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12.12.2017, Москва*

*Формирование имиджа российского бизнесмена
в международных СМИ в условиях непростой геополитической ситуации*


Северсталь

Достичь большего вместе



Кризисы бывают разные

➤ Острые

пример: авария на производстве

Оперативное
реагирование согласно
плану

➤ Вялотекущие

пример: рецессия на рынках сбыта

Стратегия: жизнь в
условиях кризиса

Вялотекущий кризис в любой
момент может перерасти в острый



‘Вэй’ – риски, связанные с текущей геополитической ситуацией

- **Опасность включения в санкционные списки**
- **Мультиплицирование политических тем = «неудобные» вопросы**
- **Негативная повестка относительно России и российского бизнеса в целом**

#MARKET NEWS NOVEMBER 30, 2017 / 2:05 PM / 11 DAYS AGO

For some Russian oligarchs, sanctions risk makes Putin awkward to know

Reuters Staff

6 MIN READ



* U.S. blacklist to be drawn up by end-January

* Inclusion hinges on closeness to ‘regime’ and wealth

* No automatic sanctions but Russian elite wary

Возможен ли позитивный coverage в зарубежных СМИ в текущих сложных геополитических условиях?

Стратегии позиционирования



Сегодня - не об этом

Russia's Richest Man

Mordashov passed Potanin to become country's wealthiest person

■ Alexey Mordashov ■ Vladimir Potanin



Source: Bloomberg Billionaires Index

Bloomberg

Возможности. Бизнес-цель определяет «роли»

1

Лидер мировой
сталелитейной отрасли

3

Эксперт в области
мировой торговли

2

Успешный инвестор

4

Активный участник
процесса
формирования бизнес-
среды в России

Лидер мировой сталелитейной отрасли

Metal Bulletin
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News and Prices

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INTERVIEW: Think niche, not volumes in steel today, Severstal's Mordashov says

Severstal says consolidation could be "remedy" for industry woes

- worldsteel
- НП «Русская сталь»
- ПАО «Северсталь» - одна из крупнейших в мире вертикально интегрированных сталелитейных и горнодобывающих компаний



Severstal call for global steel agreement

By Courtney Weaver in Moscow



The billionaire owner of Russia's second-largest steelmaker has called for a massive restructuring of the global steel industry in some of the most pessimistic recent comments on the sector by an industry insider.

In an interview with the Financial Times, Alexei Mordashov, chief executive and majority owner of London-listed Severstal, says the industry's biggest players and their respective governments to hammer out an agreement to deal with the excess capacity.

ring the problem of rising the industry, we survival in the aren't mass cases of 'ises shutting down.

em for the whole n the industry risks 10 to 15 years ago vent into

' and Europe, which tal has managed to 'iciency in iron ore luce steel more

steel worldsteel @worldsteel

Welcome to Alexey Mordashov, General Director Severstal @severstalOAO. Pleased you can join us. #steeldebate

2 RETWEETS

6:01 AM - 18 Jan 2013

Reply to @worldsteel

Severstal @Sev @worldsteel AM: Details

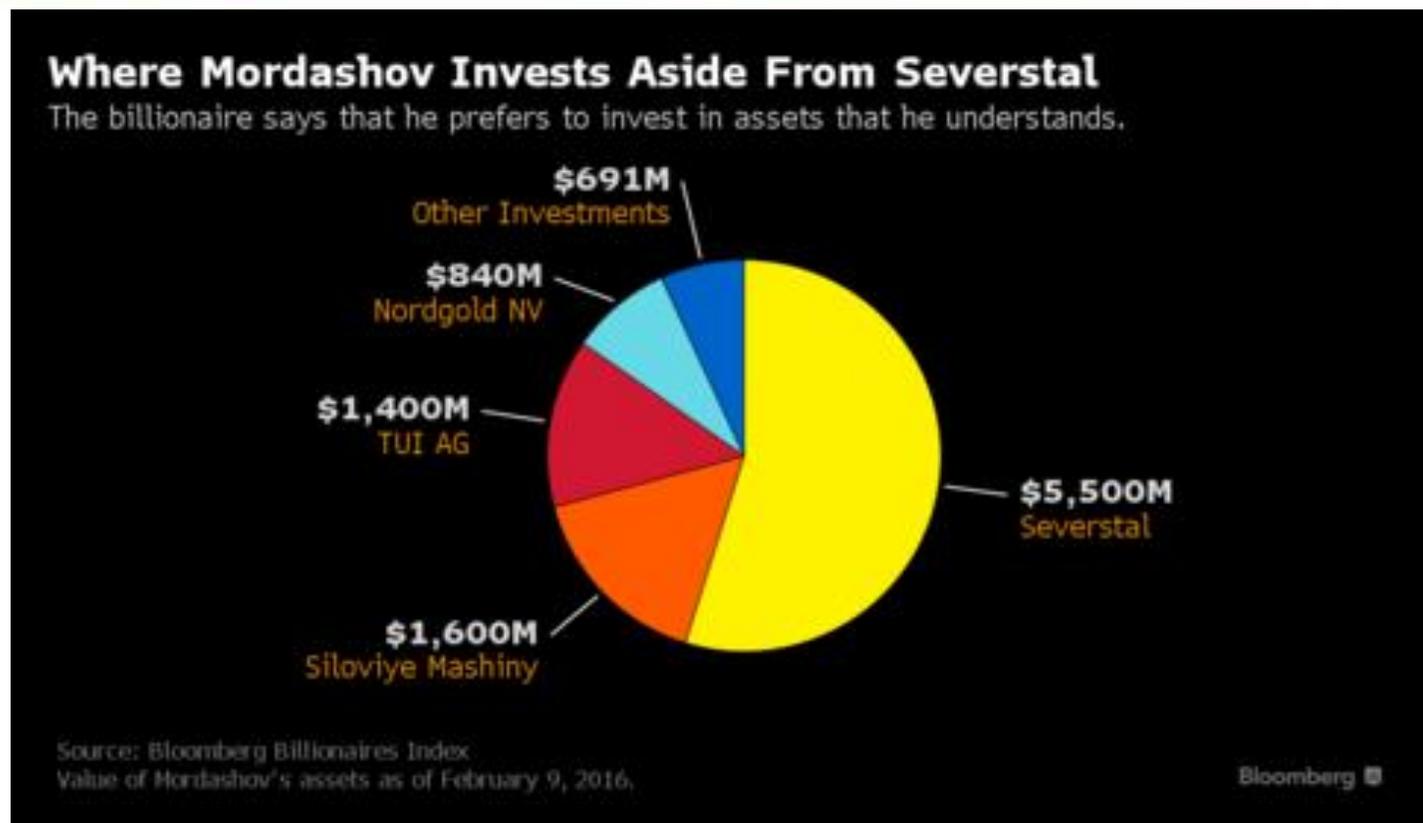
Russia's next revolution: how technology came to the mines

Automation is about to catapult an economy long tied down by the Soviet legacy into the 21st century

Kathrin Hille and Henry Foy
OCTOBER 26, 2017

Mordashov, who, according to Forbes' annual rich list, built a personal fortune worth \$17.5bn in the chaotic years after the collapse of the USSR, is one of the most committed devotees of Russia's new industrial revolution. He litters speeches to his steelworkers with digital terminology and futuristic schemes, and encourages them to take risks in search of new ideas — anathema to those used to the classic post-Soviet corporate approach.

Успешный инвестор



"I prefer to invest into assets which I understand and where I personally can create additional value," Mordashov said. "I am strategist, rather than a portfolio investor."

Ambassador российского бизнеса за рубежом



«Взгляд изнутри»



Объективная оценка

Эксперт в области мировой торговли



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7 September 2013, 02:25

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'Russia should embrace TPP,' steel magnate Mordashov tells RT

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Aleksey Mordashov, the billionaire shareholder of Russian steel giant Severstal, has told RT that Asia is a "natural" trading partner for Russia, while calling for the "politically driven" Western sanctions against Russia to be scrapped.

"The Asian Pacific region is critically important for the Russian economy because of its size and geographical proximity – we already have a relationship with this region, but there is potential for growth," Mordashov, whose fortune is estimated at \$12.4 billion, said in an interview on the sidelines of a Moscow forum dedicated to developing Asian trade ties.

ВУТ

ROCE, % (Q32017)

1	Severstal	37.61
2	MMK	28.63
3	NLMK	22.59
4	Erdemir	20.72
5	Ternium	18.57
6	Steel Dynamics	18.24
7	JSW Steel	15.27
8	US Steel	13.71
9	Angang	13.28
10	Baoshan	12.99
11	Nucor	12.41
12	Tata Steel	11.01
13	Voestalpine	9.55
14	Posco	7.33
15	CSN	6.69
16	SSAB	6.54
17	JFE	5.58
18	Kobe Steel	5.51
19	Hyundai Steel	5.17
20	Gerdau	5.16
21	Salzgitter	4.77
22	AK Steel	4.72
23	China Steel	3.80
24	Nippon Steel	2.60
25	Usiminas	1.81
26	SAIL (parent)	1.06
27	Evrz	-
28	Mechel	-
29	ArcelorMittal	-
30	ThyssenKrupp	-

EBITDA margin, % (Q32017)

1	Severstal	31.24
2	Erdemir	27.13
3	MMK	26.49
4	NLMK	25.40
5	CSN	20.37
6	Ternium	18.79
7	JSW Steel	18.24
8	Hyundai Steel	15.06
9	China Steel	15.04
10	Voestalpine	14.78
11	Tata Steel	14.70
12	Usiminas	14.43
13	Steel Dynamics	14.16
14	Posco	12.87
15	SSAB	12.81
16	Gerdau	11.87
17	Nucor	11.33
18	US Steel	11.18
19	JFE	9.80
20	Kobe Steel	9.71
21	Salzgitter	7.17
22	AK Steel	6.83
23	SAIL (parent)	6.70
24	Evrz	-
25	Mechel	-
26	ArcelorMittal	-
27	ThyssenKrupp	-
28	Nippon Steel	-
29	Baoshan	-
30	Angang	-

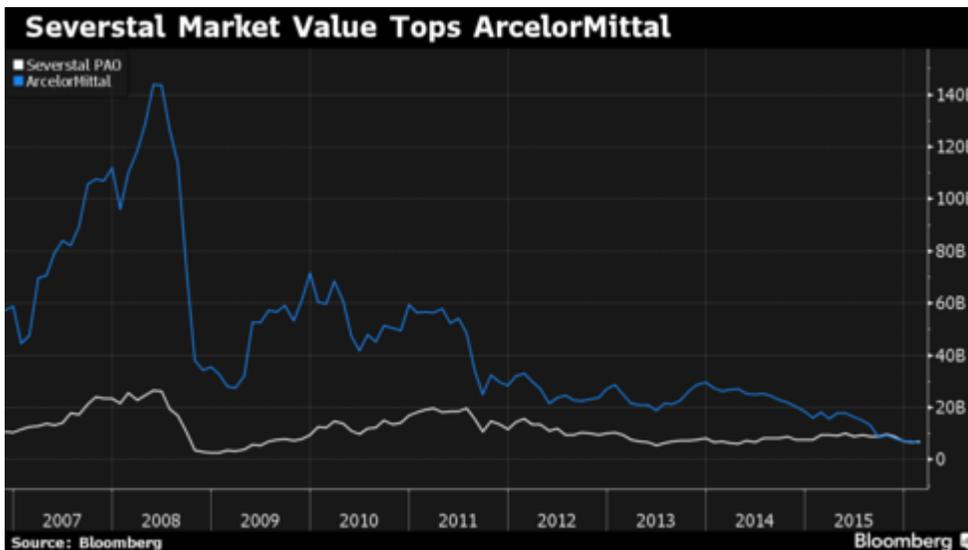
FCF (2017E)

1	Posco	3 129
2	ArcelorMittal	2 468
3	NLMK	1 417
4	Severstal	1 161
5	MMK	920
6	China Steel	905
7	Nucor	866
8	Hyundai Steel	862
9	Nippon Steel	815
10	Erdemir	803
11	Evrz	686
12	Steel Dynamic	638
13	Gerdau	616
14	Angang	537
15	JSW Steel	395
16	Baoshan	386
17	SSAB	311
18	Usiminas	237
19	US Steel	154
20	CSN	137
21	Voestalpine	118
22	Salzgitter	76
23	AK Steel	58
24	JFE	28
25	Ternium	-17
26	Tata Steel	-67
27	ThyssenKrupp	-333
28	SAIL	-508
29	Kobe Steel	-1 027
30	Mechel	-

Success story: Mordashov

Bloomberg Markets Tech Pursuits Politics Opinion Businessweek

Russian Mogul's Failed Arcelor Bid Now Looks a Win on Steel Rout



- ▶ Mordashov's Severstal is now worth as much as ArcelorMittal
- ▶ Russian steel companies have fared better than foreign rivals

Q&A

Достичь большего вместе

<https://www.facebook.com/#!/anastasia.mishanina>

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