

# Creating value throughout the cycle

Our multi-product, vertically integrated model ensures stable cash flows at all stages of the market cycle, enhanced revenues as a result of operational synergies, and the ability to control both costs and environmental and industrial safety performance throughout the chain.

## Our main differentiators:

- 1** In-demand high-calorific coals with low sulphur and nitrogen content → able to sell premium coal
- 2** Co-generation of heat and electricity fuelled by local coal → high energy and cost efficiency
- 3** Economies of scale and operational efficiency → competitive advantage in cost and knowhow management
- 4** Excellent logistical infrastructure supporting assets and end markets → maximum control of route to market
- 5** Owned fleet of high-capacity railcars and high-tech port infrastructure → cost and environmentally efficient route to market
- 6** One of the largest coal sales networks with direct shipments to customers → always able to find the regional market that offers the highest net-back price



### Well-invested assets and vast reserves

- Global sales network
- Scientific research institute
- Service facilities

**7.6 Bt**

coal reserves with >30 years life of mine

**25**

TPPs

**53,350**

railcars under management

**27**

mines

**10**

coal WPs

**3**

ports

### Skills and experience

**>66,000**

employees

**14**

training centres

### Regular investment

**\$3.5bn**

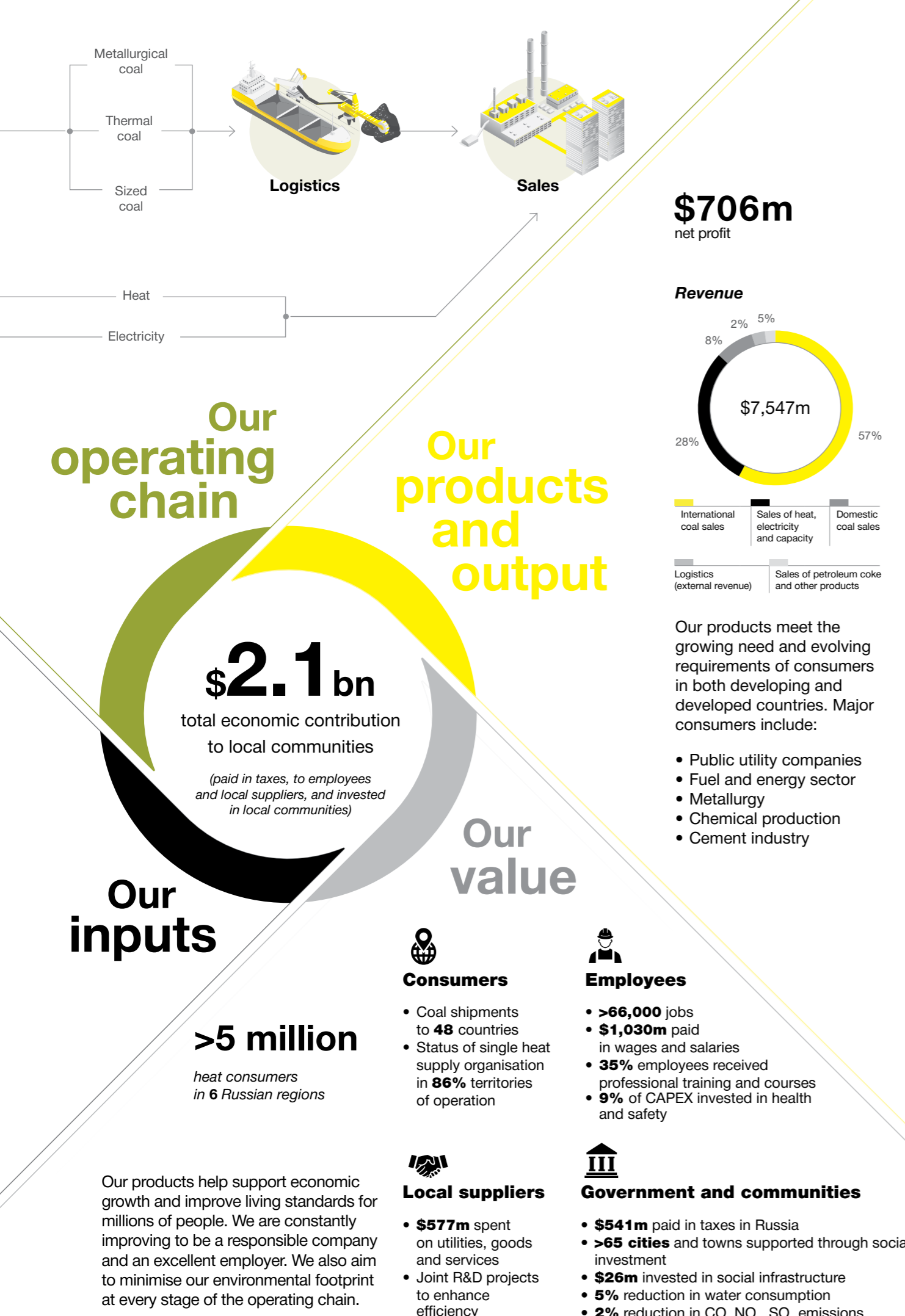
capital expenditure over 5 years

### Stakeholder engagement

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

**2,600**

coal customers



## Factors determining our ability to deliver long-term growth

### Focus on health, safety and environment

See more on pages 80-94.

### Quality improvement and product development

See more on pages 66, 69.

### Better operational efficiency to cut rising production costs

See more on pages 26-27.

### Proactive risk management

See more on pages 34-43.

### Commitment to advanced corporate governance standards

See more on pages 104-121.

### Established corporate culture of responsibility and engagement

See more on pages 48-49, 78-79.

### Continuous professional training

See more on pages 98-99.

