / LTIFR<sup>1</sup>

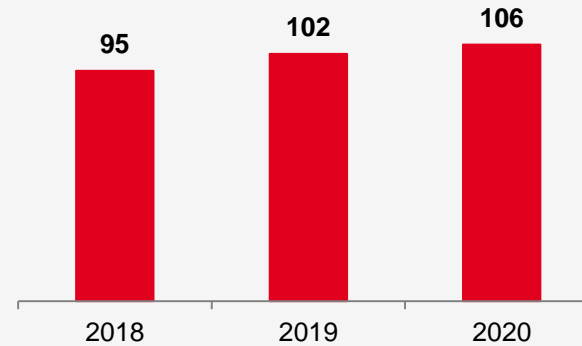


### Number of fatal incidents / FFR<sup>2</sup>



### Spending on health and safety

US\$ mn



### Spending on health and safety in 2020



1. The lost-time injury frequency rate (LTIFR) is calculated as the number of lost-time incidents per 1 million hours worked  
 2. The fatality frequency rate (FFR) is calculated as the number of fatalities that result from work-related injuries per 1 million hours worked  
 3. World Steel Association, 2019 data



# Community development highlights

Metinvest contributes to communities by supporting initiatives with the greatest potential value.

In 2020, the Group invested more than US\$15 mn in over 200 community projects, in addition to supporting critically important COVID-19 response measures.

In 2020, Metinvest contributed around US\$6 mn to joint projects in partnership with non-governmental organisations (NGOs) in Ukraine. The number of cities participating in these increased to four after Avdiivka joined Mariupol, Kryvyi Rih and Zaporizhia. The primary focus areas were social infrastructure, education, healthcare, culture and sport.

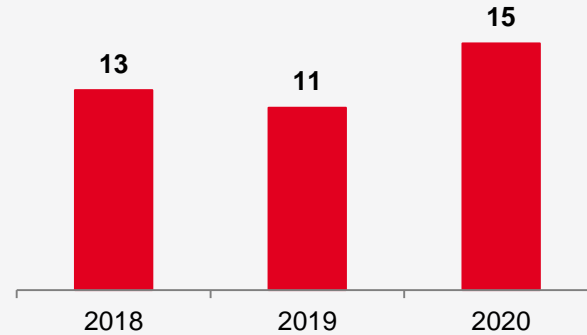
Metinvest supported the Master of Public Administration programme, which aims to foster the next generation of municipal leaders in Ukraine. The programme won the Economic Development category of the UN Global Compact Partnership for Sustainability Award 2020 in Ukraine.

As part of the ongoing Green Centre initiative, the Group also implemented more than 100 community environmental initiatives in Mariupol, Kryvyi Rih and Zaporizhia. These included the Green Plant and Ecoschool educational initiatives for children, 100 Green Yards, Clean Entrance Hall, Forever Green and others.

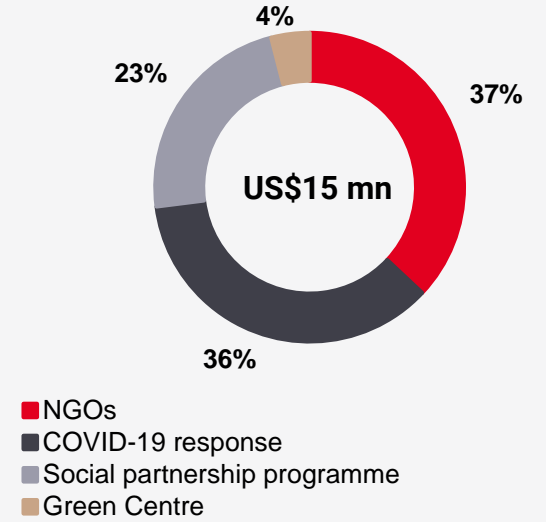
Metinvest supported the implementation of the STEAM-CAMP Leadership Educational Programme for 500 teachers of STEAM disciplines in Mariupol, Zaporizhia and Kryvyi Rih.

## Spending on communities

US\$ mn



## Spending on communities in 2020



## COVID-19 response

US\$6 mn

- Metinvest constructed oxygen supply points and new oxygen lines at four healthcare facilities in Mariupol
- Personal protective equipment (PPE) and antiseptics were provided to medical staff in Kryvyi Rih
- In Avdiivka, the Group supported the community by providing PPE and oxygen concentrators
- In Zaporizhia, it helped to supply ventilators, COVID-19 tests and PPE
- Metinvest helped to arrange and finance the delivery of vital humanitarian supplies from China to Ukraine



# Governance







# Governance highlights

Metinvest B.V.'s corporate governance structure has been developed in accordance and compliance with Dutch laws.

It comprises the General Meeting of Shareholders, Supervisory Board and Management Board. On the Group level, the Executive Team supports operations.

## Business Partnership Code of Conduct

In 2021, Metinvest adopted the Code of Business Partnership to ensure fair business relationships between the Group and its partners.

The principles of business conduct include:

- respect and focus on cooperation
- health and safety at work and the environment
- respect for the confidentiality of information
- compliance with the law and the Code of Ethics
- social responsibility

Member of UN Global Compact



Since 2010

Comply with disclosure guidelines



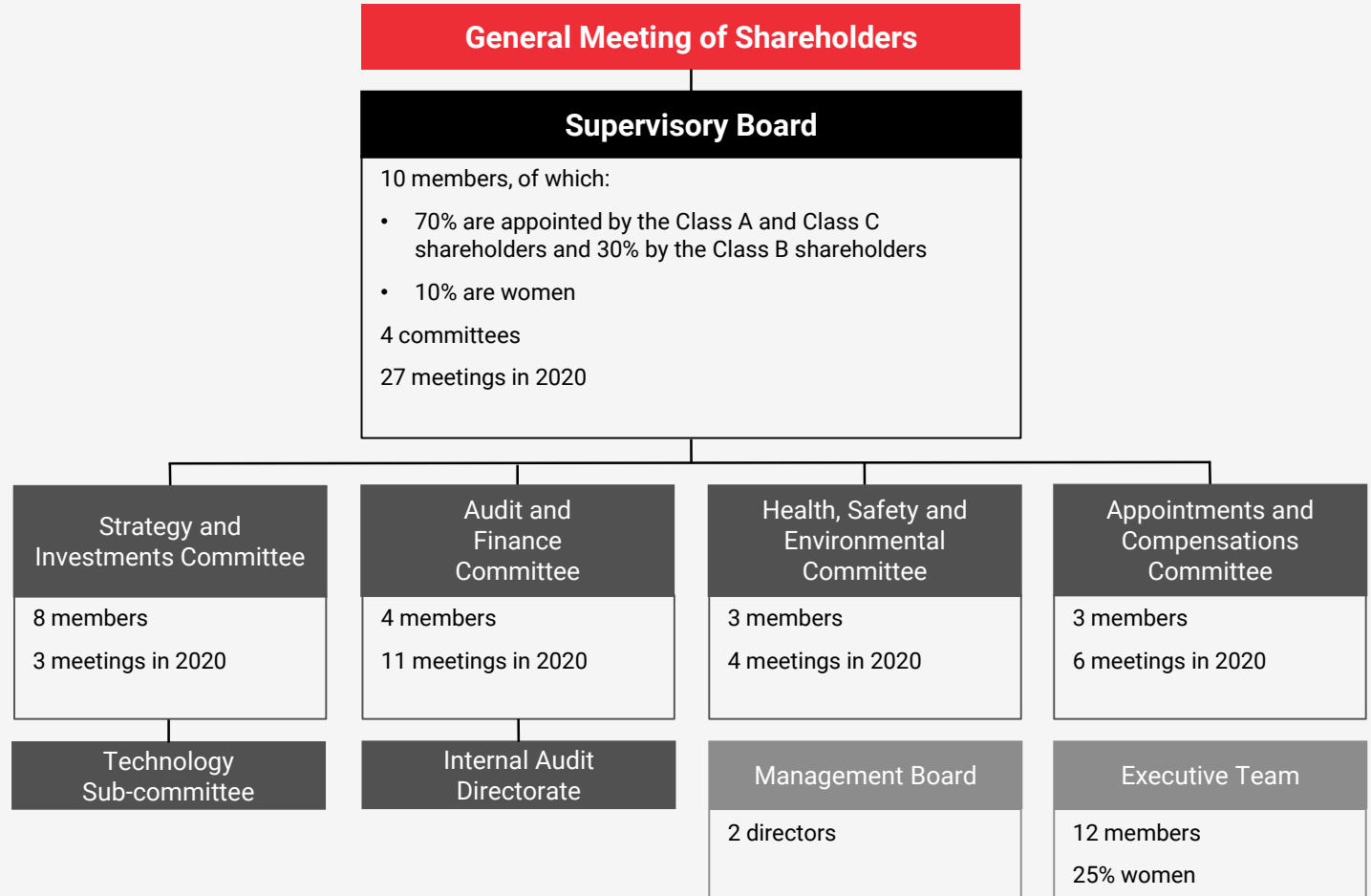
Since 2010



Since 2019

## Goal

Develop the corporate governance system to be among the most transparent international companies and serve the interests of stakeholders





# Composition of the Supervisory Board and its committees

	Status	Class membership	Strategy and Investments Committee	Audit and Finance Committee	Appointments and Compensations Committee	Health, Safety and Environmental Committee
<b>Oleg Popov</b>	Chairperson	A	M		M	
<b>Alexey Pertin</b>	Deputy Chairperson	B	C		M	
<b>Christiaan Norval</b>	Member	A	M	C		M
<b>Johan Bastin</b>	Member	A	M	M		
<b>Natalia Izosimova</b>	Member	A			C	M
<b>Damir Akhmetov</b>	Member	A	M			
<b>Gregory Mason</b>	Member	B	M			C
<b>Mikhail Novinskii</b>	Member	B	M	M		
<b>Yaroslav Simonov</b>	Member	A		M		
<b>Avetik Chalabyan</b>	Member	A	M			

**C** Chair

**M** Member



# Governance codes and policies

In 2020, the Group amended the Code of Ethics to incorporate a new approach to types of conflicts of interest and the contact details of the Trust Line.  
25% of employees passed the online Code of Ethics test.

The Group strictly follows anti-corruption laws in its daily operations. It does not offer or take bribes, nor does it promote corruption. It is committed to working with counterparties and business partners whose reputation is not associated with corruption and bribery.  
In 2020, there were no reported or confirmed cases of corruption violations.

The Procedure on Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) requires obligatory compliance due diligence checks of all counterparties.  
In 2020, Metinvest checked 421 transactions for risk of AML/CFT violations; 7 resulted in a ban on cooperation.

The Procedure for Declaring Conflicts of Interest requires employees to inform their direct supervisor and the legal team about any real or potential conflict of interest.  
In 2020, 99% of declarants submitted annual declarations and 40 forms disclosed a conflict of interest.

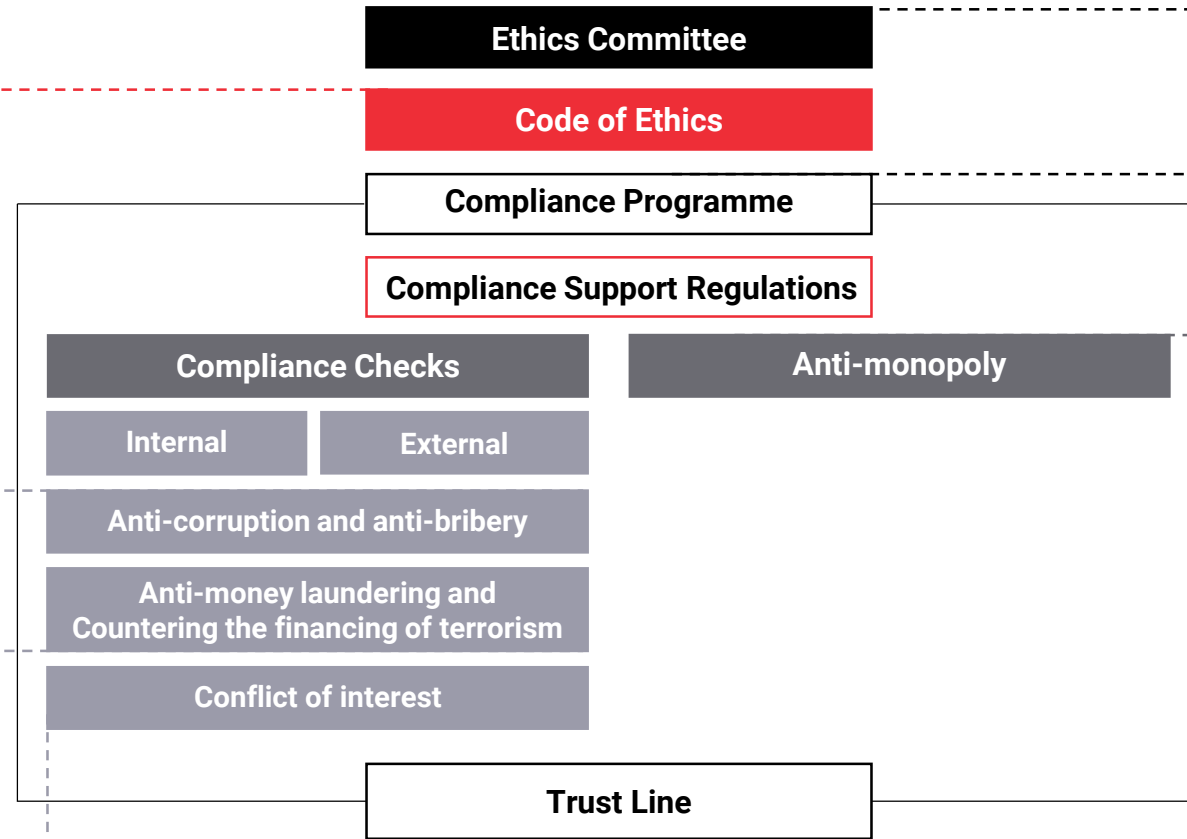
Metinvest uses the Trust Line maintained by SCM, one of its shareholders, allowing stakeholders to anonymously report violations of the law, breaches of business conduct and corporate ethics.  
In 2020, 825 reports were submitted through the Trust Line, 430 of which were confirmed in such areas as violations of internal procedure and others.

The Ethics Committee meets once a quarter to discuss the implementation of the Compliance Programme throughout the Group, take decisions concerning conflicts of interest and review reports received through the Trust Line.

Since 2014, Metinvest has had a Compliance Programme to ensure transparency and act as an anti-corruption mechanism.

Anti-monopoly policies are in place at its largest enterprises, while the legal team has a unit dedicated to monitoring compliance in this area.  
In 2020, no fines and/or sanctions for anti-competitive behavior were imposed on the Group.

**Supplier selection**  
The Policy on Supplier Selection ensures that Metinvest always seeks to work with partners and contractors who share its ethical and business principles, including those regarding health, safety and the environment, by conducting supplier assessments through pre-qualification and pre-contract procedures.  
In 2020, around 10,800 pre-contract assessment procedures were conducted, during which 70 suppliers were disqualified.





# Supervisory Board



**Oleg Popov**

**Chairperson (2018–)**

**Class A Member (2014–)**

- CEO at SCM (2006–)
- Chairperson of the Supervisory Board at DTEK (2009–)
- COO at SCM (2001-2006)
- Degree in Economics from Donetsk State University (Ukraine)



**Christiaan Norval**

**Class A Member**

(2014–)

- CEO and Founder at Green Gas International (2004-2011)
- CEO at SUAL (2002-2004)
- Head of Corporate Finance at BHP Billiton (1997-2002)
- Bcom (Hons) from Rand Afrikaans University (South Africa)



**Gregory Mason**

**Class B Member**

(2014–)

- Member of the Supervisory Board at Smart-Holding (2014-2015)
- CEO at Severstal International (2004-2009)
- MSc in Electrical Engineering from Naval University of St Petersburg (Russia)



**Damir Akhmetov**

**Class A Member**

(2014–)

- Member of supervisory boards of several companies in DTEK Group (2011–)
- Chairperson at SCM Advisors (UK) Limited (2013-2020)
- MSc in Finance from City, University of London (UK)
- CFA® charterholder, CFA Institute (2017)



**Avetik Chalabyan**

**Class A Member**

(2020–)

- Various positions at McKinsey & Company (2001-2020), including Senior Partner (2013-2020) leading the global Metallurgical practice
- MBA from University of North Carolina Kenan-Flagler Business School (US)
- MSc in Physics from Yerevan State University (Armenia)



**Alexey Pertin**

**Deputy Chairperson, Class B Member (2014–)**

- CEO at Smart-Holding (2015–)
- Chairperson of the Supervisory Board at Smart-Holding (2014-2015)
- CEO at Smart-Holding (2008-2014)
- Deputy CEO at Severstal (2004-2006)
- CEO at Izhora Pipe Plant, Severstal (2002-2004)
- MBA from Newcastle Business School of Northumbria University (UK)



**Mikhail Novinskii**

**Class B Member**

(2017–)

- Adviser to CEO at Smart-Holding (2015–)
- Various positions at Smart-Holding, including Head of Project Management and Member of the Supervisory Board (2013-2015)
- Degree in Business Management from St Petersburg State University (Russia)
- MSc in Finance and Management from University of St Andrews (UK)



**Yaroslav Simonov**

**Class A Member**

(2014–)

- Director, Legal Affairs at SCM (2017–)
- Deputy Director at Voropaev and Partners Law Firm (2008-2017)
- COO at Renaissance Capital Ukraine (2008)
- Head of Legal and Compliance at Renaissance Capital Ukraine (2005-2007)
- LLM in International Business Law from Central European University (Hungary)



**Johan Bastin**

**Class A Member**

(2018–)

- Member of supervisory boards of DTEK Energy, DTEK Renewables
- CEO at CapAsia (2009-2015)
- Managing Director at Darby Private Equity / Franklin Templeton Investments
- Business Group Director at EBRD (1993-2002)
- PhD from Université de Montréal (Canada)
- MSc from Eindhoven University of Technology (Netherlands)



**Natalia Izosimova**

**Class A Member**

(2018–)

- Board member of several major companies, consultant for top business executives
- Member of supervisory boards of several SCM companies (2007-2013)
- HR and Corporate Transformation Director at SCM (2005-2007)
- Various positions at McKinsey & Company (1994-2005)
- Master's from Moscow Pedagogical University (Russia)



# Executive Team



**Yuriy Ryzhenkov**  
**Chief Executive Officer**  
(2013–)

- COO at DTEK (2010-2013)
- CFO at DTEK (2007-2010)
- Deputy CFO and Finance Director, ISTIL Group (2002-2007)
- MBA from London Business School (UK)



**Aleksandr Pogozhev**  
**Chief Operations Officer**  
(2016–)

- Director of the Metallurgical division (2011-2016)
- Director of the Steel and Rolled Products division (2010-2011)
- COO at Severstal International (US) (2008-2010)
- Executive positions at Severstal (1991-2008)
- MBA from Newcastle Business School at Northumbria University (UK)



**Olga Ovchinnikova**  
**Economics and Business System Development Director**  
(2018–)

- Logistics and Procurement Director (2014-2018)
- Logistics Director of the Supply Chain Management directorate (2012-2013)
- Head of the Logistics department of Severstal-Resources (2006-2012)
- Logistics and Supply Chain Management from Higher School of Economics in Moscow (Russia)



**Dmytro Nikolayenko**  
**Sales Director**  
(2011–)

- Sales Director of the Steel and Rolled Products division (2010-2011)
- Director at Metinvest-SMC (2007-2010)
- Director at SM Leman (2003-2007)
- MBA from International Management Institute in Kyiv (Ukraine)



**Sergiy Detyuk**  
**Chief Information Officer**  
(2016–)

- CIO at DTEK (2009-2016)
- Deputy Finance Director for IT at DTEK (2007-2009)
- Head of the Information Technology department at Dnipropetsstal (2006-2007)
- MBA from London School of Business (UK)
- MBA from Kyiv-Mohyla Business School (Ukraine) and corporate MBA from London School of Business (UK, Ukraine)



**Alexey Gromakov**  
**Logistics and Procurement Director**  
(2018–)

- Director for Corporate Strategy and Regional Development at Beeline (2015-2018)
- Director of Purchasing and Logistics at Aeroflot (2009-2015)
- MBA from Kingston University (UK)
- Strategy and Innovation from Oxford University's Saïd Business School (UK)



**Iuliia Dankova**  
**Chief Financial Officer**  
(2016–)

- Director of Controlling department of Finance directorate (2015-2016)
- Financial Control Director of Mining division (2010-2015)
- Finance Director of Metinvest's iron ore mining and enrichment assets in Kryvyi Rih (2006-2010)
- MBA from LINK International Institute of Management (Russia)



**Andriy Yemchenko**  
**Chief Technology Officer**  
(2018–)

- Deputy CEO for Strategic Development at Donetsksteel (2007-2018)
- Director for Corporate Planning at Donetsksteel (2004-2007)
- Deputy CEO at Consortium Energo (1993-2004)
- PhD in Metal Treatment Under Pressure from Donetsk Polytechnic University (Ukraine)



**Svitlana Romanova**  
**Chief Legal Officer**  
(2012–)

- Partner at Baker and McKenzie (2008-2012)
- Lawyer at Baker and McKenzie (2000-2008)
- Lawyer at Cargill (1998-2000)
- LLM in International and Comparative Law from University of Iowa's College of Law (US)



**Aleksei Komlyk**  
**Chief Sustainability Officer**  
(2019–)

- PR and Regional Development Director of Metinvest (2013-2019)
- Managing PR Director at AFK Sistema (2011-2013)
- Managing Partner at Mosso (2008-2011)
- Vice President of PR at Uralkali (2006-2008)
- Head of Media Relations Office at Uralkali (2003-2006)
- MBA from IMD (Switzerland)



**Oleg Shudra**  
**Internal Audit Director**  
(2015–)

- Director of the Controlling department at Metinvest (2010-2015)
- Director at PwC Ukraine (2008-2010)
- Senior Manager at PwC Ukraine (2005-2008)
- CFA® and FCCA



**Oleg Perozhok**  
**Security Risk Analysis and Management Director**  
(2020–)

- Director of the Security Risk Analysis and Management department at Metinvest (2017-2020)
- Director of the Security department at Metinvest (2016-2017)
- Security director of the Mining and Metallurgical divisions (2015-2016)
- Degree from National Academy of Internal Affairs