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This presentation may contain projections or other forward-looking statements regarding future events or the future financial performance of Mechel, as defined in the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. We wish to caution you that these statements are only predictions and that actual events or results may differ materially. We do not intend to update these statements. We refer you to the documents Mechel files from time to time with the U.S. Securities and Exchange Commission, including our Form 20-F. These documents contain and identify important factors, including those contained in the section captioned “Risk Factors” and “Cautionary Note Regarding Forward-Looking Statements” in our Form 20-F, that could cause the actual results to differ materially from those contained in our projections or forward-looking statements, including, among others, the achievement of anticipated levels of profitability, growth, cost and synergy of our recent acquisitions, the impact of competitive pricing, the ability to obtain necessary regulatory approvals and licenses, the impact of developments in the Russian economic, political and legal environment, volatility in stock markets or in the price of our shares or ADRs, financial risk management and the impact of general business and global economic conditions.

The information and opinions contained in this document are provided as at the date of this presentation and are subject to change without notice.
OVERVIEW

Leading **vertically integrated** Mining & Metals company

Comprises two major divisions – **Mining** and **Steel**

Main divisions are supported by **Power division, Sales & Marketing units** and **Logistics facilities**

As of December 31, 2020 company employed about **52.9** thousand people

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**FINANCIAL HIGHLIGHTS**

1H’2021 Revenue Breakdown

- Steel: 25%
- Mining: 67%
- Power: 8%

1H’2021 EBITDA* Breakdown

- Steel: 53%
- Mining: 52.0 bln rubles
- Power: 1%

**OPERATING HIGHLIGHTS, SALES**

1H’2020 Revenue Breakdown

- Met Coal: 1.8
- Steam coal: 1.3
- Iron ore concentrate: 0.3

1H’2021 Revenue Breakdown

- Met Coal: 1.7
- Steam coal: 0.7
- Iron ore concentrate: 0.0

Mining Segment**

- 1H’2020: 4.6
- 1H’2021: 3.7

Steel Segment

- 1H’2020: 1.8
- 1H’2021: 1.7

**Source:** Company data

* Here and further EBITDA is calculated as Adjusted EBITDA in accordance with definition in our earnings Press release Appendix A

** Excluding volumes produced by Elga Coal Complex which is no longer part of the Group
**CAPITAL STRUCTURE**

**CORPORATE GOVERNANCE**

The company adheres to the most rigorous standards of corporate governance. Apart from complying with shareholder law norms, Mechel assumes a series of additional obligations, holding to the highest international requirements, including NYSE corporate governance rules that apply to US-based companies within the NYSE 303A listing standard.

In accordance with the Company’s Charter members of the Board of Directors are elected by Shareholders’ General Meeting, to a total of 9 persons, the majority of whom are independent (independent directors).

In order to execute its functions, the Board of Directors created the following permanent committees:

- **Audit Committee**
- **Committee on Investments and Strategic Planning**
- **Committee on Appointment and Remuneration**

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**ORDINARY SHARES**

- **IGOR ZYUZIN (WITH FAMILY)**: 51.5%, 75%
- **PUBLIC FLOAT**: 48.5%

**PREFERRED SHARES**

- **PUBLIC FLOAT**: 60%, 25%
- **SKYBLOCK LIMITED***: 40%

* Wholly-owned subsidiary of Mechel
GROWTH POINTS

OUR MAJOR GROWTH AND DEVELOPMENT POINTS ARE:

DEBT RESTRUCTURING
Successful restructuring will decrease financial expenses and arrange financing to develop our major projects

GROWING SHARE OF UNIVERSAL ROLLING MILL AND STAINLESS LONG AND FLAT STEEL PRODUCTS
Increases steel segment profitability by moving products range towards the higher value added positions

PORT POSIET
Gates to our Asian coal offtakers through increase of capacities to 9 mln tonnes
SUPERIOR MINING ASSETS QUALITY
One of the leading metallurgical coal producers and exporters on the seaborne market
Ability to supply steel producers with a wide range of metallurgical coal
Core assets positioned at the lower bound of the global cost curve

STRONG LOCAL STEEL PRODUCER POSITION
Most diversified specialty steel producer in Russia
One of the largest long steel producer in Russia
Largest distribution platform in Russia
First newly built rolling mill for beams and high-speed long rails in Russia

STRATEGIC POSITION TO SUPPLY ASIA-PACIFIC SEABORNE MARKET
Coal assets uniquely positioned to supply metallurgical coal to attractive Asia-Pacific markets
Access to key Far Eastern ports with low transportation cost
Own infrastructure including ports and rolling stock, secures access to end customers and export markets

VERTICALLY INTEGRATED STEEL BUSINESS MODEL
One of the leading metallurgical coal producer globally with ability to supply steel producers with a wide range of metallurgical coal types, coke and iron ore concentrate.

Own infrastructure helps to establish access to end customers.

* -Source: Company data

- Volumes shipped through Vanino port
**BROAD GEOGRAPHIC FOOTPRINT**

**PRESENTATION / SEPTEMBER 2021 / MARKET POSITION**

**Russian Federation**
- Vyartsilya Metal Products Plant
- Mechel Coke and Gas Plant
- Chelyabinsk Metallurgical Plant
- Urals Stamping Plant
- Kogalym Metallurgical Plant
- Southern Kuzbass Coal Company
- Southern Kuzbass Power Plant
- Bratsk Ferralloy Plant
- Koryshov Mining Plant
- Port Posiet
- Port Vanino
- Port Kambarka
- Southern Kuzbass Power Plant
- Bratsk Power Plant

**Ukraine**
- Donetsk Coke Plant
- Port Ternopil

**Lithuania**
- Mechel Coke Plant
- Ustilug Plant

**Moldova**
- Voronezh Plant

**China**
- Chelyabinsk Metallurgical Plant
- Southern Kuzbass Coal Company
- Southern Kuzbass Power Plant
- Bratsk Ferralloy Plant
- Koryshov Mining Plant
- Port Posiet
- Port Vanino
- Port Kambarka
- Southern Kuzbass Power Plant
- Bratsk Power Plant

**Mongolia**
- Port Ulaanbaatar

**Moldova**
- Voronezh Plant

**Belarus**
- Minsk Plant

**Moldova**
- Voronezh Plant

**Kazakhstan**
- Temryuk Plant

**Kazakhstan**
- Temryuk Plant

**Belarus**
- Minsk Plant

**Ukraine**
- Donetsk Coke Plant
- Port Ternopil

**Lithuania**
- Mechel Coke Plant
- Ustilug Plant

**European Union**
- Mechel Coke Plant
- Chelyabinsk Metallurgical Plant
- Urals Stamping Plant
- Kogalym Metallurgical Plant
- Southern Kuzbass Coal Company
- Southern Kuzbass Power Plant
- Bratsk Ferralloy Plant
- Koryshov Mining Plant
- Port Posiet
- Port Vanino
- Port Kambarka
- Southern Kuzbass Power Plant
- Bratsk Power Plant

**ASIA (W/O CHINA)**
- Mining
- Steel
- Power

**EUROPE**
- Russia
- China
- CIS
- Middle East

**ASIA**
- Russia
- China
- CIS
- Middle East

**PRESENTATION / SEPTEMBER 2021 / MARKET POSITION**

*Access to port secured by contractual agreements*
From 01 September 2020 to the present day Coal prices have increased by more than 3x on FOB Australia basis and by more than 4x on CFR China basis.

The significant increase in the spread between two basis was due to limitations for Australian coal imports to China.

The current level of coal prices is favorable for Russian's coal exporters.

Source: www.platts.com, markets.businessinsider.com
Diversification / enhancement of sales channels to the fast-growing Asian and European markets

Extensive range of metcoal grades allows for diversified product portfolio to serve a variety of customer needs

Mechel’s own ports on the Sea of Japan and Azov Sea serve as the stable gateways to export markets
STEEL SEGMENT

ADVANTAGES

83 storage sites and service centers throughout Russia, CIS & Europe

Real time market intelligence and pricing feedback

Opportunity to address specific customer needs and sell more high margin and value added products

<table>
<thead>
<tr>
<th>Product</th>
<th>Production Volume, 12m 2020 '000 tonnes</th>
<th>Russian production share</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>All long products*</td>
<td>2,679</td>
<td>13,1%</td>
<td>2</td>
</tr>
<tr>
<td>Wire rod**</td>
<td>674</td>
<td>20,8%</td>
<td>2</td>
</tr>
<tr>
<td>Rebar</td>
<td>1,033</td>
<td>11,7%</td>
<td>4</td>
</tr>
<tr>
<td>Flat stainless steel</td>
<td>12.3</td>
<td>45,5%</td>
<td>2</td>
</tr>
<tr>
<td>Wire products</td>
<td>467.1</td>
<td>17,4%</td>
<td>2</td>
</tr>
<tr>
<td>High-tensile wire</td>
<td>27.2</td>
<td>29,6%</td>
<td>2</td>
</tr>
</tbody>
</table>

*Excluding square billets
** Including wire rod further processed into wire and other products within the same holding company
Source: Metal Expert data

Source: Metal Expert data

MECHEL SERVICE GLOBAL – MAP OF DISTRIBUTION HUBS

Source: Company data
UNIVERSAL ROLLING MILL
From January 2016 Mechel supplies rails to the Russian Railways.

New types of rails production (for use at European railways) have already been adopted at the plant and passed certification for conformity with European railroad standards.

In 1H'2021 Rails sales decreased by 87% compared to 1H'2020.

Structural shapes sales increased by 38% Y-o-Y.

We continue developing and producing new types of rails and shapes at Universal rolling mill. In the near term we plan to start mastering new rail types for railroads with speed up to 400 km/h.

In July 2020 Chelyabinsk Metallurgical Plant has shipped to the customers the 3rd-million tonne of products from the Universal Rolling Mill since the beginning of production. 40% of the production volumes were rails.

Source: Company Filings
SIVAGLINSKOYE IRON ORE DEPOSIT
The Sivaglinskoye iron ore deposit is 135 kilometers north of Neryungri and nine kilometers away from a railway link to the Baikal-Amur Mainline. It is also 3 kilometers away from a 110-kilovolt power line connected to Neryungrinskaya Regional Power Plant.

Starting in 2023, the deposit’s annual capacity is due to go up to 1 million tonnes, with the complex’s total capacity to reach 3.5 million tonnes with the launch of Pionerskoye.
Access to main customers in Asia-Pacific and Europe is secured through own ports facilities. Port capacity aligns with expected growth in export volumes.

**Ports Key Characteristics**

<table>
<thead>
<tr>
<th>Port</th>
<th>Existing Capacity</th>
<th>Target Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temryuk</td>
<td>2.4 MMt per year</td>
<td>Na</td>
</tr>
<tr>
<td>Posiet</td>
<td>9.0 MMt per year</td>
<td>15.0 MMt per year</td>
</tr>
<tr>
<td>Vanino*</td>
<td>10.0 MMt per year</td>
<td>Na</td>
</tr>
</tbody>
</table>

**Own and Partner Seaport Annual Turnover Capacities, MMT**

<table>
<thead>
<tr>
<th>Year</th>
<th>Temryuk</th>
<th>Posiet</th>
<th>Vanino*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>2.4</td>
<td>9.0</td>
<td>10.0</td>
</tr>
<tr>
<td>2012</td>
<td>1.8</td>
<td>4.7</td>
<td>6.5</td>
</tr>
</tbody>
</table>

**Source:** Company data

Notes: * Volumes secured by contractual agreements
MECHEL INFRASTRUCTURE ALLOWS SECURED ACCESS TO FINAL CUSTOMERS

POSIEJT PORT
Increase access to Asian coal customers via seaborne market
Existing port capacity – 9 mln tonnes per year
Target capacity - 15 mln tonnes (Panamax vessels) after 2nd stage of modernization

TEMRYUK PORT
Logistics flexibility on the Sea of Azov and Black Sea
Potential to increase export of coking coal, PCI and anthracite to Europe
Existing port capacity – 2,4 mln tonnes

VANINO PORT*
Increases logistics flexibility to Asian coal customers
Shorter transportation distances – lower rail and vessel freights costs
Existing port capacity – 10,0 mln tonnes

MECHEL TRANS TRANSPORTATION COMPANY
Rolling stock of about 10,700 railcars
Ensures uninterrupted transportation
Reduces dependency on Russian Railways, state-owned and independent freighters
DEBT RESTRUCTURING
As of August 2021 portion of restructured debt is at a level of 89%; ruble portion of debt amounts to 55%; and Russian state-controlled banks hold 88% of our debt portfolio.

Net leverage significantly decreased to 4.3 as of June 30, 2021, compared to 7.9 as of December 31, 2020, due to EBITDA growth in 1H’2021.

Average interest rate through the debt portfolio as of August 2021 is 6.6% per annum.

In 2Q’2021 Group’s net settlement of debt (including overdrafts) amounted to 5.9 bln RUB.
KEY FINANCIAL AND OPERATIONAL RESULTS
Consolidated Revenue in 2Q'2021 amounted to 108.9 bln RUB, an increase by 43% compared to 1Q'2021. The main positive factor was the growth of prices for both mining and steel segments products on local Russian and export markets.

Amid favorable market conditions EBITDA increased by 85% in 2Q'2021 compared to 1Q'2021 and amounted to 33.7 bln RUB with EBITDA margin increase to 31%.

Profit attributable to Mechel PAO's shareholders increased by 203% and amounted to 23.9 bln RUB in 2Q'2021. An increase in profit compared to the previous quarter was due to a significant growth of gross profit related to increase in prices for both mining and steel segments products.

\* Here and further EBITDA is calculated as Adjusted EBITDA in accordance with definition in our earnings Press release Appendix A
2Q 2021 PRODUCTION AND SALES SUMMARY

In 2Q'2021 coal mining volumes increased by 12% compared to 1Q'2021.

Pig iron and steel production went up by 3% Q-on-Q.

<table>
<thead>
<tr>
<th>Run-of-mine Coal (Production th tonnes)</th>
<th>Pig Iron (Production th tonnes)</th>
<th>Steel (Production th tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,604 6,857 2,962 2,642</td>
<td>1,568 1,783 796 771</td>
<td>1,724 1,803 876 849</td>
</tr>
</tbody>
</table>

Coking coal sales volumes in 2Q'2021 increased by 71% compared to 1Q'2021.

PCI sales volumes increased by 27% and Anthracites sales were lower by 3% Q-on-Q. Steam coal sales (including middlings) decreased in 2Q'2021 by 27% Q-on-Q.

Overall met coal (Coking coal, PCI and Anthracites) sales to third parties in 2Q'2021 increased by 61%, compared to 1Q'2021.

Flat and Long products sales in 2Q'2021 increased by 15% and 22% respectively Q-on-Q.

Coking Coal (Sales th tonnes) | Steam Coal (Sales th tonnes) | Long Products (Sales th tonnes) | Flat Products (Sales th tonnes) |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2,377 3,052 1,501 876</td>
<td>1,693 1,857 716 977</td>
<td>1,249 1,295 685 564</td>
<td>226 233 121 105</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1H'21</th>
<th>1H'20</th>
<th>2Q'21</th>
<th>1Q'21</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
An increase in sales volumes of all types of coking coal, PCI, coke and coking products together with growing prices resulted in 81% upturn in mining segment revenue to 3rd parties in 2Q'2021 compared to 1Q'2021.

EBITDA margin went up from 31% to 46% compared to 1Q'2021

For the same reasons mining segment EBITDA increased by 135% Q-on-Q
Steel segment Revenue to 3rd parties in 2Q’2021 increased by 43% compared to 1Q’2021 primarily due to significant growth in both prices and sales volumes for almost all types of steel products. Segment’s EBITDA margin increased Q-on-Q from 18% to 20%.

Share of sales to Russia decreased from 61% to 56% Q-on-Q. At the same time share of CIS sales increased from 14% to 19% compared to 1Q’2021.

Steel segment EBITDA in 2Q’2021 significantly went up by 59% compared to 1Q’2021. Effect of growth prices and sales volumes was partly compensated by higher prices for steel-making raw materials (coke, iron ore and ferroalloys, metal scrap).
CONSOLIDATED REVENUE AND SEGMENT EBITDA DYNAMICS

An increase in sales volumes of all types of coking coal, PCI, coke and coking products together with growing prices resulted in 81% upturn in mining segment revenue to 3rd parties in 2Q’2021 compared to 1Q’2021.

Steel segment Revenue to 3rd parties in 2Q’2021 increased by 43% compared to 1Q’2021 primarily due to significant growth in both prices and sales volumes for almost all types of steel products.

Power segment Revenue to 3rd parties fell by 26% in 2Q’2021 compared to 1Q’2021 due to seasonal factors.

Mining segment EBITDA significantly increased by 135% Q-on-Q as a result of significant growth in coal prices.

Steel segment EBITDA in 2Q’2021 significantly went up by 59% compared to 1Q’2021. Effect of growth prices and sales volumes was partly compensated by higher prices for steel-making raw materials (coke, iron ore and ferroalloys, metal scrap).

Power segment EBITDA decreased to (0.2) bln RUB in 2Q’2021 due to seasonal factors.
CASH FLOW & TRADE WORKING CAPITAL

**CASH FLOW (RUB Bln)**

- Cash flow from Operations: 28.6
- Net interest expenses, incl capitalized interest: (2.7)
- Capital expenditures (excluding lease): (19.6)
- Effect of exchange rate changes: (0.3)
- Cash net of overdrafts as of 30.06.2021: 5.1

**FREE CASH FLOW for 1H’2021 (RUB Bln)**

- Cash flow from Operations: 28.6
- Net interest expenses, incl capitalized interest: (9.4)
- Capital expenditures (excluding lease): (3.0)
- Net investing activity: 0.2
- Free Cash Flow: 16.4
- Net Settlement of loan, lease and other obligations: (10.1)
- Free Cash Flow to Firm: 6.3

**TRADE WORKING CAPITAL MANAGEMENT (RUB Bln)**

- Trade current liabilities:
  - 30.06.2020: 64.8
  - 30.09.2020: 68.0
  - 31.12.2020: 67.0
  - 31.03.2021: 78.7
  - 30.06.2021: 82.9

- Trade current assets:
  - 30.06.2020: (81.6)
  - 30.09.2020: (80.3)
  - 31.12.2020: (76.0)
  - 31.03.2021: (85.5)
  - 30.06.2021: (75.6)

TRADE WORKING CAPITAL MANAGEMENT (RUB Bln)
# OPERATIONAL RESULTS

## MINING SEGMENT

### Product (Production)

<table>
<thead>
<tr>
<th>Product</th>
<th>1H'2021, thousand tonnes</th>
<th>1H'2020, thousand tonnes</th>
<th>%</th>
<th>2Q'2021, thousand tonnes</th>
<th>1Q'2021, thousand tonnes</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Run-of-mine coal*</td>
<td>5,604</td>
<td>10,047</td>
<td>-44%</td>
<td>2,962</td>
<td>2,642</td>
<td>+12%</td>
</tr>
</tbody>
</table>

### Product (Sales)

<table>
<thead>
<tr>
<th>Product</th>
<th>1H'2021, thousand tonnes</th>
<th>1H'2020, thousand tonnes</th>
<th>%</th>
<th>2Q'2021, thousand tonnes</th>
<th>1Q'2021, thousand tonnes</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coking coal concentrate*</td>
<td>2,377</td>
<td>3,052</td>
<td>-22%</td>
<td>1,501</td>
<td>876</td>
<td>+71%</td>
</tr>
<tr>
<td>PCI</td>
<td>576</td>
<td>967</td>
<td>-40%</td>
<td>322</td>
<td>254</td>
<td>+27%</td>
</tr>
<tr>
<td>Anthracites</td>
<td>707</td>
<td>552</td>
<td>+28%</td>
<td>347</td>
<td>36</td>
<td>-3%</td>
</tr>
<tr>
<td>Thermal coal*</td>
<td>1,693</td>
<td>1,857</td>
<td>-9%</td>
<td>716</td>
<td>977</td>
<td>-27%</td>
</tr>
<tr>
<td>Iron ore concentrate</td>
<td>741</td>
<td>104</td>
<td>-29%</td>
<td>414</td>
<td>32</td>
<td>+27%</td>
</tr>
<tr>
<td>Coke</td>
<td>1,368</td>
<td>1,230</td>
<td>+11%</td>
<td>752</td>
<td>616</td>
<td>+22%</td>
</tr>
</tbody>
</table>

## STEEL SEGMENT

### Product (Production)

<table>
<thead>
<tr>
<th>Product</th>
<th>1H'2021, thousand tonnes</th>
<th>1H'2020, thousand tonnes</th>
<th>%</th>
<th>2Q'2021, thousand tonnes</th>
<th>1Q'2021, thousand tonnes</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pig Iron</td>
<td>1,568</td>
<td>1,783</td>
<td>-12%</td>
<td>796</td>
<td>771</td>
<td>+3%</td>
</tr>
<tr>
<td>Steel</td>
<td>1,724</td>
<td>1,803</td>
<td>-4%</td>
<td>876</td>
<td>849</td>
<td>+3%</td>
</tr>
</tbody>
</table>

### Product (Sales)

<table>
<thead>
<tr>
<th>Product</th>
<th>1H'2021, thousand tonnes</th>
<th>1H'2020, thousand tonnes</th>
<th>%</th>
<th>2Q'2021, thousand tonnes</th>
<th>1Q'2021, thousand tonnes</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flat rolls</td>
<td>226</td>
<td>233</td>
<td>-3%</td>
<td>121</td>
<td>105</td>
<td>+15%</td>
</tr>
<tr>
<td>Long rolls</td>
<td>1,249</td>
<td>1,295</td>
<td>-4%</td>
<td>685</td>
<td>564</td>
<td>+22%</td>
</tr>
<tr>
<td>Hardware</td>
<td>259</td>
<td>268</td>
<td>-3%</td>
<td>142</td>
<td>117</td>
<td>+21%</td>
</tr>
<tr>
<td>Forgings</td>
<td>19</td>
<td>22</td>
<td>-13%</td>
<td>10</td>
<td>9</td>
<td>+15%</td>
</tr>
<tr>
<td>Stampings</td>
<td>30</td>
<td>27</td>
<td>+11%</td>
<td>17</td>
<td>12</td>
<td>+42%</td>
</tr>
<tr>
<td>Ferrosilicon</td>
<td>39</td>
<td>31</td>
<td>+25%</td>
<td>21</td>
<td>18</td>
<td>+16%</td>
</tr>
</tbody>
</table>

*Excluding volumes produced by Elga Coal Complex which is no longer part of the Group

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PRESENTATION / SEPTEMBER 2021 / KEY OPERATIONAL RESULTS
MECHEL IS A GLOBAL MINING AND METALS COMPANY