



# ANNUAL REPORT

## 2012



فنج الحديد بعد آخر

WE MAKE STEEL MATTER

[www.qatarsteel.com.qa](http://www.qatarsteel.com.qa)



His Highness  
**Sheikh Tamim Bin Hamad Al-Thani**  
Emir of the State of Qatar



www.qatarsteel.com.qa

## ANNUAL REPORT 2012



W E M A K E S T E E L M A T T E R

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Shafallah

## MESSAGE FROM THE CHAIRMAN



I take great pride to say that Qatar Steel's overall performance in 2012 was exemplary in setting new records in both productivity and revenues, which reflect management's sound execution of its corporate business and strategic plans.

Inspired and guided by the vision and directives of His Highness Sheikh Hamad Bin Khalifa Al Thani, the Emir of Qatar and Sheikh Tamim Bin Hamad Al-Thani, Heir Apparent, Qatar Steel has experienced over the past years, exceptional achievements on all levels, as well as milestones of advancement and improved business performance. It has also made further strides on the operational fronts and it will continue to operate with more efficiency and effectiveness.

One of Qatar Steel's unique achievements during 2012 was its induction by Palladium Group to Balanced Scorecard Hall of Fame, for Excellence in Strategy Execution, and thus it was the first company in Qatar and also the first company in Steel Industry in Middle East & North Africa region to receive such an award.

Our growth has been a success story that supports our corporate vision to become a reputed steel hub locally and internationally. Now it is considered as one of the leading steel companies in the Arabian Gulf, and it has succeeded to establish itself in the Gulf markets, due to its high quality products and excellent customer service.

Qatar Steel also moved ahead with significant investments, aimed at widening its manufacturing footprint and business portfolio. The company has stakes in various key joint ventures in Qatar and overseas.

Qatar Steel is highly committed to sustainable development and it exerts constant efforts and strict measures to preserve the environment, by turning all its industrial operations to be environment-friendly, in compliance with the highest international environmental standards.

We are prepared and determined to handle all the future challenges with rejuvenated vigor and energy and to renew our commitment to excellence, in order to achieve our vision to be universally recognized as a leading and constantly growing force in the steel industry of the region. We shall also continue to provide our customers with superior standards of services up to their highest expectations.

At last but not least, I would like to sincerely extend our appreciation and gratitude to Qatar Steel's Board of Directors and management for their contributions which were essential to attain our remarkable operational and financial results. I would also like to express our appreciation to our valuable employees, who represent the basic pillar of achieving Qatar National Vision 2030, and who play a genuine and vital role in the company's march towards success and prosperity in the future.



**Yousef Hussein Kamal**





“Qatar Steel Constantly Strives to Reduce its Environmental Impact Through State-of-the-Art Production Technology”



Ain Alqot

MESSAGE FROM THE DIRECTOR & GENERAL MANAGER



In 2012, Qatar Steel has achieved the highest performance and the best records on financial and operational levels, and has yielded very positive results in terms of sales revenues and profits.

Such an achievement was largely due to the unwavering support of Qatar Steel's Chairman, Board of Directors and Management, along with its highly devoted and dedicated staff, whose direct contributions play a great role in achieving our corporate goals set for 2012.

On the safety front, we have also achieved our targets in having lost time incident free environment and got the best safety records ever in 34 years history of Qatar Steel. As for the environment, the company constantly strives to reduce its environmental impact through using state-of-the-art production technology.

No doubt, the successes achieved by Qatar Steel throughout 2012 is attributed to the establishment of an effective and efficient local and regional distribution network, consisting of strong and committed traders, which helped us cope with current challenges and getting ready for future ones.

We are proud that Qatar Steel, among seven large-scale leading industrial companies in Qatar, was awarded "Runner-Up Certificate for its commitment towards sustainable development, and for excellence in sustainability reporting. Qatar Steel's 2012 sustainability report included a comprehensive demonstration of the company's performance in environmental, social and economic domains, in addition to its commitment to the long-term growth and development.

Over the years, Qatar Steel has gained an outstanding reputation in the local and world markets, due to its high quality products and distinguished customer service. The company has maintained an active presence in the GCC countries, in addition to being the major player in the domestic market.

Qatar Steel Company has taken quantum leaps to achieve sustainable development in all fields; economic, human resources, social and environment, in line with Qatar National Vision 2030.

We are determined to continue with our endeavors to consolidate our image in the markets and reinforce the pivotal role that we are playing in supporting our national economy.



Ali Bin Hassan Al-Muraikhi

# BOARD OF DIRECTORS



**H.E. Yousef Hussain Kamal**  
Chairman



**H.E. Dr. Mohammed Bin Saleh Al-Sada**  
Vice-Chairman



**Ali Bin Hassan Al-Muraikhi**  
Director & General Manager



**Abdel Rahman Ahmed Al-Shaibi**  
Director



**Dr. Nasser Mubarak Shafi Al-Shafi**  
Director



**Fahad Hamad Al-Mohannadi**  
Director



**Mohamed Hitmi Ahmed Al-Hitmi**  
Director



Awasaj

# MANAGEMENT TEAM



**Ali Bin Hassan Al-Muraikhi**  
Director & General Manager



**Mohammed Tahir Al-Hammadi**  
Projects Division Manager



**Yousef Abdulla Q. Al-Emadi**  
Production Division Manager



**Saad Rashid Al-Mohannadi**  
Supply Chain Division Manager



**Kefah Mustafa Al-Mulla**  
Administration Division Manager



**Ahmed Al-Ansari**  
Commercial Division Manager



**Salah Babiker**  
Finance Manager



**Husein Hasan Murrar**  
Business Development Manager



**Natarajan Gopal**  
Strategic Planning Manager



**Dr. Abdellatif Laasraoui**  
Advisor, Director & General Manager office





	Unit	2010	2011	2012
Revenue	QR Million	4,725	5,760	6,154
Net Profit	QR Million	1,225	1,647	1,402
Net Profit % of Revenue	%	26	29	23
Sales Volume	KMT	2,217	2,214	2,511
<b>Production Volume</b>				
DRI/HBI	KMT	2,157	2,213	2,423
Crude Steel (Billets)	KMT	1,946	2,005	2,148
Rebar	KMT	1,705	1,819	1,967
Coil	KMT	117	126	122
Total Capital Employed	QR Million	7,285	8,004	8,792
Return on Capital Employed	%	18	21	17
Shareholders Funds	QR Million	5,604	6,467	7,078
Return on Shareholders Funds	%	22	25	20
Retained Earnings	QR Million	4,888	5,785	6,387
Earnings per Share	QR	41	55	47
Debt - to - Equity Ratio	%	29	22	23
Dividend paid % of Net Profit	%	37	39	71



## OVERVIEW

### QATAR STEEL - QSC

Qatar Steel Company was formed in 1974 as the first integrated steel plant in the Arabian Gulf. Commercial production commenced in 1978 with the company becoming wholly owned by Industries Qatar (IQ) in 2003.

Today, Qatar Steel is widely recognized as a foremost leader in the steel industry, extending its pioneering commitment from an expansive mill site located in the heart of the progressive Mesaieed Industrial City - 45 kilometers south of the nation's capital, Doha.

Inspired to meet the growing demand for steel in Qatar as well as the region in general, Qatar Steel has embarked upon a series of initiatives aimed at increasing its production capacity. State-of-the-art technically advanced expansion projects are designed to produce world class products. Over the years, Qatar Steel has successfully forged a remarkable reputation by establishing unrivalled quality, flexibility and reliability in all the products and service offerings. Central to this achievement has been the drive to exceed customers' expectations.

The plant with its office occupies an area of 1,354,601 square meters, adjacent to which is a further 375,000 square meters plot reserved for future development and expansion. The total employee-base of over 1,800 spans 12 different nationalities and the mill runs on a 3-shift system.

### QATAR STEEL COMPANY FZE - UAE

The subsidiary was established in August 2003 (wholly owned by Qatar Steel) to meet the growing demand for high-quality steel wire-rod products within the GCC as well as in international markets and growing import demand for re-bars in the UAE market.

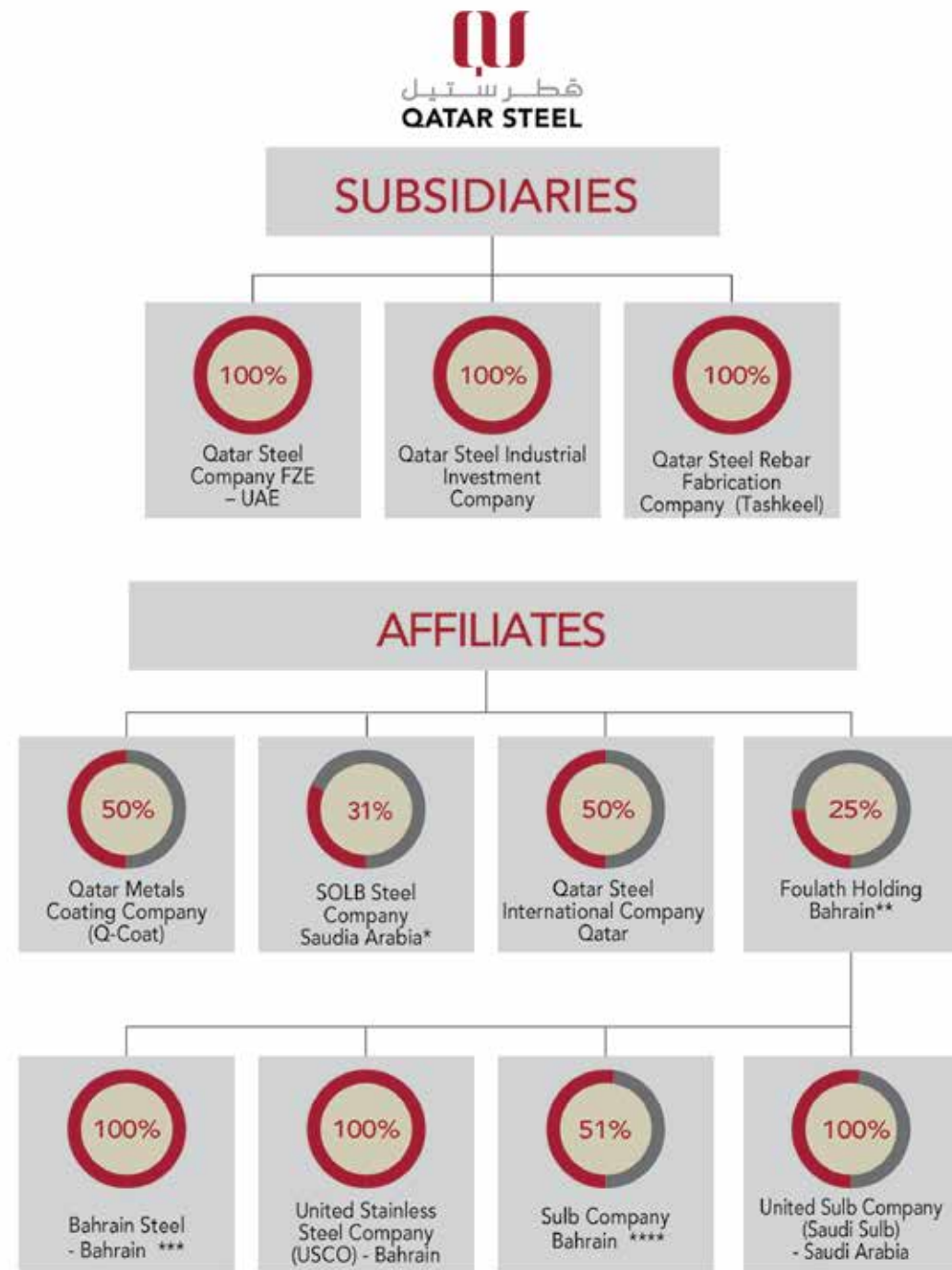
The company operates two primary facilities at its 60,000 Sq. meter with a State-of-the-art Wire Rod Mill with an installed capacity of 240,000 metric tons [MT] per annum and the advanced Rebar Mill installed with a capacity of 300,000 MT per annum.



Sidra



## SUBSIDIARIES & AFFILIATES



\* Formerly South Steel Company

\*\* Formerly Gulf United Steel Holding Company (Foulath) BSC Closed

\*\*\* Formerly Gulf Industrial Investment CO.(E.C)

\*\*\*\* Formerly United Steel Company(SULB) B.S.C.(Closed)

## VISION, MISSION, VALUES & PURPOSE

At Qatar Steel we are highly inspired by Vision, Mission, Values and Purpose which set the stage to show our commitment towards meeting our stakeholders expectations & corporate goals.

### VISION

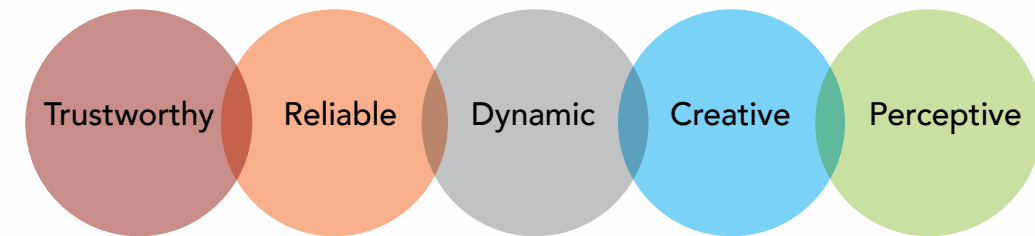
We endeavor to be universally recognized as a leading and constantly growing force in the steel industry of the region, to be admired for our business culture, for building value for our shareholders and customers, and for bringing inspiration to our people.

### MISSION

We will continue to be the first name in the region's steel industry by harnessing our assets and resources to achieve profitable growth, operational and organizational excellence, and good corporate citizenship.

### VALUES

The drivers of our ambition are:



### PURPOSE

- To reach a league where we will matter beyond normal commercial objectives
- To become the standard for quality enterprise and to exude a winning attitude in order to make a difference in our environment.

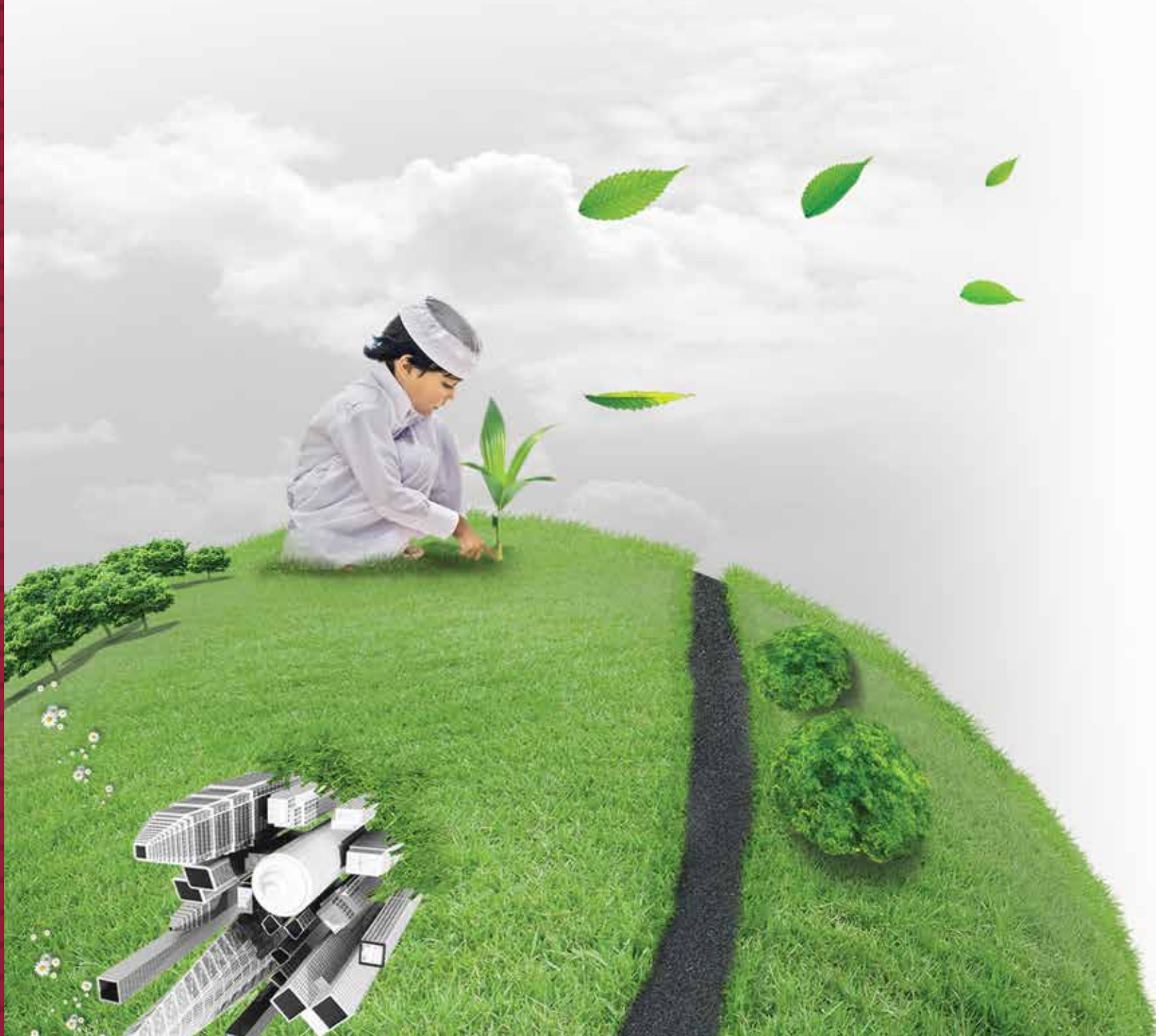




As a sustainable producer of steel, the company is strongly committed to the highest standards in Health, Safety and Environment with the aim of accomplishing the ultimate goal of Accident Free Qatar Steel.

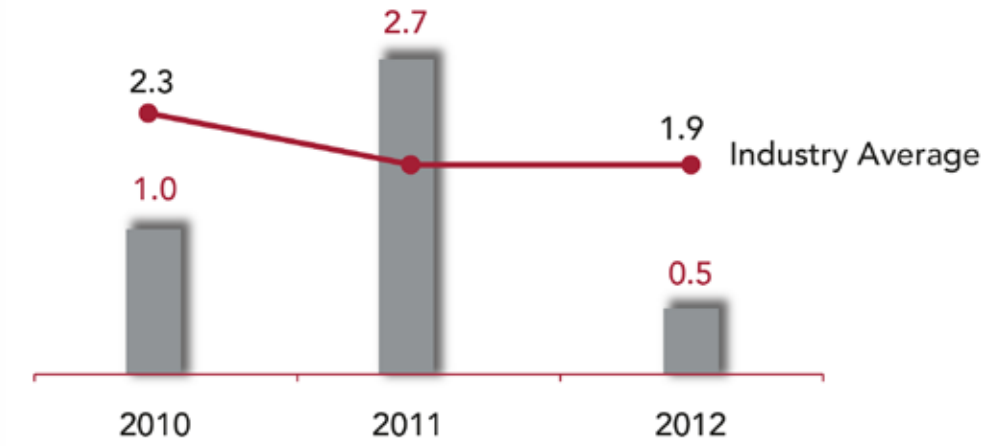
Qatar Steel's ongoing safety initiatives, safe working environment and employee safety awareness have greatly contributed to a significant decrease in man-hours lost due to accidents.

Qatar Steel has a well-established Safety Management System in place and also is an applicant to ISO 18001 Certification in addition to various prestigious certifications it already has related to Quality, Safety, Environment and Sustainability.

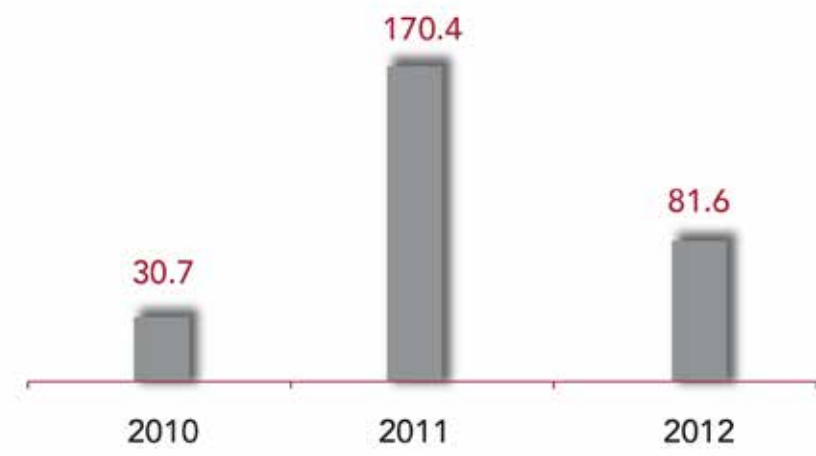


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Frequency Rate



Severity Rate



Frequency Rate = Number of Lost time accidents \* 1,000,000 hours / Man hours per year  
Severity Rate = Number of Lost days \* 1,000,000 hours / Man hours per year  
Industry Average Source: www.worldsteel.org



## SUSTAINABILITY

Sustainability is a critical component of Qatar Steel's business strategy. Our sustainability framework addresses economic, social and environmental performances for maximizing our stakeholder's value. Through constant innovation, new technologies and processes, we achieved significant improvements in productivity, product quality, HSE standards, reduction of carbon and GHG emissions and in recycling of production wastes comparable to global standards.

We are proactive in meeting customer needs in products and services. We are committed to the well-being of our employees as they are our greatest assets. The company management fully supports Qatarization initiatives and local community services.

As primary integrated steel producer in Qatar, we are well aligned to Qatar's National Development Strategies, Qatar National Vision 2030 and Qatar's sustainability initiatives.

Our sustainability approach and performances for the period 2009-2011 was well outlined in our first sustainability report released in 2012. The company received "The Sustainable Development Industry Reporting [SDIR]" award from Minister of Energy and Industry. We are now committed to annual sustainability reporting.



## GROWTH STRATEGY

Qatar Steel pursues its growth strategy of upgrades and new expansions in order to meet the growing steel demand in Qatar and to consolidate its competitive position in the regional markets within GCC. We look for strategic investments by way of acquisitions and joint ventures in iron ore and steel related production facilities to secure basic raw materials for production and to seize market opportunities for downstream products.

The growth strategies are addressed in our 5-year business plan and the last consolidated Business Plan 2013-2017 represents our existing business from the operating units in Qatar and Dubai and all strategic investments namely Q-Coat, South Steel, Foulath Holdings and Qatar Steel International [JV Steel Project in Algeria] and the ongoing EF5 project.

Qatar Steel growth strategy is aligned to IQ's Group Growth Strategy developed in 2012 that defines overall vision, strategic direction and 10-year aspirations across IQ's chemicals, fertilizer and steel businesses. Qatar Steel will strive to be a regional steel champion with operations in the GCC and across the MENA region by leveraging advantaged natural resources, acquiring new technology and product diversification through partnerships and acquisitions.

The company upgraded its Strategy Management Process in 2012 and was inducted into Palladium's Balanced Scorecard Hall of Fame for Strategy Execution in October 2012, an international accreditation for excellence in Strategy Management Process. It was the first Qatari company and the first steel company in the MENA region to receive this prestigious award.



Ghaf





EXPANSIONS & STRATEGIC INVESTMENTS 

## ORGANIC GROWTH

*(Electric Arc Furnace -EF5 Project)*

The 1.1 million tons per annum Steel Melt Shop project is progressing well with around 80% of the overall project completed. The piling works was completed, the civil work is nearing completion at EAF, LF, CCM Buildings and the installation of core equipment is completed. It is expected to be commissioned in H2-2013.



## STRATEGIC INVESTMENTS &amp; JOINT VENTURES

## SULB BAHRAIN

The construction of SULB's integrated steel complex consisting of DR Plant, Steel Melt Shop and Medium & Heavy Sections Mill was completed in the second half of 2012 with the Melt Shop and Section Mill starting production from November 2012 and DR Plant was Hot Commissioned on 26th Jan 2013.


**SOLB STEEL COMPANY**  
**- SAUDI ARABIA**  
*(formerly South Steel Co.)*


Qatar Steel increased its share in SOLB Steel from 29.74% to 31.03%. SOLB Steel successfully commissioned its Melt Shop and Rolling Mill in 2012 and reported production of 103,483 tons of Billets and 152,921 tons of Rebars.



Qataf

## ALGERIAN STEEL JOINT VENTURE

The market and technical feasibility study was successfully completed and the Joint Venture Agreement was initialized on 7th November 2012 between the Algerian Party represented by SIDER Company and National Investment Fund, and the Qatari Party represented by Qatar Steel International (a company equally owned by Qatar Steel and Qatar Mining). The first phase of the project, which is expected to cost about \$2bn, will produce 1.5 million tons per annum of steel rebar and 0.5 million tons per annum of wire rod to meet the requirements of Algeria, which currently imports about 3.0 million tons per annum of steel rebar and wire rod.

The signing of both Joint Venture and Shareholder Agreements was completed in Q1-2013. The finalization of Articles of Association and formation of new JV Company in Algeria are expected to be completed in Q3-2013.

## SPHERE MINERALS LTD.

Qatar Steel owns 7.52% of Sphere Minerals Ltd. shares which has iron ore mineral rights in Mauritania. Xstrata has bought the majority shares of Sphere in a public offering and currently working on finalizing their plans for developing the mines to produce high quality iron ore within the next few years gradually.

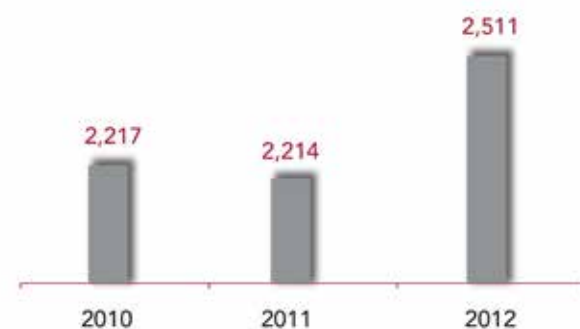




## SALES & MARKETING (Consolidated)

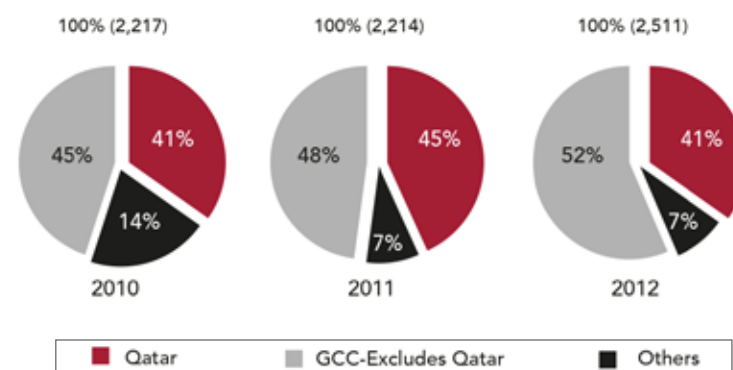
PRODUCTS (KMT)	2010	2011	2012
DRI/HBI	354	186	387
BILLETS	-	94	34
REBAR	1,773	1,828	2,005
COIL	90	106	85
<b>TOTAL</b>	<b>2,217</b>	<b>2,214</b>	<b>2,511</b>

Sales Volume - KMT



COUNTRY (KMT)	2010	2011	2012
QATAR	919	992	1,031
GCC (Excludes Qatar)	1,005	1,073	1,310
OTHERS	293	149	170
<b>TOTAL</b>	<b>2,217</b>	<b>2,214</b>	<b>2,511</b>

Sales Volume %



## STEEL INDUSTRY IN 2012 (GLOBAL & REGIONAL)

There was optimism early in the year driven by expected strong steel demand in emerging Asian economies. Steel prices started declining in H2 2012 as weak global economic outlook began to put pressure on steel demand. Weak Chinese demand had a major impact on steel markets globally, including the Middle East region. Global steel demand and prices took a sharp correction towards mid Q3 2012 and dropping Chinese iron ore import demand saw Benchmark 62% Fe iron ore price plummeting to three year low under \$90/MT CFR China by end August 2012.

Rebar demand in Qatar remained modest at the beginning of the year. As a large number of construction projects were announced in the end of 2011, the market sentiment was positive and regional prices picked up from end of 2011. Qatar National Budget 2012-2013 had planned outlay of QR 62bn expenses for major public projects higher by 7% compared to previous year. It provided the much needed impetus for construction industry. As a result rebar demand began to move up strongly in H1-2012. However with the global slowdown setting in and delays in awarding of projects in Q3 2012, rebar sales began declining towards end of Q3 2012.

The regional rebar demand in 2012 continued to be dominated by Saudi Arabia. Cushioned by a budget surplus of SR 386bn, government spending on projects had accelerated as Master plans for cities were reworked with new regions chosen for development. Saudi rebar Demand in 2012 was seen soaring up 12% YOY. The other major economy in the region UAE continued to be hampered by slow construction activity.

With strong performance in domestic and export markets, Qatar Steel overall Sales in 2012 were up 13% YOY [3% YOY increase in domestic and 17% YOY increase in exports].

## CUSTOMER FOCUS

To maintain its leadership, Qatar Steel participated in leading exhibitions in the region like, The Big 5 Saudi (Jeddah), Project Qatar (Doha), The Big 5 Show (Dubai) and in the United Nations Conference on Trade and Development (UNCTAD) XII exhibition held in Doha. As commitment towards sustainability, Qatar Steel participated in The Qatar Sustainability Expo held at the Doha Exhibition Center, in line with United Nations 2012 Climate Change Conference, COP 18/CMP8.

As part of Qatar Steel's tradition, Qatar Steel celebrated its 9th Annual Traders Gathering at Katara Cultural Village with traders invited from all over GCC. To maintain our Brand Image, Qatar Steel sponsored a number of prestigious events namely the Arab Iron and Steel Union Conference 2012 in Casablanca, Morocco, Qatar, the Arabian World Construction Summit 2012 held in Abu Dhabi, the Steel Orbis Fall 2012 conference & 67th IREPAS meeting held in Berlin and in the 16th ME Iron and Steel Conference held in Dubai (UAE).

Qatar Steel Company FZE participated in the Jebel Ali Expo held in Dubai World Trade Center during December 27, 2012 to January 14, 2013 to showcase and promote its product & services and explore new business opportunities.



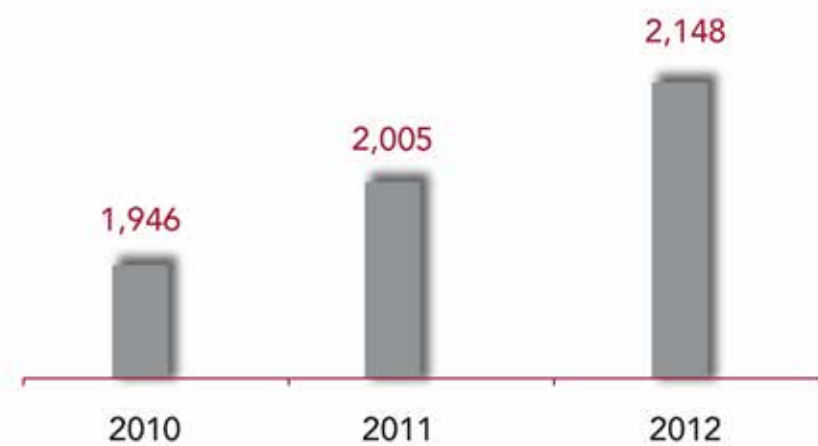
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## PRODUCTION (Consolidated)

PRODUCTS (KMT)	2010	2011	2012
DRI/HBI	2,157	2,213	2,423
CRUDE STEEL (BILLETS)	1,946	2,005	2,148
REBAR	1,705	1,819	1,967
COIL	117	126	122

### Crude Steel (Billets) -KMT



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## QATAR STEEL

Year 2012 was the best year in the history of Qatar Steel in terms of operational results. The cumulative production from all manufacturing facilities covering DR/EF/CC/RM reached 8.4 million tons against 7.8 million tons in 2011 – an impressive growth of 7% YOY. This was achieved through productivity improvement initiatives such as:

- Increased plant availability & reliability in DR-2 modules after resolving issues related to Process gas compressors.
- Process Optimization with use of Oxygen injection in DR Modules.
- Achieved higher carbon in CDRI (2.8%) with augmentation of Natural gas line to Transition zone in DR2 Furnace.
- Modified DRI feeding system for EF3 – With the introduction of Carbon and Oxygen injection system, the Oxygen Injection Nm<sup>3</sup>/t was increased by 15 Nm<sup>3</sup>/ton and Carbon injection by 10Kg/ton. This Chemical energy has substituted the Electrical energy thereby increase of DRI feed rate resulting in increase of productivity.
- Monthly Shutdown duration of EAF Plants reduced from 48 to 36 hours by forced drying-out of refractory.
- Enhancement of chemical energy input into the furnace: oxy-carbon injection system in both EF4 and EF3.
- Addition of gunning robot in EF1&EF2: The addition of this equipment has reduced turnaround time, increased furnace availability and increased productivity.
- EBT Modification in EF3 - Pneumatic system replaced by a reliable hydraulic system.
- TOCB upgraded from a mechanical type to a reliable hydraulic system.
- Quenching Process in Old Rolling Mill.

QS Steel making plant was ranked No.1 for Best Operational Over-all Equipment Effectiveness (OEE) and Maintenance Cost Index for 2010 released during 2012 by the World Steel Association while Continuous Casting Plant was identified as one of the leading facilities amongst top performing steel companies.

## QATAR STEEL COMPANY FZE - UAE

The company achieved the highest performance level since its start up.

- Overall production was 435,623 M.T, 2.25% higher than the budget
- The sale of Rebar & Coil was 424,845 M.T, highest ever achieved.
- Bars production in RM3 was 313,585 M.T which is 22.76% higher over previous year.
- Coil production reached 122,038 M.T which was 87% of the budget and the sale was 111,523 M.T.

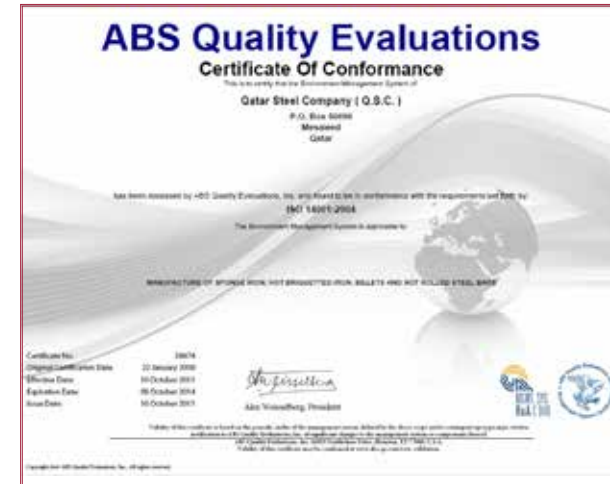
The safe operating practices in all plant activities had helped to keep the mills running without any major incidents in 2012; Frequency Rate for Lost Time Accidents was 1.79% lower than that of Industry Average.





# AWARDS & ACCREDITATIONS

Qatar Steel has been recognized for its many accreditations, certifications and awards for quality, continuous improvements in operations during the year 2012.



# RESEARCH & DEVELOPMENT

In 2012, Qatar Steel management has established a new department exclusively for conducting research and development activities in the field of iron and steel making. The Research & Development would focus on new product development, process improvement, cost reduction, sustainable & recyclable steel production in alignment with QNV 2030 & corporate strategic objectives.

## The key sustainability and recycling initiatives in 2012 were:

- Recycling 200,000 tons of by-products generated annually by agglomeration and feeding to melt shop for producing sustainable steel. Successful briquetting trial was done at USA, Germany and Korea.
- Recycle neighboring company Qatalum's carbon waste as replacement of lump coke at Qatar Steel electric arc furnaces to reduce cost as well as providing sustainable solution for both the companies.
- Under new product development, R & D department is exploring possibility of developing new wire rod grades such as Cable Armor Quality, Welding Electrode Quality and LRPC/PC strand and also high strength rebar to cater the demand of GCC market.

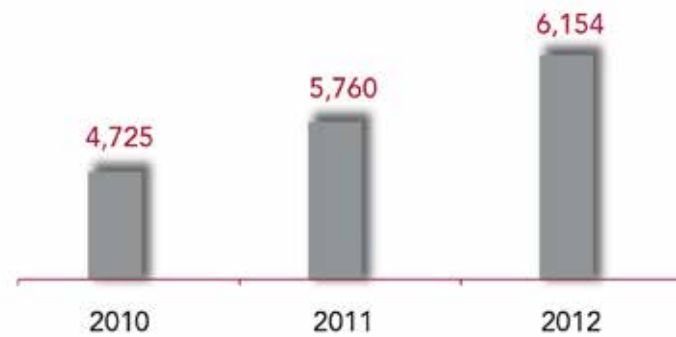


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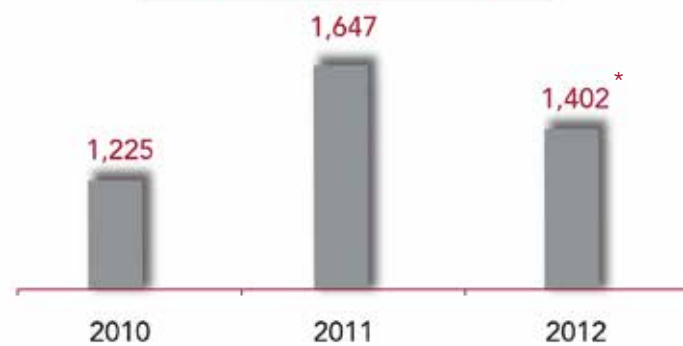


In 2012, Qatar Steel achieved Revenue of QR 6,154 Million which was 7% higher compared to 2011. This was possible due to robust demand for steel products in GCC region mainly in Qatar.

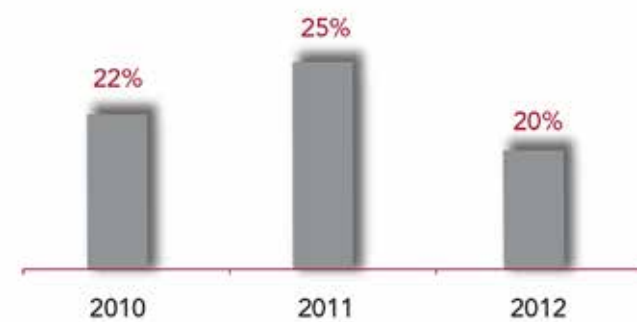
### Revenue - QR Million



### Net Profit-QR Million

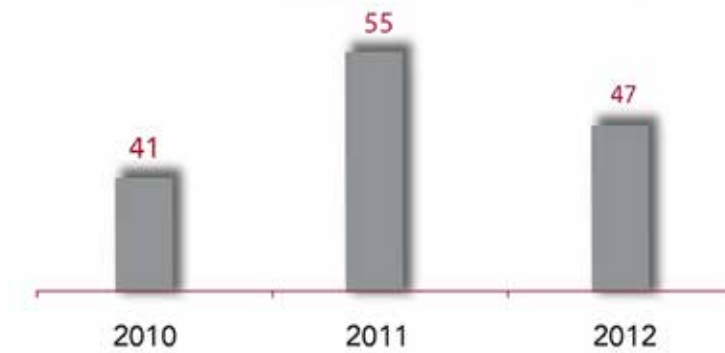


### Return On Shareholders Equity- %\*\*



\* Drop in Net Profit for the year 2012 was mainly due to impairment loss on investments & share of operating losses in Associates.  
\*\* Return on Shareholders Funds=Net profit / Shareholders Funds

### Earnings per share -QR



## AFFILIATES

Investment book value in Affiliates for 2012 was QR 1,471 Million as against QR 1,743 Million for the previous year due to impairment loss on investments and share of operating losses in Affiliates.

Name of the Company (Book value QR Million)	Shareholding	2010	2011	2012
Qatar Metals Coating W.L.L.	50%	24	26	26
SOLB Steel Company (Formerly South Steel Company W.L.L.)	31.03%	122	207	213
Foulath Holding B.S.C. ( C ) ( Formerly Gulf United Steel Holding Company(Foulath) BSC Closed)	25%	1,260	1,510	1,227
Qatar Steel International Company	50%	-	-	5
<b>TOTAL</b>		<b>1,406</b>	<b>1,743</b>	<b>1,471</b>

### Investment in Affiliates-QR Million



Harm





## SOCIAL ACTIVITIES

- Qatar Steel celebrated the National Day .
- Sponsored the National Day Celebrations organized by Childhood Cultural Centre at katara.
- Organized special sports program was on the sports Day.
- Extended financial contribution to activities of Al-Bayan Educational Complex for Girls.
- Presented financial support to Al-Wakra Independent Secondary School.
- Donated computers to Qatar Charity Society.
- QS Football Team achieved 3rd position in 15th Chairman's Cup Tournament 2012.
- QS honored at World Blood Donors' Day.
- Launched blood donation drive at the company's plant site in Mesaieed and its premises in Doha.
- QS held Annual Family Day.
- Participated in Qatar Independent Technical School's Career Fair.

