قطر ستيل
QATAR STEEL

Sustainability Report 2024

His Highness

Sheikh Tamim Bin Hamad Al Thani

Amir of the State of Qatar

His Highness

Sheikh Hamad Bin Khalifa Al Thani

The Father Amir

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Message from the **Chairman**

As we reflect on the achievements of 2024, I take pride in the steady progress Qatar Steel continues to make as a responsible and resilient industrial leader. This year's results reflect the clarity of our long-term vision and the strength of the teams delivering it.

We made meaningful progress across different dimensions, production, regional expansion, sustainability, and governance. We continued to advance with discipline. Completing the first stage of ResponsibleSteel Certification, extending our reach across key Gulf Cooperation Council (GCC) markets, and reaffirming our commitment to global standards are milestones that position us for a more sustainable and competitive future. Our focus on strong governance remains at the core. This year, every member of our leadership team underwent training on anti-corruption principles, and we successfully recertified ISO 27001 to ensure the security and integrity of our systems.

We also continued to contribute to national development. Our support for community initiatives more than doubled, and we saw a significant increase in employee volunteer hours—clear indicators of our growing social impact.

On behalf of the Board of Directors, I would like to thank our management team, employees, and stakeholders for their continued trust. As we look to the future, I remain confident in our collective ability to navigate change, create meaningful progress, and uphold the values that have always defined Qatar Steel. Together, we will continue building a legacy of strength, responsibility, and shared success.

Saad Rashid Al-Muhannadi
Chairman

Message from the **Managing Director & Chief Executive Officer**

2024 marked a strong year of performance for Qatar Steel. As it is anchored in operational discipline, strengthened by sustainability, and supported by a high-performing team.

We recorded a 3% increase in total production, with exceptional growth in key product segments. Billet sales rose by 142 percent, DRI/HBI volumes increased by 17%, and we achieved record by-product sales in the local market. These results reflect the agility of our operations and the growing demand for our steel across Bahrain, the UAE, and Saudi Arabia.

Our operational excellence this year was matched by strong safety outcomes. We achieved zero fatalities, reduced recordable injuries by 35%, and expanded Health, Safety, and Environment (HSE) training across departments. These outcomes speak to the discipline and care that define our culture. As our people remain central to our success, and their wellbeing continues to guide how we work.

Within our organization, we invested in building capabilities and improving engagement. Turnover dropped by more than 50%, every employee received a performance review, and female training hours rose significantly, demonstrating clear progress in our commitment to inclusion and professional growth.

Our environmental performance also improved. We reduced NO_x emissions by 41%, reused over 275,000 tons of scrap, and introduced a new emissions intensity reduction target for 2035. We are currently evaluating rooftop solar to diversify our energy mix and reduce Scope 2 emissions. Qatar Steel is committed to reducing its greenhouse gas (GHG) emission intensity (tons CO_2eq/ton of Crude Steel) by 10% by 2035, using 2022 as the baseline year. This target is supported by optimizing product mix, such as increasing billet production, and conducting a feasibility study for an on-site solar power plant to reduce Scope 2 emissions.

We also anticipate steady growth in regional and global steel demand energy transition projects requiring speciality steel and export market expansion. This is driven by infrastructure development across the GCC. Our strategic planning incorporates these trends to ensure capacity and sustainability goals are balanced.

As Qatar Steel, we primarily use DRI-EAF technology, which is less carbon-intensive than BF-BOF routes. As a result, we have the ability to increase our share of recycled scrap steel, targeting a higher scrap ratio year-on-year.

Our pathway is based on the assumptions such as continued availability of natural gas as an energy source, supportive national policies for carbon accounting, renewable energy integration, and circular economy initiatives.

We recognize the importance of addressing climate-related risks and opportunities and are committed to implementing the core recommendations as outlined by the Task Force on Climate-related Financial Disclosures (TCFD) for governance, strategy, risk management and metrics and targets.

Our sustainability efforts are strategically developed to reflect our company's core values, mission, and vision, while also aligning with global standards such as the ResponsibleSteel Principles, the United Nations Sustainable Development Goals, and the World Steel Association Sustainability Charter. We are dedicated to reaching our sustainability targets by fostering innovation in low-carbon steel making. At the same time, we aim to be the preferred supplier of sustainable steel, investing in our people and making a positive impact in the communities where we operate.

I am deeply proud of the team behind these results. Their dedication, resilience, and drive continue to move Qatar Steel forward. As we enter a new chapter, we do so with clarity of purpose, confidence in our capabilities, and a shared belief in the impact we can create. Our journey continues, and I look forward to what we will achieve together.

Abdulrahman Ali Al-Abdulla
Managing Director & CEO


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QATAR STEEL

About **the Report**

We are pleased to present Qatar Steel's 14th Sustainability Report. This report provides an overview of our activities, achievements, and performances in the areas of Environment, Social, and Governance (ESG) throughout the year 2024 and is a testament to our commitment to sustainability, accountability, and transparency.

This report was developed in accordance with the GRI Sustainability Reporting Standards and highlights our performance against key performance indicators aligned with the World Steel Association (WorldSteel), the United Nations Sustainable Development Goals (SDGs), CARES Sustainable Constructional Steel (SCS) framework, BES 6001 Responsible Sourcing Certification scheme, ResponsibleSteel International Production Standard, TCFD and the Qatar National Vision 2030 (QNV).

The scope of this report covers environmental aspects of Qatar Steel's operations at Mesaieed Plant and the social and governance aspects of both the Mesaieed Plant and Doha Office. The report does not cover the activities and performances of the organization's Joint Ventures (JV) or of any other external stakeholders unless stated otherwise.

Reporting Period and Assurance

The report covers the calendar year from 1 January 2024 to 31 December 2024, unless stated otherwise. Third-party assurance is conducted by LRQA for environmental, social and governance KPIs. The assurance statement can be seen in the appendix.

Inquiries and Feedback

For any inquiries, feedback, or suggestions, please send your comments to:
sustainability@qatarsteel.com.qa or

P.O. Box: 50090,
Mesaieed,
State of Qatar.

Forward-looking statements

Certain statements contained in this report are forward-looking in nature and reflect Qatar Steel's current expectations, plans, or projections regarding future operations and performance. Such statements may include terms like "plans," "aims," "intends," "commits". "believes," or similar expressions, and often refer to potential actions, events, or outcomes that "may," "could," "might," "should," or "will" occur.

These forward-looking statements are based on assumptions and subject to various known and unknown risks, uncertainties, and changing conditions that are beyond Qatar Steel's control. As a result, actual outcomes may differ materially from those anticipated. These statements are not guarantees of future results, and stakeholders are advised not to place undue reliance on them.
Qatar Steel includes these forward-looking statements to provide insight into its current outlook and strategic direction, while also emphasizing the importance of considering evolving circumstances when interpreting such expectations.

Introduction

1. Introduction

Established in 1974, Qatar Steel was the first integrated iron and steel plant in the Arabian Gulf. Over the last 50 years, we have positioned ourselves at the forefront of steel production within the Gulf Cooperation Council (GCC) region. Since the commencement of commercial production in 1978, Qatar Steel has strived to meet the growing global demand for steel, offering a wide range of products and services that are unmatched in quality and reliability.

With our headquarter in Mesaieed Industrial City, Qatar, we produce a wide range of high-quality steel products for both domestic and international markets. Spanning 1,811,773 square metres, the impressive base has been designed to encompass both the plant and Qatar Steel's office spaces, with an additional 220,546 square metres reserved for future development and expansion.

Our hands-on approach helps us maintain quality and allows us to seek innovation when needed at every stage. Through our products we serve critical sectors such as construction, infrastructure, and industrial manufacturing across Qatar, the Gulf region, and international markets.

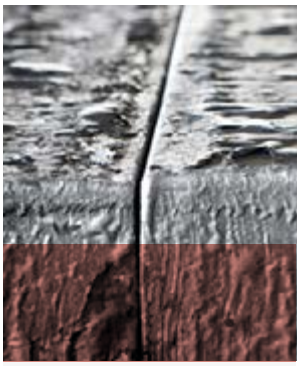
The plant is home to Qatar Steel's cutting-edge facilities which include Direct Reduction Plants, Electric Arc Furnaces, Ladle Furnaces, Continuous Caster, Rolling Mills, and Lime Calcination Plants. These facilities use state-of-the-art technology to ensure efficient and high-quality production of Direct Reduced Iron (DRI), Hot Briquetted Iron (HBI), Steel Billets, and Reinforcing Steel Bars (rebar).

2. Our Products Portfolio and Their Application

Our product portfolio caters to the infrastructure, construction, and industrial sectors throughout the region. Each product undergoes quality control and is certified to comply with international standards, including ISO 9001, ISO 14001, and ISO 45001. Additionally, we align our production processes with sustainability objectives, focusing on efficient energy utilization and reduced emissions, supported by CARES SCS and BES 6001 Responsible Sourcing certifications.

Our Core Products

DRI and HBI: used as feedstock in electric arc furnaces ensuring low impurity levels in steelmaking.



Steel Billets: semi-finished products that serve as the raw material for rolling into rebars and wire rods.

Rebars: hot-rolled deformed steel bars conforming to different international standards (e.g., ASTM A615, BS4449), widely used in reinforced concrete structures for construction.

Wire Rods and Rebars in Coils: produced in coils, these are used in downstream applications such as nails, mesh, and welding electrodes used in construction.

Value-Added and Speciality Products

Epoxy-Coated Rebars: Manufactured through Qatar Steel's associate Q-Coat, these rebars offer enhanced corrosion resistance ideal for marine and coastal construction.

- Our production infrastructure is built on technologies that support sustainable steelmaking practices. We are a member of several global and regional industry bodies, including the **World Steel Association, Arab Iron and Steel Union** and **ResponsibleSteel.**

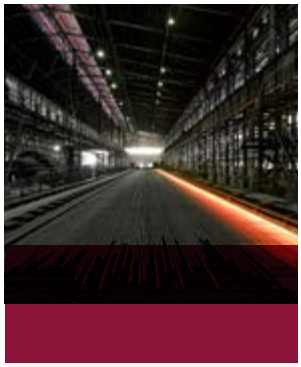
For more information on Qatar Steel Memberships, please visit **www.qatarsteel.com.qa**

Our production technologies

MIDREX-based DRI/HBI Combo Mega Module: Produces both DRI and HBI using natural gas, enabling low-carbon steel production.

Electric Arc Furnaces with Ladle Refining Furnace (LRF): Ensures precise control over steel chemistry and temperature.

Continuous Caster (CC): Converts molten steel into billets for rolling.

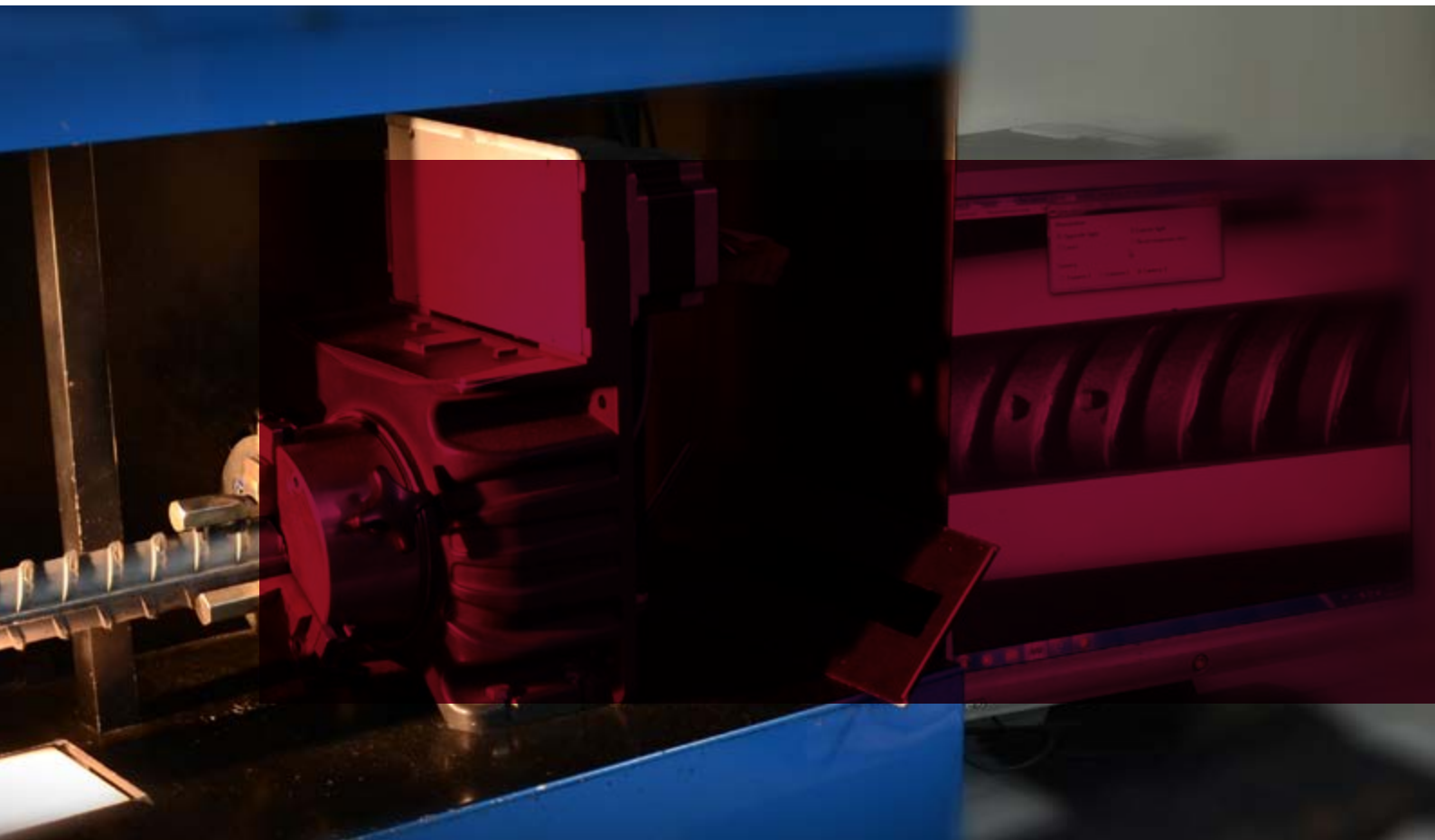


Automated Rolling Mills: Produces rebar and wire rods with high dimensional accuracy.

Production Overview

Production	2022	2023	2024
Production - Qatar Steel, Qatar (metric tons)			
DRI	1,410,254	1,275,583	1,576,896
HBI	168,726	392,475	406,495
Molten Steel	1,090,348	1,155,250	1,185,022
Steel Billets (Crude Steel)	1,081,916	1,146,437	1,176,547
Rebar	891,587	983,322[1]	762,657[2]
Production - Qatar Steel FZE, Dubai, (metric tons)			
Rebar	274,696	320,016	335,827
Wire Rod and Rebar in Coils	135,934	117,983	95,640
Total production (metric tons)			
Total production (Finished and Semi Finished Products)	**3,963,113**	**4,235,816**	**4,354,062**

1 39,695 MT of Rebars produced from Al Qataria is included.
2 146,190 MT of Rebars produced from Al Qataria is included.



3. The Journey from the Start

We were the first integrated steel plant in the Gulf Cooperation Council (GCC) region and have grown into a regional player in sustainable steel production. Since 2003 we have become a wholly owned subsidiary of Industries Qatar Q.P.S.C. (IQ) which is a listed company under the Qatar Stock Exchange, with QatarEnergy holding 51% of its shares.

1981

• Qatar Steel achieves a total production of one million metric tons from its DR, EAF, CC, and RM plants.

1991

• Qatar Steel obtains the Japanese Industrial Standards (JIS) Certificate. (Currently, there is no renewal for this certificate as it is a one-time certification.)

1995

• Qatar Steel receives ISO 9000 certification for its Quality Management System. (This was then updated to ISO 9001 in 2004 and renewed in 2012.)

1997

• Became fully owned by the Government of Qatar.

1999

• Obtained the ISO 14001 designation for its Environmental Management System.

2003

• Became fully owned by IQ. Qatar Steel obtains Saudi Arabian Standards Organization (SASO)Certification.

2006

• Received UKCARES for Quality Management System and Product Conformity in Steel for Reinforcement of Concrete Certificate (BS 4449:1997Gr460B) for sizes varying from 10.0mm~40.0mm.

2008

• Obtained Dubai Central Laboratory (DCL) Product Conformity in Steel for Reinforcement of Concrete Certificate (ASTM A615 Grade 60 and BS 4449:1997 Grade 460B) for sizes varying from 10.0mm~40.0mm.

2009

• Received UKCARES Product Conformity in Steel for Reinforcement of Concrete Certificate (BS 4449:2005 Grade B500B) for sizes varying from 10.0mm~40.0mm.

2010

• Obtained DCL Product Conformity in Steel for Reinforcement of Concrete Certificate (BS 4449:2005Grade B500B) for sizes varying from 10.0mm~40.0mm.

2011

• Received UKCARES Sustainable Reinforcing Steel Certification.

2012

• Released first sustainability report for the 2011 reporting year.

2013

• Received Qatar Petroleum's **Award for Excellence in Sustainability Reporting** for 2011
• Received UKCARES **Sustainable Reinforcing Steel Recertification.**
• Released Second Sustainability Report.
• Received Qatar Petroleum's Award for Excellence in Sustainability Reporting for 2011.Qatar Steel receives UKCARES Sustainable Reinforcing Steel Recertification.

2014

• Received **Waste Management Award** in Qatar Energy and Industry Sector
• QS Laboratory obtains **ISO/IEC 17025:2005 accreditation.**

2015

• Implemented Sustainability Roadmap 2015- 2020
• Received a **BRE Global Certification** for Life Cycle Assessment of our products.
• Initiated a pilot project to convert our **slag waste into a value-added product.**
• Commissioned By-Products Cold Briquetting Plant.

2016

• Became the 1st integrated steel plant in the region to achieve the ISO 27001: 2013 certification for Information Security Management Systems.

2017

• Conducted a seminar on steel slag optimization in construction and road asphalting to explore options for **reuse of industrial wastes**.
• Dispatched EAF dust to a neighboring company for **reuse in cement clinker production.**
• Obtained **Product conformity certificate** from UK CARES for newly developed QS 600 high strength rebar.

2018

• Participated in WSA **CO2 emissions data collection program**.
Developed **new rebar conforming to ASTM A706 Grade 60**, certified by UK CARES.
• Upgraded Environmental Management System (EMS) to conform with ISO14001:2015.
• Qatar Steel participated and awarded with best stand design in Project Qatar 2018, showcasing its products used in building and constructions projects in its 60Sq. M stand displaying a design that is a fusion of traditional and contemporary features.

2019

• Completed UKCARES **certification** for sustainability and responsible sourcing with a rating of "VERY GOOD"
• Received "**Safety and Health Excellence Recognition 2019"** from World Steel Association.

2021

• Developed the new **Sustainability Road Map 2022 – 2026**
• Successfully completed the Green House Gas **(GHG) verification process** and received the Scope 1 and Scope 2 emissions verification certification
• Achieved Safety and **Health Excellence 2021 Recognition** from World Steel Association's (WorldSteel)

2023

• Acquired Al Qataria
• Became a member of ResponsibleSteel
• Refreshed **Materiality Assessment**
• Received prestigious recognition from the Public Works Authority for being listed as an accredited lab for 'Ashghal'

2020

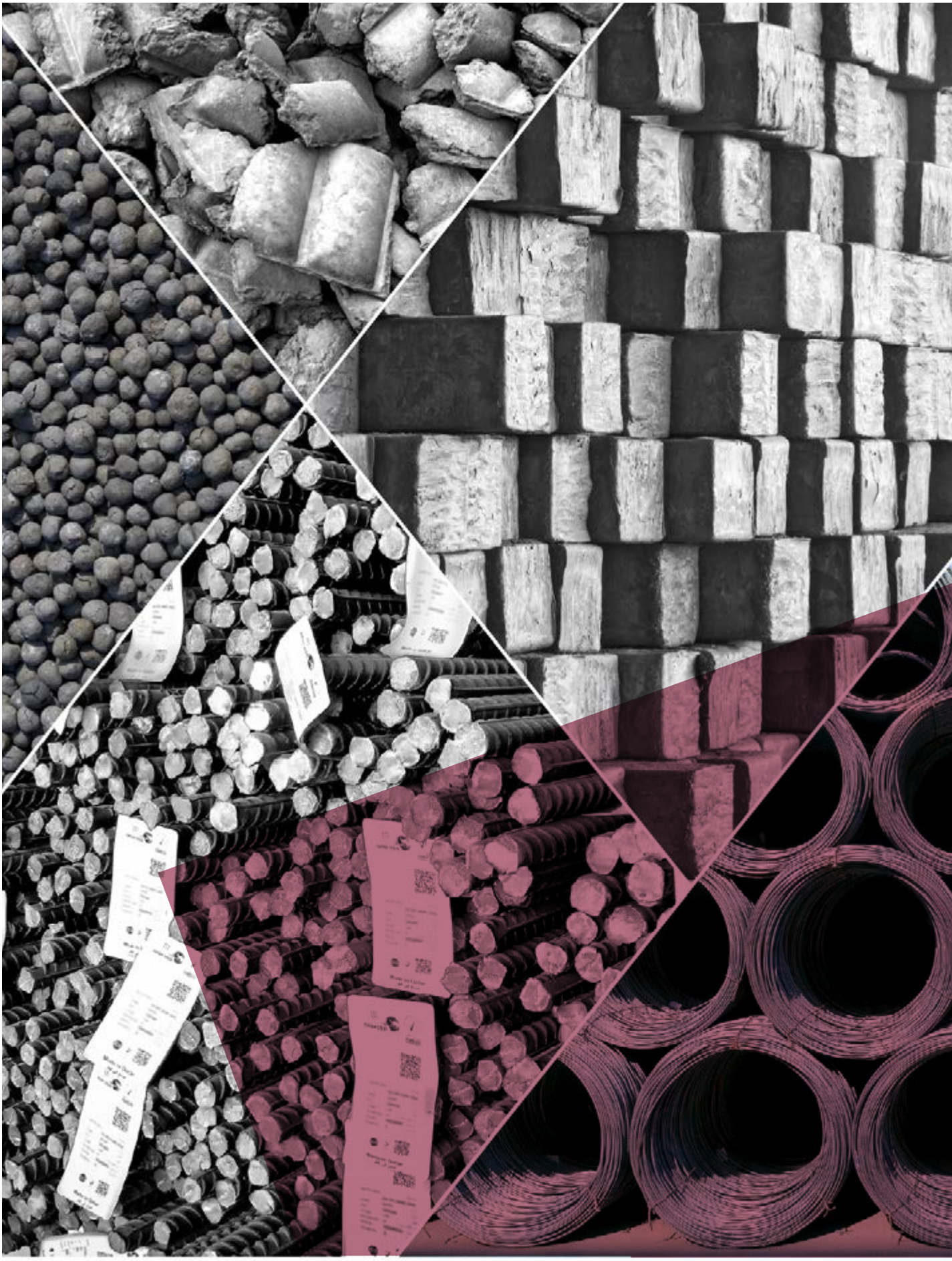
• Achieved **"1 Rosette", first in the Middle East and fourth in the world**, rating for good performance compared with other 22 certified companies complying only basic requirements of "PASS" rating.
• Celebrated the completion of **12 months without any Lost Time Injury** (Lost Time Injury Frequency Rate (LTIFR) of 0).
• Received **Safety and Health Recognition Award** from world steel.

2022

• Obtained **"The International Green Mark – EPD label"** from the Gulf Organization for Research and Development (GORD)
• Received Certificate of Registration – **Qatar Sustainable Construction Material Certification** from Earthna and CARES
• Refreshed **Materiality Assessment**
• Received an **Outstanding Performance Award** from Primetals Technologies for remarkable achievements toward excellence of EF5 operations, with lower power consumption, reduced EAF refractory consumption, higher EAF yield, and very low power-on time.

2024

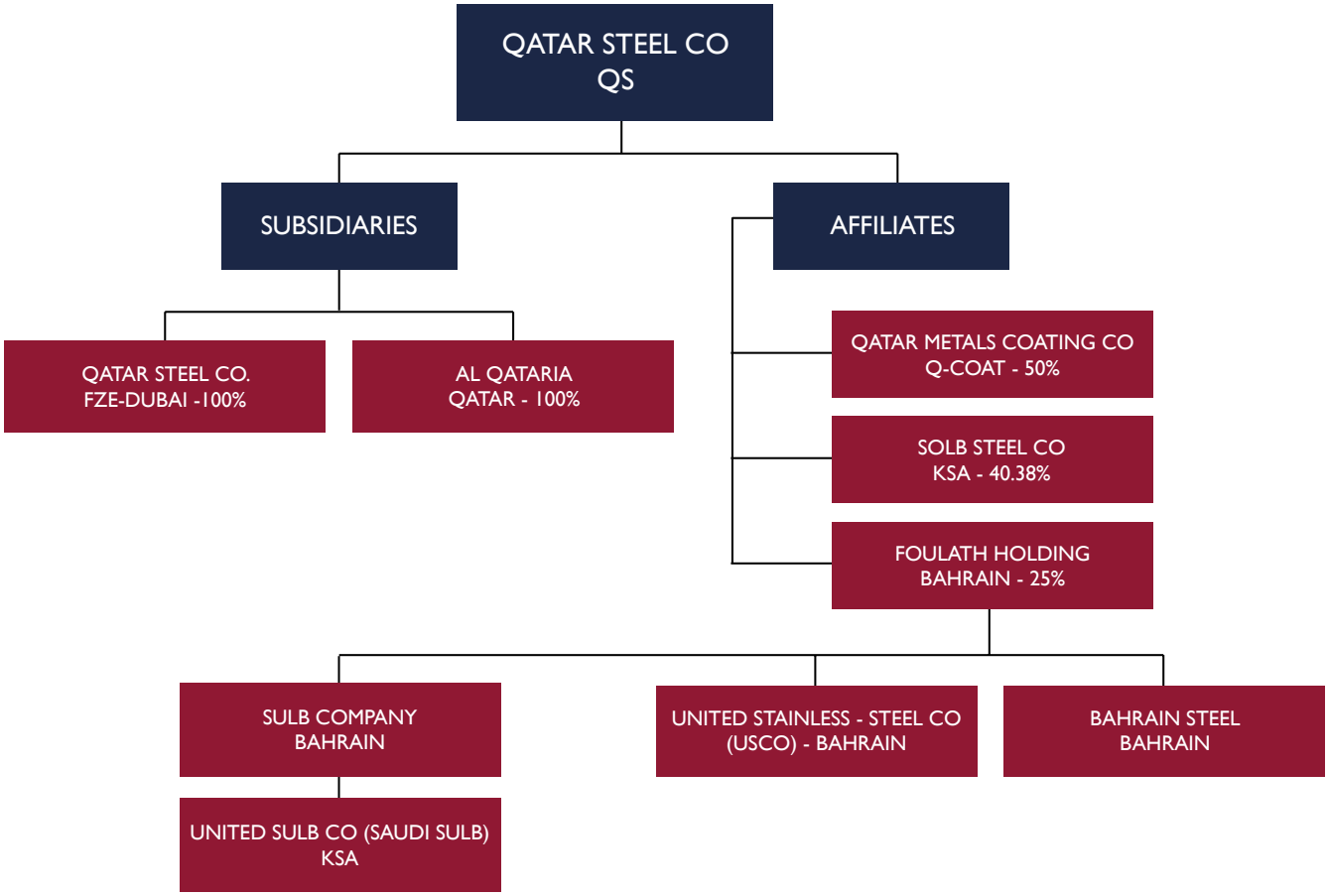
• Attained Stage 1 audit of ResponsibleSteel Certification.
• Received UAE Ministry of Industry & Advanced Technology (MoIAT) Certificate of Conformity / License for use of Emirates Quality Mark (EQM) for BS 4449:2005 +A3:2016 Grade B500B, rebar and billets.
• Hosted 17th Arab Steel Summit and International Iron & Steel Exhibition at Doha organized by the Arab Iron and Steel Union (AISU) under the theme, "The Future of the Iron and Steel Industry in the Arab World".
• Honored for Operational Excellence by POMINI Long Rolling Mills in recognition of our remarkable achievements at Rolling Mill No. 2 in 2023.



4. Our Geographical Footprint

As a regional and global steel supplier, our products are exported to serve customers across the Middle East, Asia, and Europe.

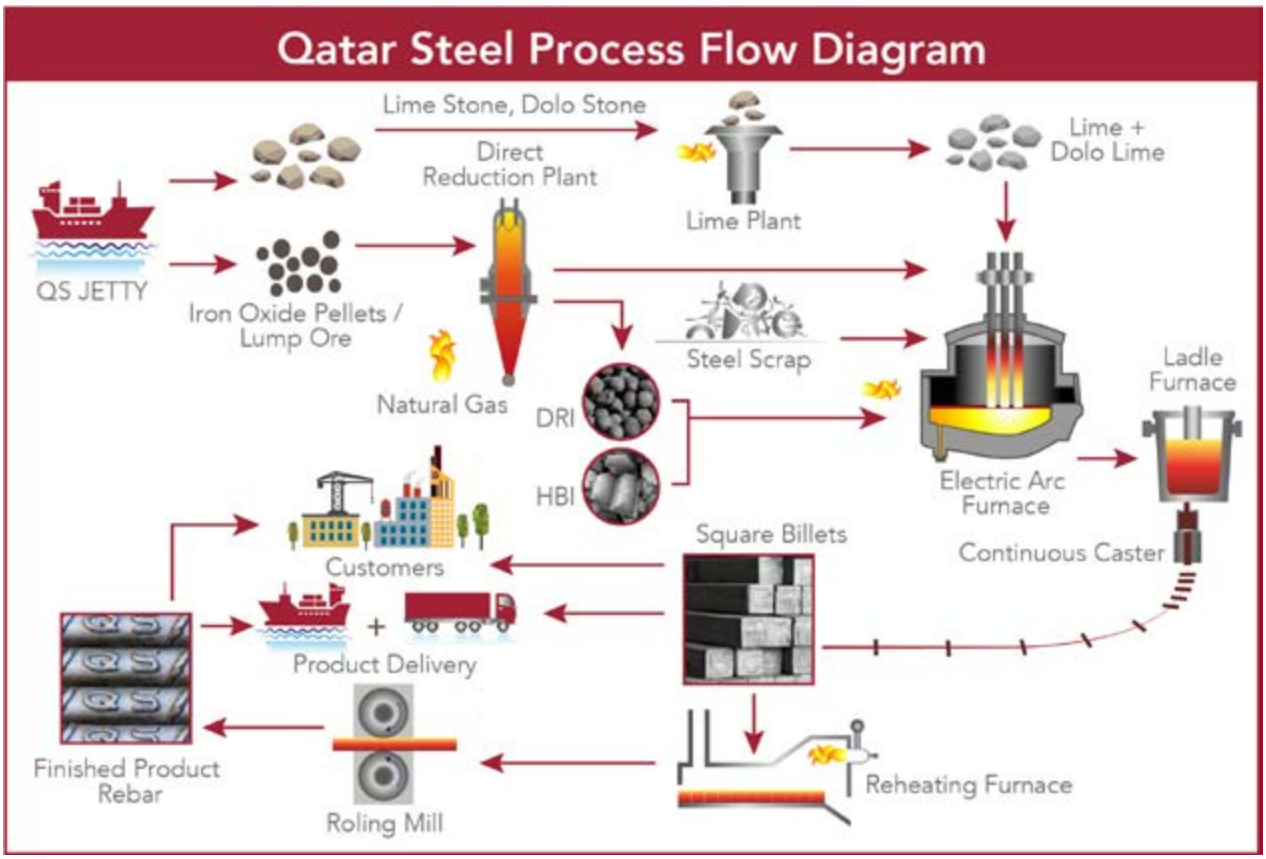
Ownership, Subsidiaries and Affiliates



For more information please visit Subsidiaries and Affiliates on www.qatarsteel.com.qa

Production Process Overview

Our main production hub is in Mesaieed Industrial City. These facilities are equipped with technologies that support efficient, low-emission steel production and ensure high product quality across the value chain.



These complex houses include:

- Direct Reduction Plants
- Electric Arc Furnaces (EAF)
- Continuous Casting Machines
- Rolling Mills
- Jetty Facilities
- Lime Calcination Plant
- Quality Control Center
- Main Power Substation

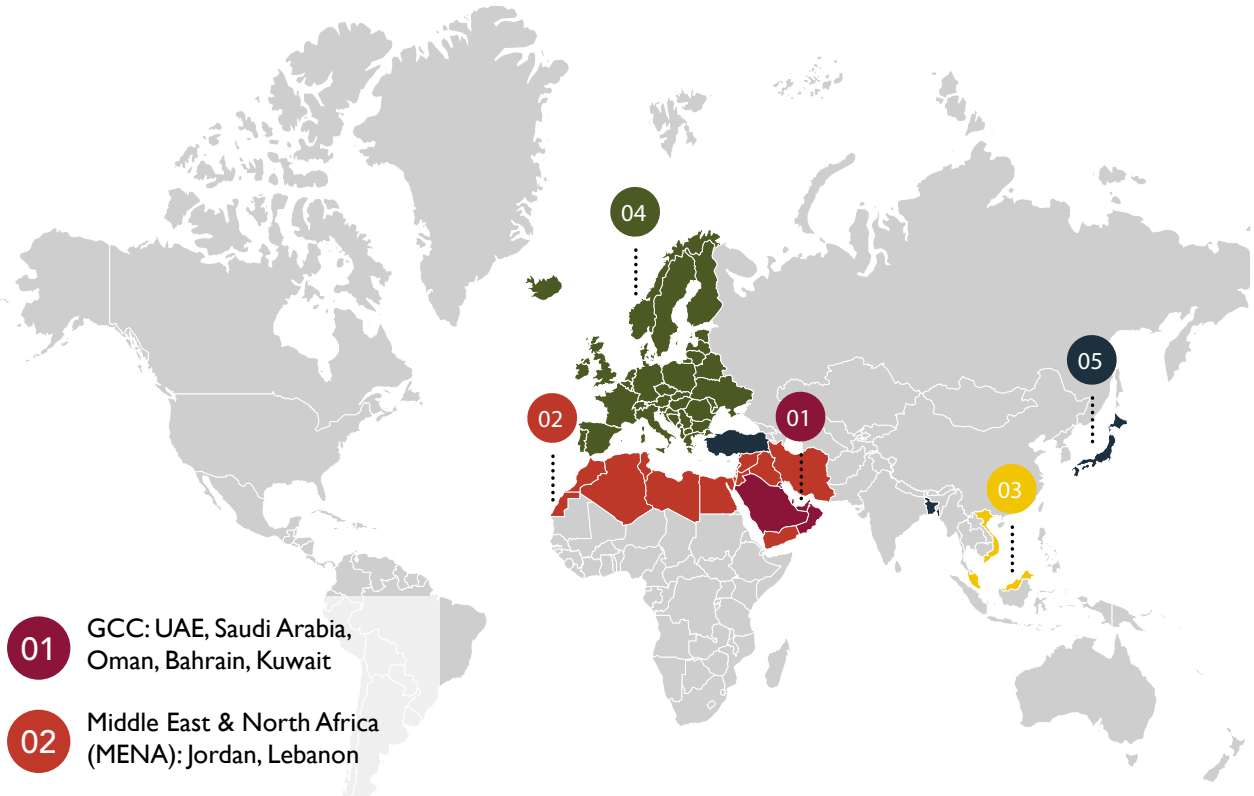
Export Reach

Jebel Ali Free Zone, Dubai – Qatar Steel FZE

Qatar Steel's wholly owned subsidiary, Qatar Steel FZE, is in the Jebel Ali Free Zone in Dubai. This facility serves as a key export base, it specializes in the production of wire rods and rebars in coils, catering to downstream industries such as construction, fencing, and wire mesh manufacturing particularly for markets in:

- Gulf Cooperation Council (GCC) countries
- South Asia
- Africa

Qatar Steel exports its products to a range of international markets, including:



01 GCC: UAE, Saudi Arabia, Oman, Bahrain, Kuwait

02 Middle East & North Africa (MENA): Jordan, Lebanon

03 South East Asia: Hong Kong, Singapore, Vietnam, Malaysia

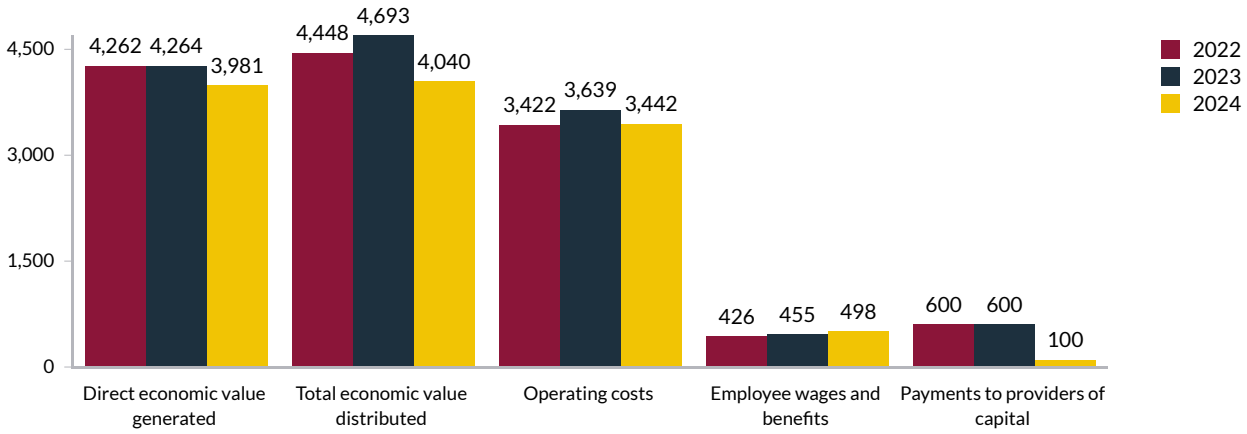
04 Europe: Germany

05 Other Markets: Bangladesh, Japan, Türkiye

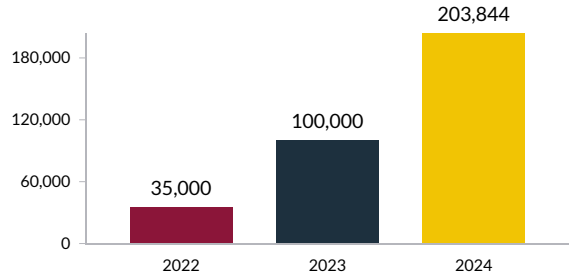
5. Economic Performance

Amid global headwinds in 2024, we maintained our focus on value creation, operational efficiency, and long-term sustainability. Despite a decline in revenue because of unfavorable market conditions and lower steel prices, we continued to optimize costs and strengthen our financial position.

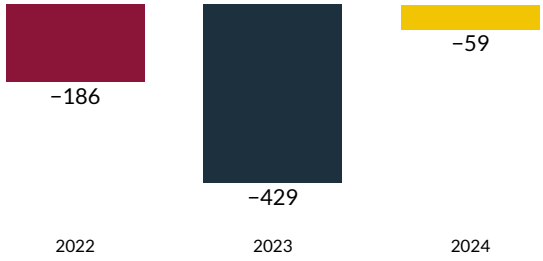
Key Financial Indicators (QAR Million)



Community investments (QAR)



Economic value retained (QAR Million)



In 2024, direct economic value declined by 6.6% compared to 2023, reflecting a downturn in steel prices and demand. Similarly, total economic value distributed decreased by 13.9%, driven by a significant 83.3% reduction in payments to capital providers.

Despite these challenges, employee wages and benefits increased by 9.6%, because we value our workforce. Community investments more than doubled, rising by 103.8%, reflecting our corporate social responsibility efforts. Economic value improved significantly, narrowing the deficit by 86.3%, indicating better cost control and economic management.

We reported a net profit of QAR 565 million, lower than the previous year, primarily due to reduced gross margins and absence of lower one-off non-operating income.

The majority of Economic Value Generated (QAR 3.9b) from GCC Market 75% (includes local (Qatar) contribution of 30%) and 25% from Asia (Southeast) countries.

6. Building Trust and Creating Value with our Stakeholders

Having meaningful stakeholder engagement is needed for responsible business conduct and long-term value creation at Qatar Steel. Which is why we maintain a structured and transparent approach to identifying, engaging, and responding to our diverse stakeholder groups.

Approaching Stakeholder Mapping

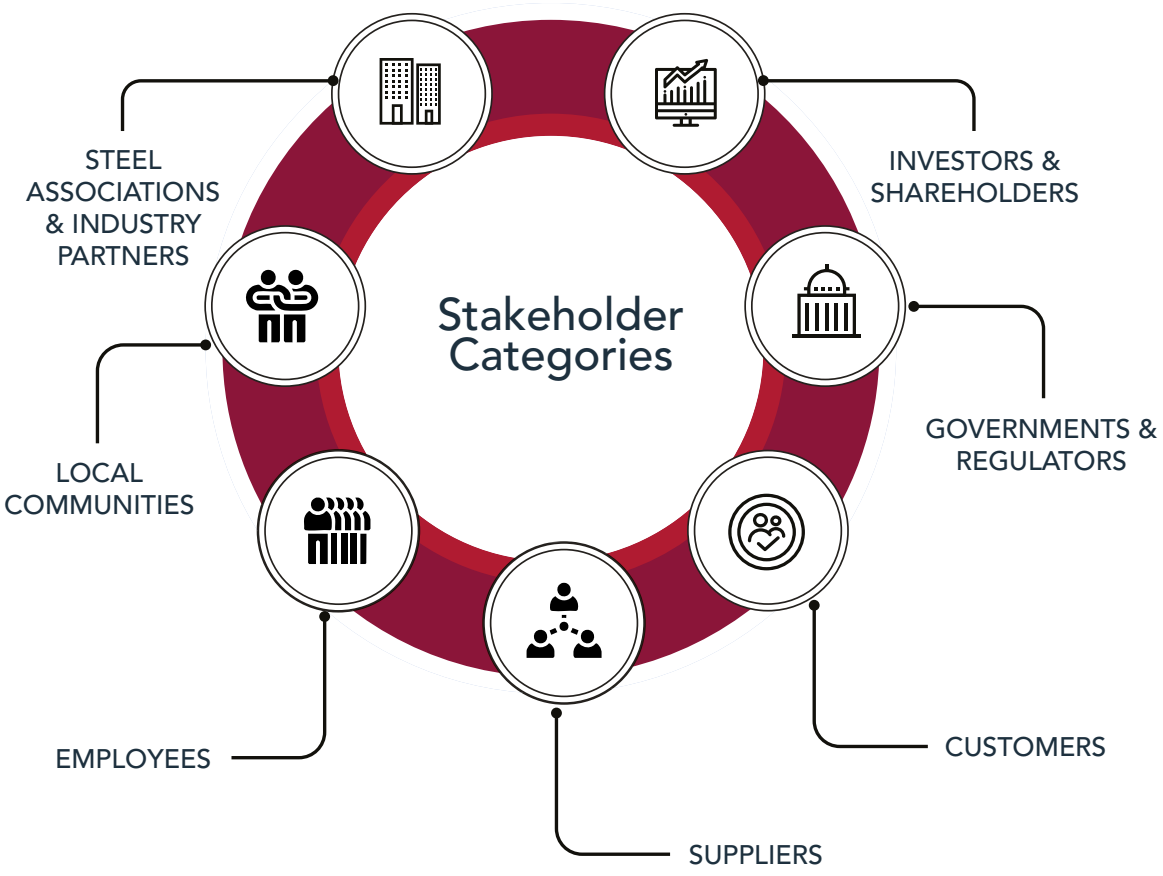
Our stakeholder map defines stakeholder categories through a structured stakeholder mapping process that aligns with the GRI Standards. This process involves:

Identifying key stakeholders based on their influence and interest

Prioritizing issues relevant to each group (e.g., product quality, ethics)

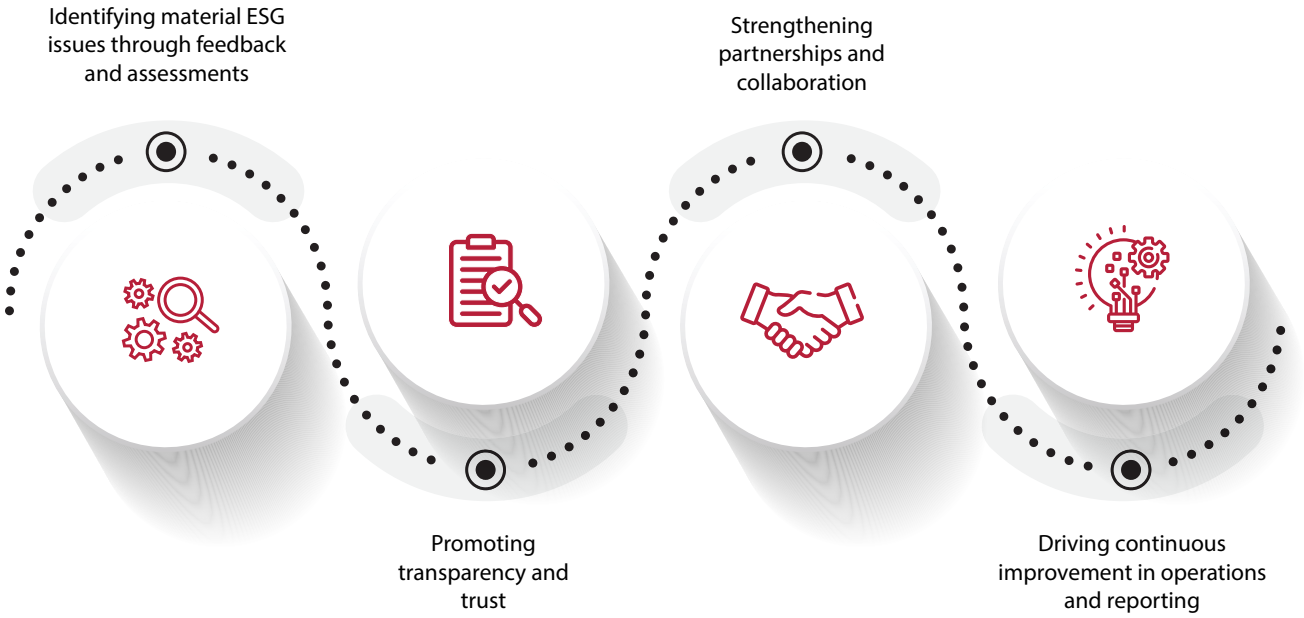
Engaging via meetings, surveys, workshops, and annual events

The main stakeholder categories include:



Purpose and Engagement Methods

Stakeholder engagement supports our sustainability roadmap by:



Key Stakeholder Engagement Topics and Responses

In 2024, we updated our employee engagement by launching a dedicated HR Help Desk, offering support on HR policies, benefits, training, and career development. Stakeholders can also raise concerns via the feedback platform.

Our detailed stakeholder engagement map can be found in Appendix B.

Feedback Platforms and Contact Details:

For contact information please visit our Contact Details page on www.qatarsteel.com.qa

Stakeholder	Key Topics	Response Measures
Employees	• Health & safety • Training • Fair remuneration • Grievance redressal	Internal grievance policy, ethics committee, training programs, satisfaction surveys, HR Help Desk
Customers	• Product quality • Delivery • Technical support	Customer satisfaction surveys, quality certifications, Customer Relationship Management (CRM) support
Suppliers	• Ethical savings • Timely payments	Vendor meetings, supplier code of conduct, performance reviews
Investors & Shareholders	• Governance • Financial performance	Board meetings, sustainability reporting
Government & Regulators	• Compliance • Environmental performance	Regular audits, Ministry of Environment and Climate Change (MECC) reporting, participation in national programs
Local Communities	• Social investment • Environmental impact	Corporate Social Responsibility (CSR) initiatives in health, education, and community development
Steel Associations & Industry Partners	• Health & Safety • Innovation & Technology • Sharing • Market Competitiveness	Joint programs, partnerships, one-on-one meetings, conferences, seminars, sponsorships

Grievances and Satisfaction

In 2024, we received and resolved:

21 Customer complaints (down from 26 in 2023)

11 Employee grievances (down from 27 in 2023)

0 Supplier complaints

Customer satisfaction remained strong, with an average score of **84.4%** in 2024.

Collective Representation

We always ensure our compliance with Qatari labor laws. Currently Qatari laws limit formal collective bargaining. Our open communication channels are through:

- **Grievance mechanisms**
- **Ethics committee and whistleblowing channels**
- **Departmental coordinators and HR Helpdesk support**
- **Employee satisfaction surveys and feedback systems**

No formal requests for collective representation have been made, and employee satisfaction remains high due to competitive compensation, benefits, and workplace policies.

Our Transition Towards a **Sustainable Future**

1. Navigating with Purpose: Our Vision and Mission

Our **mission and vision** reflect a commitment to innovation, sustainability, and leadership in the steel industry. Here is a more detailed look:

1.1. Vision

> *To be a leading innovative steel company producing sustainable steel and helping to build a better future."*

This vision emphasizes:

Innovation is a driver of progress in steel manufacturing.

A focus on **sustainability,** ensuring that steel production supports environmental and social wellbeing.

A broader purpose of **nation-building and infrastructure development,** both in Qatar and globally.

1.2. Mission

"To be the steel company of choice by caring for our resources, providing innovative products, and competitively marketing sustainable steel to Qatar and the world."

This mission emphasizes:

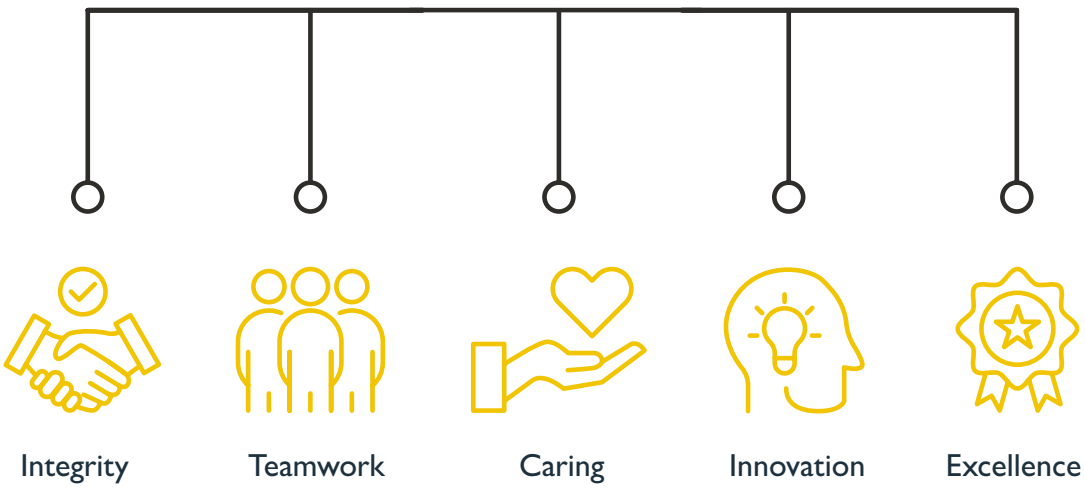
Resource stewardship, ensuring efficient and responsible use of raw materials and energy.

Delivery of **innovative, high-quality products** that meet evolving customer needs.

A commitment to **global competitiveness**, positioning Qatar Steel as a trusted supplier in both domestic and international markets.

Together, the mission and vision guide Qatar Steel's strategic direction, operational excellence, and stakeholder engagement.

They are reinforced by the company's core values:



2. Sustainability Approach

Our Sustainability Framework is founded on seven essential pillars; centered around the theme of "Building the Future." These pillars serve as the foundation for sustainable development within our organization and were chosen for their influence on Qatar Steel's sustainability performance and our stakeholders.

Each pillar is linked to material topics and is associated with specific goals and KPIs in our sustainability roadmap. Additionally, we have a sustainability value proposition that shows how we generate value for our customers and stakeholders while committing to environmental protection. This framework is relevant given the oversupply in domestic markets, and our alignment with the principles of the ResponsibleSteel methodology will enhance our efforts toward sustainability in this context.

Our sustainability roadmap outlines ten objectives and features an action plan designed to help us identify performance gaps and opportunities for improvement in the short and medium term.

Objectives of the sustainability roadmap 2022 - 2026:

The following values and commitments, influenced by our sustainability framework, guided the development of our sustainability roadmap objectives:

Integrating environmentally friendly technologies and processes:

We aim to reduce our ecological footprint by exploring sustainable alternatives and investing in research and development.

Reducing our environmental footprint:

As a supplier, we are committed to initiatives that optimize energy consumption, minimize waste generation, and lower emissions across our operations. By adopting efficient production methods and promoting circular economy principles, we strive to make a positive contribution to the preservation of our planet's natural resources.

Cultivating a zero-harm culture:

We are dedicated to fostering a safe working environment by prioritizing the health, safety, and wellbeing of our employees, contractors, and stakeholders. To achieve this, we have established robust safety protocols, provided comprehensive training programs, and nurtured a culture of accountability.

Investing in employee development:

We recognize that our employees are our most important asset, and investing in our human capital through training, education, and benefits is essential for our organization's success in a rapidly evolving landscape. By promoting diversity, inclusiveness, and equal opportunities, we create a workplace that encourages creativity, collaboration, and personal growth.

Empowering the local community:

Our commitment to sustainability goes beyond our organizational boundaries. We understand the importance of building strong relationships with the local community and engage with these communities to ensure we are making a positive social impact. This includes initiatives such as community outreach programs, educational efforts, and support for local businesses.

For more information on our progress regarding our sustainability roadmap, refer to Appendix F: Sustainability Road Map Performance.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QATAR STEEL
BUILDING THE FUTURE
QATAR STEEL

The table outlines the alignment of the seven pillars of our sustainability framework with the UN SDGs and our material topics and roadmap objectives:

Sustainability Pillar	UN SDGs	Material Topics	Roadmap Objective	Pillar Definition
Building the Future		• Product Stewardship • Innovation, Digitalization & Cybersecurity	Objectives 1, 2, 3, 4, 5, 6, 7, 9, 10	Contributing to building a sustainable future in line with QNV 2030
Achieving Profitable Growth		• Operational Efficiency • Economic Performance • Market Presence & Product Diversification	Objectives 1, 2, 3, 4, 5, 6, 7, 8, 9, 10	Contributing to Qatar's economic growth by managing Qatar Steel's growth by seizing expansion opportunities in operating unit [including internal up-gradation and new capacity additions] and through possible strategic investments
Ensuring a Safe and Healthy Work Environment		• Occupational Health, wellbeing, and Safety	Objectives 8, 10	Engaging stakeholders, promoting/driving healthy and safe practices, and supporting the community
Creating a Balanced Ecosystem		• Air & GHG Emissions • Energy • Materials & Circular Economy • Water & Effluents • Waste Management • Biodiversity • Environmental Risk Management • Climate Risks & Opportunities	Objectives 1, 2, 3, 4, 5, 6, 10	Efficient use of resources, awareness of the ecosystem, reducing waste for a better future compliance with regulatory bodies

Sustainability Pillar	UN SDGs	Material Topics	Roadmap Objective	Pillar Definition
Contributing to National Development		• Community trust, health, and investment • Qatarization	Objectives 1, 8, 9, 10	Efforts toward building a better society by imparting education, healthcare, and employment opportunities for nationals focusing on the youth population
Developing a High-Performing and Motivated Team		• Recruitment & Management of Talent • Diversity & Equal Opportunity • Training & Development • Labor Management Relationships	Objectives 2, 7, 8, 9, 10	Developing people to reach their full potential, improving the organization's culture, supporting different stages of career lifecycle, and encouraging a welcoming workplace
Practice Good Governance		• Governance, Ethics, Compliance & Risk Management • Procurement Practices & Responsible Supply Chain • Human Rights • Reporting & Stakeholder Engagement	Objectives 2, 3, 4, 5, 6, 7, 8, 10	Upholding our Values, Code of Conduct, and Training and developing our team members. Promoting Risk Management Culture and positioning QS for sustained business continuity

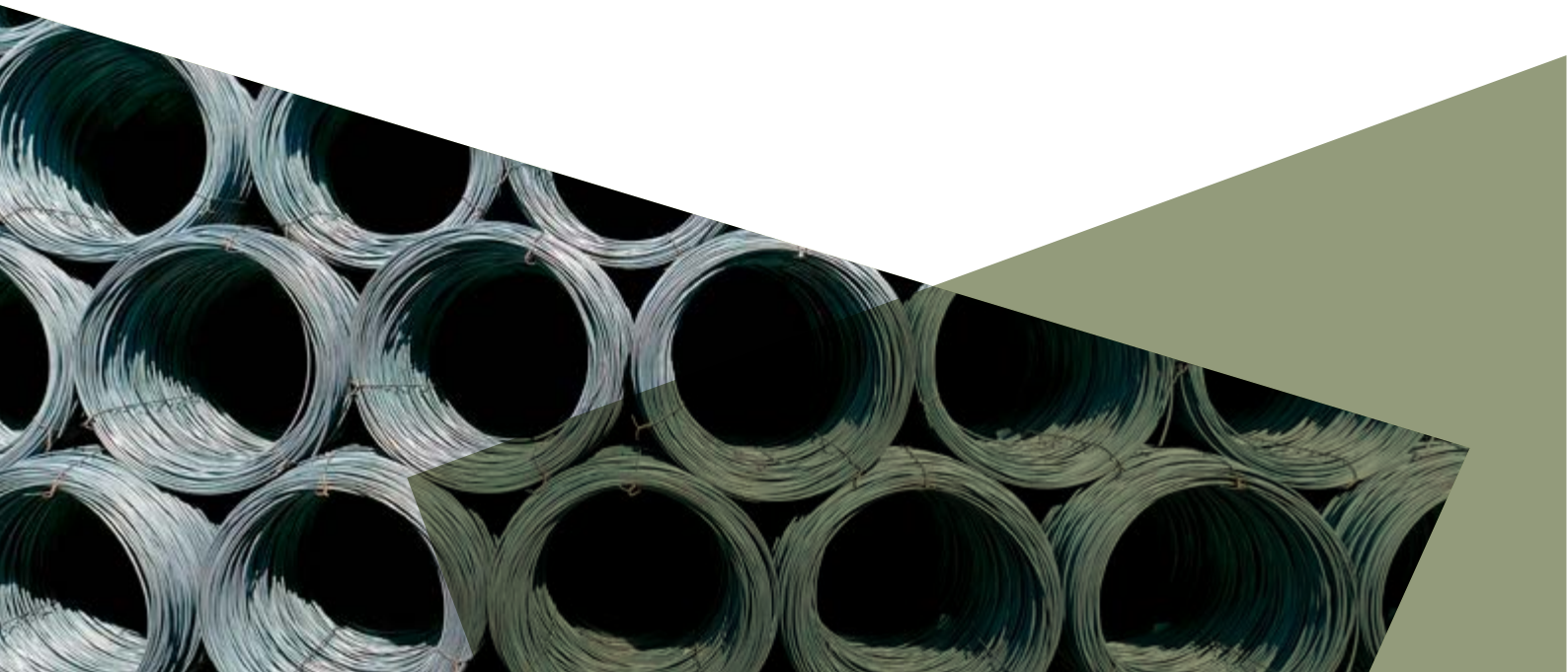
3. Materiality Assessment and GRI Alignment

Materiality assessment sets the stakeholder's expectations and requirements. We conduct an annual review and reassessment of our material topics to adapt to the fast-changing operating environment and the latest reporting standards, ensuring we remain informed about the most recent industry developments. This year our materiality refresh exercise was conducted through desktop research on external drivers that included our local, regional, and international peers along with:

National Frameworks

International Standards

Steel Associations/ Certifying Bodies



The exercise resulted in identifying two new topics (Climate Risks & Opportunities and Market Presence & Product Diversification) and five topics were renamed to better represent why this topic is important to us. The updated topics were **Governance, Ethics, Compliance & Risk Management, Procurement Practices & Responsible Supply Chain, Air & GHG Emissions, Occupational Health, Wellbeing & Safety and Innovation, Digitalization & Cybersecurity.**

The table below shows our new prioritized list of material topics.

1	Air Emissions & GHG emissions	13	Procurement practices & responsible supply chain
2	Occupational health, wellbeing, & safety	14	Recruitment & management of talent
3	Water & effluents	15	Economic performance
4	Waste management	16	Labor management relationships
5	Governance, ethics, compliance & risk management	17	Human rights
6	Energy	18	Climate risks & opportunities
7	Community trust, health, & investment	19	Reporting & Stakeholder Engagement
8	Biodiversity	20	Environmental risk management
9	Innovation, digitalization & cybersecurity	21	Product stewardship
10	Training & development	22	Qatarization
11	Materials & circular economy	23	Operational efficiency
12	Diversity & equal opportunities	24	Market presence & product diversification

4. 2024 Highlights: Key ESG Achievements

Building the Future

Received UAE MoIAT Certificate of Conformity / License for use of Emirates Quality Mark (EQM) for BS 4449:2005 +A3:2016 Grade B500B, rebar and billets.

3%

increase in overall production.

Successfully completed the Stage 1 audit of ResponsibleSteel Certification.

Achieving profitable growth

Expanded sales to Bahrain, UAE, and KSA.

Achieved record sales of by-products in the Qatar market.

Increased DRI/ HBI sales by **17%**

and billet sales by **142%** compared to 2023.

Ensuring a Safe and Healthy Work Environment

0

Maintained zero fatalities across operations.

Completed the recertification audit for ISO 45001:2018 (Occupational Health & Safety Management).

Reduced recordable work-related injuries by **35%** to 0.17

11%

increase in Average hours of training on HSE matters.

Practice Good Governance

0

Zero confirmed incidents of corruption

Recertification of ISO 27001: information security management systems

100%

communication and training on anti-corruption policies for all governance members

Developing a High-Performing and Motivated Team

Reduced turnover rate by **53%**

19.8 average hours of training/female employee in 2024 compared to 0.62 in 2023.

100%

of employees received regular performance and career development reviews in 2024.

Creating a Balanced Ecosystem

Completed the recertification audit for ISO 14001:2015 (Environmental Management) through CARES.

Completed the third verification process of 2024 Scope 1 and Scope 2 GHG emission.

+ 275,000 tons of scrap were reused in steelmaking.

3%

increase in recycled input material used.

Set new emissions intensity reduction target of **10%** by 2035.

41% decrease in NO_x emissions.

5% decrease in water discharge to sea.

Enhancements in DR and EAF operations to reduce energy per ton of steel.

Qatar Steel is evaluating the installation of a rooftop solar plant to reduce Scope 2 emissions and diversify its energy mix.

Contributing to National Growth and Development

Increased CSR spending by more than 2x to 203,844QAR compared to 2023.

391%

increase in volunteer hours in 2024.

At a prestigious ceremony hosted by the Qatar Cancer Society, Qatar Steel received a distinguished award and trophy in recognition of its significant contributions to cancer research and employee wellness.

Becoming Eco-Centric: **Climate Action and Sustainable Innovation**

1. Air Emissions & GHG Emissions

In line with our environmental efforts and license to operate, we use the DR–EAF route. This less carbon-intensive approach helps manage our emissions.

1.1. Greenhouse Gas Emissions

In 2024, our total GHG emissions reached 1.72 million tons of CO_2 equivalent, a 12% increase from the previous year. This increase was primarily driven by the reactivation of the DR1 facility and increased production volumes. Despite this, the company maintained a GHG intensity of 1.46 tCO_2e per ton of crude steel, remaining below the global average of 1.92 tCO_2e/tons.

GHG Emissions Performance (Thousand tCO_2e)

	2022	2023	2024
Scope 1 emissions	983	1,053	1,224
Scope 2 emissions	463	481	494
Total GHG emissions	**1,447**	**1,534**	**1,718**
GHG Intensity (tCO_2e/ton crude steel)	1.34	1.34	1.46

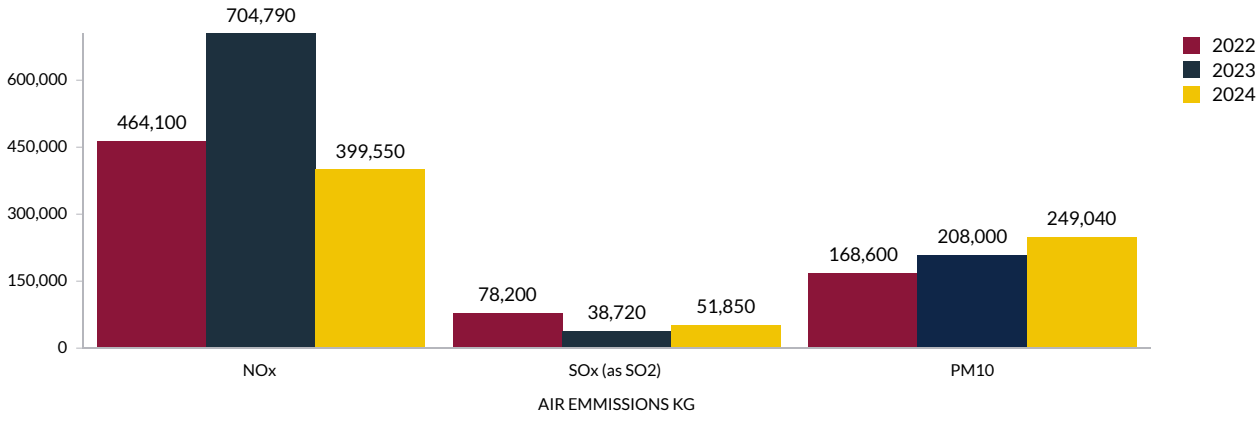
These emissions are calculated using QatarEnergy's GHG Accounting & Reporting Procedure, aligned with the EU Monitoring and Reporting Regulation (MRR 2012), and verified annually by SGS UK. Scope 1 emissions include direct emissions from natural gas combustion and process-related sources, while Scope 2 covers indirect emissions from purchased electricity.

We are evaluating the impact of transportation resulting from our production, including both procurement of raw materials and shipping of finished products. To do so, we analyzed the percentage of transport that took place via sea or road, while also evaluating our environmental footprint in terms of kilometers per ton of material. The data is verified by third-party auditor CARES annually to issue us an Environmental Product Declaration (EPD) certificate for rebar.

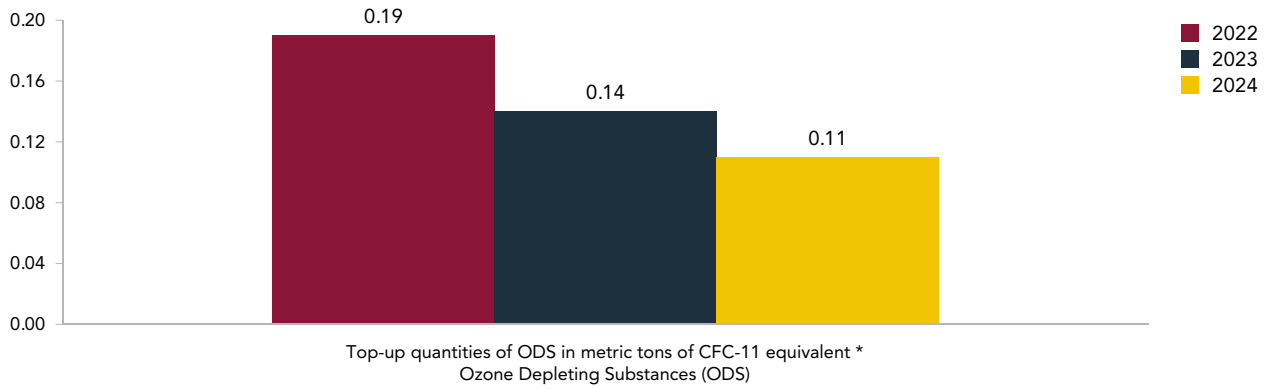
Transport Impact Assessment - Raw Materials	2022	2023	2024
% of km traveled on road	2.49	0.76	1.00
% of km traveled by sea	97.51	99.24	99.0
Overall distance traveled by ton of raw material (km/ton)	0.17	0.05	0.05
Transport Impact Assessment - Sold Products	**2022**	**2023**	**2024**
% of km traveled on road	92.29	91.89	94.25
% of km traveled by sea	7.71	8.11	5.75
Overall distance traveled by ton of sold products (km/ton)	0.70	0.68	1.22

1.2. Air Pollutant Emissions

Air pollutant emissions showed mixed trends between 2023 and 2024. Particulate matter (PM10) increased by nearly 20%, while NO_x emissions dropped significantly, and SO_x emissions rose moderately. These fluctuations reflect operational changes, including the reactivation of DR1 and adjustments in fuel use. Emissions remained within the Consent to Operate (CTO) limits set by Qatar's Ministry of Environment and Climate Change.



These emissions are monitored through a combination of Continuous Emissions Monitoring Systems (CEMS) and manual stack testing. We adhere to national limits of 50 mg/Nm³ for PM10, 35 mg/Nm³ for SO_2, and 300 mg/Nm³ for NO_2.



**HCFC22 (R22) is the only substance included in the calculation*

We are committed to continuously reducing our ODS emissions in alignment with the Montreal Protocol which is highlighted by the 21.5% reduction of production, imports and exports of our ODS materials in 2024.

Strategic Response and Future Outlook

Moving forward, we are planning to implement several initiatives to help reduce our emissions. In 2025, Qatar Steel is pursuing:

A rooftop solar feasibility study to reduce Scope 2 emissions (completion expected by end-2025).

Continuation of LDAR (Leak Detection and Repair) programs to reduce fugitive methane emissions.

Carbon Border Adjustment Mechanism (CBAM) compliance for exports to the EU, supported by a Monitoring Methodology Document (MMD).

We are in line with QatarEnergy's sectoral target of a 10% reduction in GHG intensity by 2035, using 2022 as the baseline year.

Qatar Steel will continue to develop and implement site-level GHG reduction plans and invest in technologies that support a low-carbon future.

For more information on Qatar Steel's emission targets, please visit the Climate Change Target page on www.qatarsteel.com.qa

2. Climate Risks and Opportunities

As highlighted in our sustainability policy, we are committed to mitigating climate-related risks under the "Creating a Balanced Ecosystem" pillar. We recognize the importance of addressing climate-related risks and opportunities and are committed to implementing the core recommendations as outlined by the Task Force on Climate-related Financial Disclosures (TCFD) for governance, strategy, risk management and metrics and targets. Governance, Strategy and Metrics and Targets are highlighted under this section, and Risk Management is highlighted under the following sections "Environmental Risk Management".

We are integrating climate considerations into our strategic planning. By managing our environmental impact, we aim for a sustainable future. Through transparent reporting and stakeholder engagement, we enhance our understanding of climate challenges and promote environmental stewardship.

2.1. Governance

At Qatar Steel, sustainability and climate-related responsibilities are led by the Chief Technical Officer, who oversees the Quality & Sustainability Department. This team ensures compliance with essential quality and sustainability standards for steel production and sales.

Our Chief Technical Officer collaborates with the Strategy Planning Department to align sustainability objectives through the internal Mandate and Balanced Scorecard process. This ensures integration with corporate strategy and performance management.

Governance oversight of climate-related issues:

Our Board of Directors, through its Board Audit Committee, convenes four times annually to review the company's Environmental and Climate Change Risk Mitigation Plans, which encompass ongoing initiatives to address environmental impacts and climate adaptation strategies.

Climate-related issues are discussed with senior leadership as part of strategic and operational reviews during Monthly Leadership Meetings chaired by the Managing Director & CEO.

Quarterly Risk Management Committee Meetings, also chaired by the MD & CEO, to ensure the alignment of climate-related risks with our Integrated Risk Management Framework.

2.2. Strategy

We recognize that climate-related transitions present compliance challenges and market opportunities. To address tightening regulations and meet the growing demand for low-emission steel, we are aligning our market strategy with global trends. As a result, we have identified several climate-related risks affecting compliance, reputation, technology, and market requirements.

Among our top ten risks is environmental protection and climate change, driven by increasing customer demand for low-carbon steel. In response, we are conducting a feasibility study to integrate solar power into our operations to reduce Scope 2 emissions and enhance the environmental profile of our downstream products.

Other measures include utilizing DRI/HBI products. These products provide a low-carbon alternative pig iron, making them an ideal feedstock for low carbon steel production methods, such as EAFs. These products are appealing in regions where policies like the CBAM are either enforced or expected. By promoting its intermediate products in these markets, we aim to capitalize on the "green premium," which reflects the increasing price differential for environmentally preferred inputs.

Other climate risks that we identified include:

Risk: Inadequate measures on effective waste utilization.

Mitigation: We launched a recycling program in which our by-products will be recycled and sold to produce sustainable steel in line with QNV 2030 or sold to external customers for further processing and recycling.

Risk: Non-compliance with the phasing out of refrigerants.

Mitigation: We set out plans to gradually replace or retrofit air conditioning equipment with other charges with acceptable types of refrigerants.

Risk: Inadequate controls on wastewater discharge to sea.

Mitigation:
Our water discharged to sea is as per the licensing limits and is reported to concerned authorities.

Our recycling initiatives help minimize the volume of water discharge such as using the wastewater for cooling purposes.

Not addressing these risks would represent a non-compliance with environmental regulations and would result in fines and penalties being incurred.

2.3. Climate-Related Financial Considerations

We recognize the risks and opportunities posed by climate change, given that steel production accounts for 7-8% of global CO2 emissions and is classified as a hard-to-abate industry. As global incentives push for decarbonization, we expect compliant firms to benefit from a green premium, which positions us favorably due to our preferred low-carbon production route. We are also aware that the increasing conversion of larger steel groups to this process may strain our resources and drive-up prices.

Additionally, existing legislation, such as the CBAM in Europe, is anticipated to spread globally, and non-compliance could lead to loss of market access and reduced margins. We are calculating our emissions in line with the CBAM framework.

Our low CO2 emissions may enhance our market share, while we anticipate that selling prices could rise due to the green premium. We also face challenges such as rising costs for DRI-grade oxide pellets and potential hindrances to market access from new emissions legislation that could impact our profitability. To manage these risks, we have a sustainability roadmap that focuses on emissions intensity reduction, particularly in Scope 2 emissions, and enhancing by-product recycling.

We have gained credibility through our membership of the World Steel Association's sustainability charter and our commitment to the ResponsibleSteel Certification program. Furthermore, we are collaborating with QatarEnergy to develop Climate Change initiatives aimed at improving our environmental impact assessments and advancing the production of low carbon steel products.

Strategic initiatives in 2024

A sustainability roadmap and emissions reduction targets.

Ongoing feasibility study for a solar power plant to reduce Scope 2 emissions.

Participation in the World Steel Association's CO2 reporting program.

Pursuit of ResponsibleSteel Certification.

Looking ahead to 2025

Contributing to Qatar National Vision 2030 through sustainable industrial leadership

Returning to 100% steel production capacity

Maintaining financial agility and cost optimization

2.4. Metrics & Targets

KPIs related to environmental and climate change performance are managed, assessed, and measured as applicable. These KPIs are reviewed at least twice a year during the CEO's Mandate Review Meetings to ensure alignment with the company's strategic objectives and long-term sustainability goals. Furthermore, all KPIs are connected to our corporate strategy.

We have established specific targets to monitor our identified climate-related risks:

Emissions Reduction:

We are committed to low-carbon steel production, aiming to reduce emissions intensity by 10% by 2035.

Verification of Emissions:

Our scope 1 and 2 emissions have been verified by an external third-party, SGS UK.

Cradle-to-Gate Emissions:

The cradle-to-gate emissions of our raw materials are included in our externally verified Environmental Product Declaration (EPD) certificate issued by BRE Global.

3. Environmental Risk Management

We employ an Integrated Enterprise Risk Management (ERM) Framework, based on ISO 31000:2018 and the COSO Framework, to identify and assess climate-related risks alongside other strategic, operational, and financial risks.

This process includes:

Conducting Environmental Risk Assessments that analyze both direct and indirect environmental impacts, as well as maintaining a dedicated risk register that classifies risks by severity and magnitude. This classification enables the prioritization of climate-related threats such as greenhouse gas emissions, hazardous waste, and water scarcity.

Determining the relative significance of climate-related risks: We evaluate them in relation to other enterprise risks using risk appetite thresholds approved by the Board, which help determine whether climate risk requires mitigation or strategic action. The evaluation considers both transition risks, such as carbon pricing and regulatory shifts, and physical risks, including extreme heat and sea-level rise.

Assessing the size and scope of risks: We employ a structured methodology that evaluates the likelihood and consequences of each risk using both quantitative and qualitative metrics. This assessment includes the scope of impact, which encompasses operational disruption, reputational damage, and financial exposure, as well as the effectiveness of mitigation measures regularly tracked.

Ensuring continuous monitoring and integration of climate risks into strategic decisions: We provide quarterly reports to the Board Audit Committee and Risk Management Committee.

We are planning to incorporate regulatory requirements, including Qatar's Environmental Protection Law, Consent to Operate permits, and the Qatar National Climate Change Action Plan. In addition to that, we have an effective EMS that adheres to the ISO 14001:2015 standard and complies with the Environmental Protection Regulations set forth by the MECC in Qatar which we recently have been recertified for through CARES. Additionally, we align with international frameworks such as the UN SDGs and the World Steel Climate Action Program to guide emissions reduction efforts.

Addressing climate risks is essential for preventing negative environmental impacts and ensuring the long-term sustainability of our operations. Our mitigation efforts prioritize preventive measures, including regular inspections, maintenance, and comprehensive training for employees and stakeholders. We also invest in advanced technologies and infrastructure that meet environmental standards.

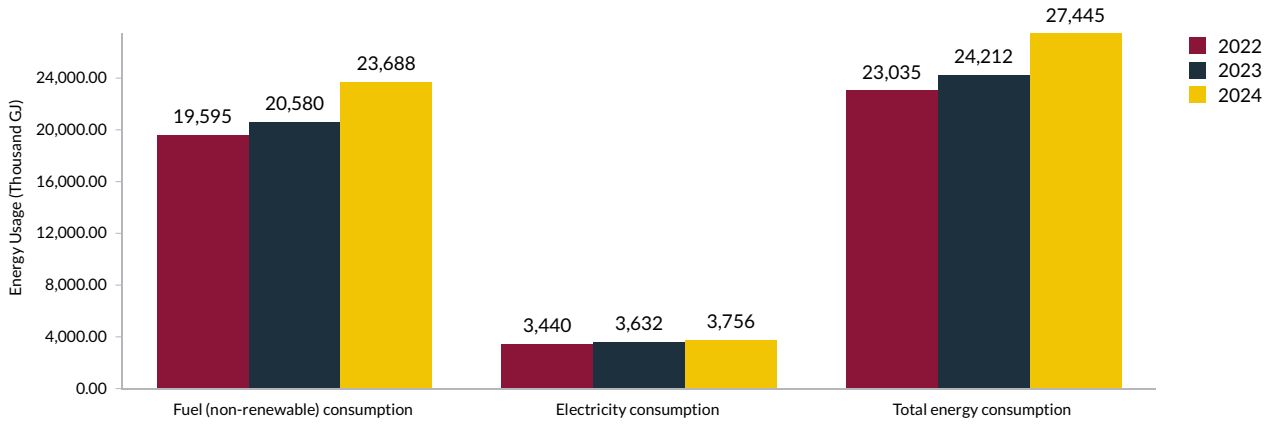
No fines or sanctions were incurred for environmental non-compliance over the past three years

4. Energy

We acknowledge the energy-intensive nature of steel production and remain committed to improving energy efficiency throughout our operations. We employ the EAF route, which is inherently less energy-intensive than traditional steelmaking methods such as the Blast Furnace (BF) and Basic Oxygen Furnace (BOF). This strategic choice supports our sustainability goals and aligns with our roadmap for energy transition.

Energy Consumption and Mix

Our total energy consumption increased by 13.3% in 2024 compared to 2023, driven by higher production volumes and the reactivation of DR1 plant. The company's energy mix is dominated by natural gas and electricity, with no renewable energy sources currently in use.



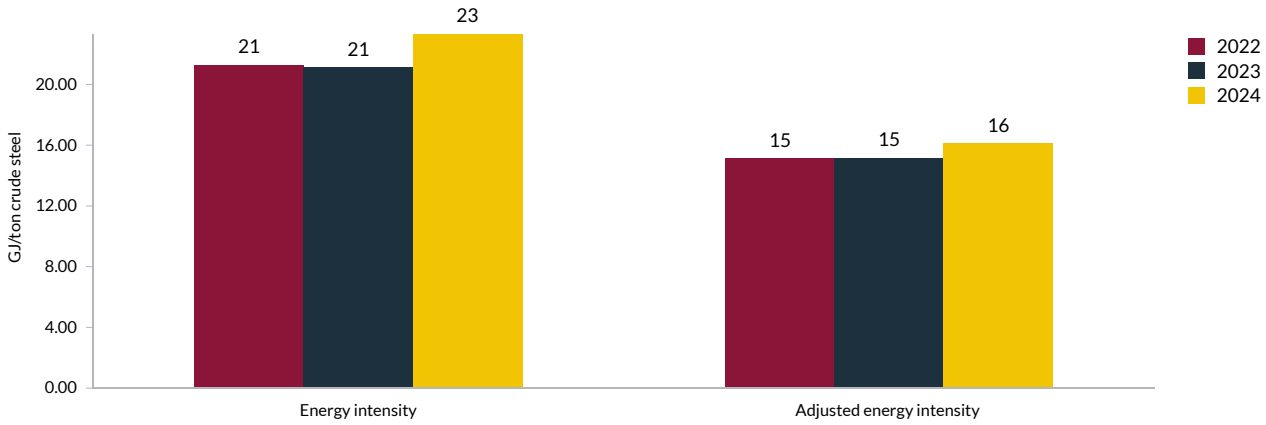
Natural gas remains the main fuel source, accounting for over 85% of total fuel consumption. Diesel and gasoline are used in smaller quantities, for transportation and auxiliary operations.

Fuel (non-renewable) Consumption (Thousand GJ)	2022	2023	2024
Natural gas*	19,552	20,527	23,629
Gasoline	3	4	4
Diesel	39	49	55
Total fuel (non-renewable) consumption	**19,595**	**20,580**	**23,688**

**Conversion factor used to convert natural gas from Nm3 to GJ is 0.03996 GJ/Nm3*

Energy Intensity

Energy intensity increased in 2024 due to higher energy input per ton of crude steel produced, reflecting the operational ramp-up and DR1 reactivation.



**The adjusted energy intensity was calculated by excluding energy used for sold DRI/HBI and billets.*

Strategic initiatives in 2024

Although no direct reductions in energy consumption were recorded in 2024, Qatar Steel continues to implement operational improvements aimed at long-term efficiency:

Process optimization: Enhancements in DR and EAF operations to reduce energy consumption per ton of steel.

Feasibility study for solar power: Qatar Steel is evaluating the installation of a rooftop solar plant to reduce Scope 2 emissions and diversify its energy mix.

Energy verification: As part of our GHG verification process, our direct and indirect energy consumption was verified, and we received the SGS UK Verification Statement for 2024 thus reinforcing transparency.

Looking ahead to 2025

Adopting renewable energy.

Reducing specific energy consumption.

Enhancing energy governance and reporting.

5. Materials and Circular Economy

We are committed to advancing circularity by maximizing the use of recycled materials and minimizing waste across our operations. The company's approach is guided by the principles of responsible sourcing, material efficiency, and by-product recycling, in line with its sustainability roadmap and ResponsibleSteel™ certification objectives.

Material Consumption Overview (Thousand tons)	2022	2023	2024
Total materials used for iron making and steel making	3,620	3,819	4,307
Non-renewable materials used (e.g., iron oxide pellets, DRI, Ferro Alloys, Lime, Dololime)	3,308	3,517	3,995
Renewable materials used (e.g., Scrap, RBQ, MgO-C bricks)	312	302	311
Total recycled input materials used	312	302	311
Percentage of recycled materials used (%)	8.62%	7.92%	7.24%

Between 2022 and 2023, total material consumption increased by approximately 5.5%, followed by a further 12.8% rise in 2024. This upward trend reflects increased production volumes and the inclusion of iron oxide pellets in 2024.

Non-renewable material use rose by 13.6% in 2024, indicating a growing reliance on virgin inputs. Renewable material use declined by 3.2% in 2023 but rebounded by 3.2% in 2024, returning to near-2022 levels.

Although the total volume of recycled input materials increased slightly from 2023 to 2024, the percentage of recycled input materials used declined year-over-year. This is because the overall material input grew at a faster rate than the recycled portion, resulting in a lower proportional share of recycled content in the total mix.

Strategic circularity initiatives in 2024

We continue to focus on recycling and reuse initiatives. In 2024, the company maintained the same volume of recycled input materials as in 2022, despite a 3.2% drop in 2023. However, the share of recycled materials in total input declined by 8.1% from 2022 to 2023 and by another 8.6% from 2023 to 2024. This was due to increased use of iron oxide pellets and limited availability of local scrap.

Key circular economy initiatives in 2024 included:

- **Steel scrap recycling:** Over 275,000 tons of scrap were reused in steelmaking.
- **Reduced briquettes:** 36,000 tons of briquettes were produced from DRI fines and dust.
- **EAF slag reuse:** More than 875,000 tons of slag were diverted for construction applications.
- **Tire crumb recycling:** Over 1,193 tons were used as a partial replacement for carbon injection material in EAF.
- **Lime dust reuse:** Applied in oxide pellet coating.
- **EAF dust:** Supplied to local cement companies for clinker production.

These initiatives reflect Qatar Steel's commitment to minimizing waste and maximizing resource efficiency. To assess progress in material optimization, Qatar Steel tracks key indicators such as raw material input, scrap utilization, and recycled content.

Material Efficiency Performance	2022	2023	2024
Raw materials to the process[1] (thousand tons)	1,294	1,374	1,410
Material efficiency (%)	83.59%	83.38%	83.40%
Scrap used in the process (tons)	308,010	280,519	275,229
% of scrap in metallic charge weight[2] (%)	25%	22%	21%
Total recycled input materials (tons)	312,243	302,379	311,995
% of Recycled input materials[3] (%)	24%	22%	22 %

Note: The raw materials included in the calculation are scrap, DRI/HBI, ferroalloys, carburizer, Reduced Briquettes, carbon injection material, lime Dololime, and lump coke. The semi-finished products include billet, bloom, and slab.

These figures reinforce the importance of enhancing recycled input share and scrap utilization to improve overall material efficiency. As part of our circular economy strategy, we aim to further reduce reliance on non-renewable resources while maintaining production quality and consistency.

6. Water and Effluents

Operating in a water-scarce region, we place high priority on responsible water management. The company's approach focuses on minimizing freshwater consumption, maximizing recycling, and ensuring that effluent discharges meet stringent environmental standards. These efforts are aligned with Qatar's national water conservation goals and international sustainability frameworks.

Water Withdrawal and Consumption

We rely on direct seawater withdrawal for cooling and desalinated water purchased from Kahramaa for process needs. The company does not extract groundwater or surface water, and it has no reliance on produced water onsite.

1. Total raw materials used for steel making process includes Scrap, DRI/HBI, Ferroalloys, Carburizer, RBQ, Carbon Injection Material, Lime, Dololime, Lump Coke.
2 Metallic charge includes DRI, HBI, HBI Chips/Fines, DRI Fines, RBQ and Scrap.
3. Total recycled input materials include scrap, Reduced Briquettes (RBQ), MgO-C bricks (if any).

Water Consumption (million m³)	2022	2023	2024
Seawater	141	131	124
Desalinated purchased water (Kahramaa)	0.83	0.87	0.90
Total withdrawal	**142**	**132**	**125**
Total Discharged (to sea)	**142**	**132**	**125**
Total consumed	**0.33**	**0.45**	**0.46**
Water recycled	0.13	0.20	0.13

Water consumption increased slightly in 2024, despite a reduction in total withdrawal. The commissioning of the Near Zero Liquid Discharge (NZLD) plant in December 2024 marked a major milestone, achieving a recovery rate of approximately 58–59%.

Effluent Management

Discharged water is released to the sea after treatment, with no discharge to groundwater or third-party utilities. We monitor effluent quality in line with MECC regulations, ensuring that temperature, pH, and contaminants remain within permissible limits.

Strategic initiatives in 2024

NZLD Commissioning: The final commissioning of the NZLD plant and handover from the contractor is under progress. Once complete the plant will contribute to significantly reducing effluent discharge and enhancing internal recycling.

Seawater Utilization: Continued reliance on seawater for cooling reduces pressure on freshwater resources.

Awareness and Engagement: Water conservation campaigns are conducted internally, especially around World Water Day.

Looking ahead to 2025

Qatar Steel continues to optimize water use and discharge volumes.

To ensure continuous operation of NZLD Plant.

Increasing the volume of recycled water.

Continuing stakeholder engagement and regulatory alignment.

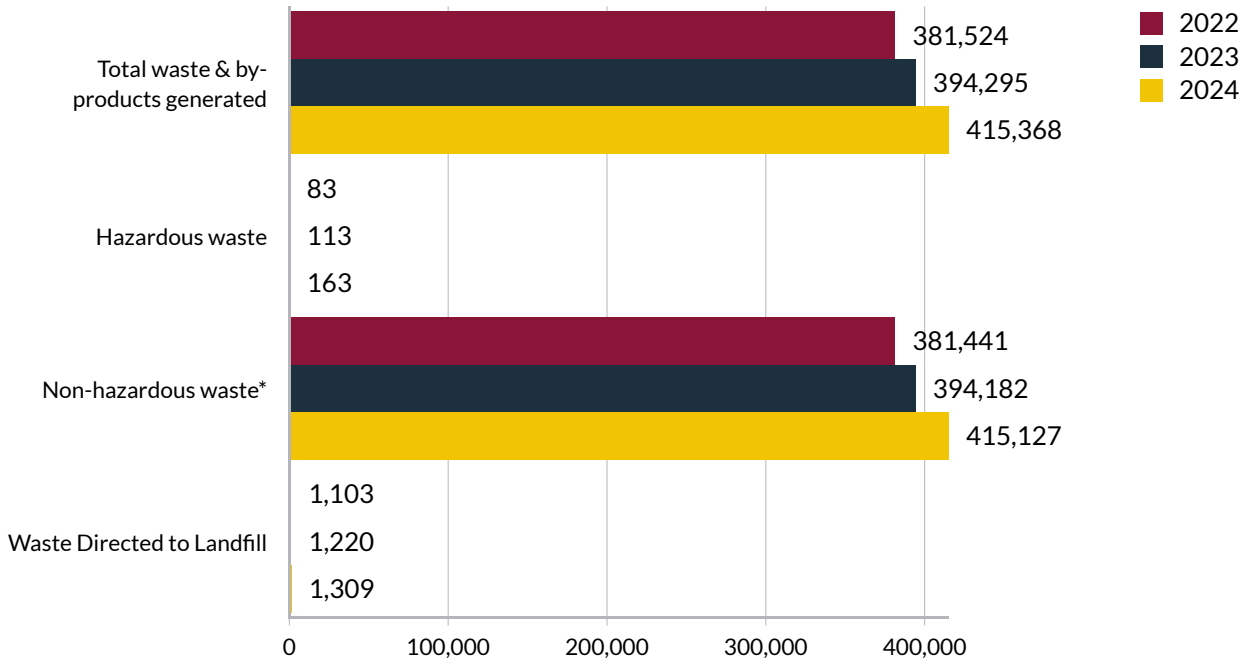
7. Waste Management

Minimizing waste generation and maximizing resource recovery remains a priority. Through a structured and compliant waste management system, we emphasize segregation at source, recycling of by-products, and responsible disposal, in alignment with national regulations and international sustainability standards.

Waste Generation and Disposal

In 2024, we generated a total of 415,368 tons of waste, reflecting a 5.4% increase compared to 2023. This included both hazardous and non-hazardous waste streams. Notably, hazardous waste increased 43.6%, largely due to improved waste stream identification. Non-hazardous waste rose by 5.3%, while landfill disposal increased by 7.3%.

Waste & By-Products Management (Tons)



**Around 99.6% of non-hazardous waste is made of by-products for the three years*

Hazardous waste is temporarily stored in approved facilities and disposed of through licensed third-party contractors, with disposal certificates required for verification. Non-hazardous waste is either recycled or sent to landfill, depending on its nature and recyclability. We expanded our recycling efforts that diverted more materials from general disposal to specialized treatment.

Non-Hazardous By-Products Generated (Tons)	2022	2023	2024
Oxide fines	78,524	78,057	72,403
Mill scale	9,690	10,252	11,015
DR slurry + Classifier dust	15,742	21,907	19,027
DR fines / HBI fines	24,103	19,039	23,701
DR dust	18,719	15,976	17,316
EAF dust	21,978	16,173	14,073
Alloy dust	748	286	303
EF slag	13,1422	148,137	175,582
LF slag and collected dust	26,759	28,237	25,239
Undersize limestone	6,030	5,122	5,947
Undersize dolostone	5,008	11,312	10,503
Lime fines - pulverized lime	515	329	538
Hydrated lime	0	0	0
Dololime fines	764	1,294	2,838
Return scrap + slag separated material	40,156	36,694	35,198
Bricks / Refractories / Roof/ Tundish	93	16	0
Total by-products	**380,251**	**392,830**	**413,683**

By-Products Recycled/Sold (Tons)	2022	2023	2024	Method of Disposal 2024
Oxide fines	45,686	105,515	50,500	Sold to External Customers
Mill scale	8,800	7,338	16,024	Sold to External Customers
DR slurry + Classifier dust	0	21,990	19,460	Dispatched to local cement company
DR fines / HBI fines	23	10,474.50	13,910	Recycled in cold briquetting plant to produce briquettes
DR dust	20	11,170.50	14,515	Recycled in cold briquetting plant to produce briquettes
EAF dust	19,218	48,572	7,109	Recycled in neighboring cement manufacturing company for cement clinker production
Alloy dust	0	0	0	Planning to Recycle internally
EF slag	306,246	1,439,882	875,951	Processed to aggregates for construction application
Collected dust	271,371	1,153,111	121,071	Recycled through a third-party.
Undersize limestone	8,686	3,759	3,584	697.3 Tons sold outside + 2886.471 Tons recycled in Limestone Pulverizing Plant for DR plant
Undersize dolostone	9,607	3,775	18,316	18023.12 tons recycled internally for land filling/yard and 293.18 Tons sold
Lime fines - pulverized lime	0	441	165	Recycled Internally
Hydrated lime	0	2,037	0	Sold to external customer
Dololime fines	438	473	127	Sold to External Customer
Return scrap + slag separated material	40,632	44,355	54,806	Recycled at EAF's
Bricks / Refractories / Roof/ Tundish	4,233	0	0	MgO Bricks were recycled at EAF as a partial replacement of dololime
Total by-products recycled/sold	**714,959**	**2,852,894**	**1,195,537**	

The consistent increase in recycled volumes reflects our strategic shift toward circularity, where industrial by-products are repurposed into valuable inputs for construction, steelmaking, and other sectors, reducing landfill dependency and enhancing environmental performance.

Waste Management Practices

Qatar Steel's waste management system includes:

Segregation at Source:	Waste is categorized into recyclable, hazardous, and non-hazardous streams.
Waste Transfer Note System:	Tracks each waste load with detailed documentation.
Certified Disposal:	Ensures hazardous waste is handled by approved vendors.
Recycling Initiatives:	Includes cold briquetting of DRI fines/DRI Dust and reuse of EAF slag.
Facility Audits:	Regular inspections of disposal sites and contractor performance.
Regulatory Reporting:	Quarterly submissions to the Ministry of Environment and Climate Change (MECC).

Building on our waste segregation and disposal practices, Qatar Steel monitors the recycling performance of its non-hazardous by-products. The following table presents the quantities of recycled materials across key streams, highlighting our operational focus on resource recovery.

Strategic initiatives in 2024

This is how Qatar Steel progressed in waste recycling and circularity:

Recycled over 875,000 tons of EAF slag for construction applications.

Processed 28,000 tons of DRI fines and dust into reduced briquettes for reuse in steelmaking.

Recycled approximately 7,000 tons of EAF dust in cement clinker production.

Distributed battery recycling stations across departments to divert hazardous waste from landfills.

These efforts resulted in a ratio of 290% of recycled by-products* compared to by-products generated in 2024.

**Recycled by-product includes the previous year's stock.*

Looking ahead to 2025

Complete slag disposal plan by 2025.

Explore new recycling pathways for other by-products.

Enhance internal accountability and training for waste stream identification and segregation.

8. Biodiversity

Qatar Steel operates within Mesaieed Industrial City (MIC) which is designated zone for heavy industry with no nearby protected areas or ecologically sensitive habitats. While the company's operations do not directly impact biodiversity-rich zones, Qatar Steel remains committed to minimizing indirect impacts and enhancing local ecological value through proactive environmental stewardship.

Site Context and Ecological Setting

Location:	Qatar Steel's facilities are situated in an area with low biodiversity value, adjacent to industrial ports and infrastructure.
Habitat Type:	The surrounding environment is predominantly arid and industrial, with no significant flora, fauna, or protected ecosystems in proximity.
Marine Interface:	Although the site is near the sea, regular ecotoxicity studies and marine water quality monitoring confirms no harmful concentrations of industrial substances such as sodium tetraborate or titanium oxide.

Impact Assessment and Monitoring

Environmental Impact Assessments (EIAs) are conducted prior to any new project or expansion. These studies indicate low ecological sensitivity in the surrounding area. Qatar Steel also monitors:

Air and water emissions	to prevent indirect harm to marine and terrestrial ecosystems.
Noise and dust levels	which are managed through operational controls.

No significant negative impacts on biodiversity have been observed or reported during routine inspections and audits.

Strategic initiatives in 2024 and before

Biodiversity Enhancement Initiatives

While not located in or adjacent to protected habitats, we have undertaken several initiatives **to enhance local biodiversity** and contribute to Qatar's national environmental goals:

Tree Plantation Drives:

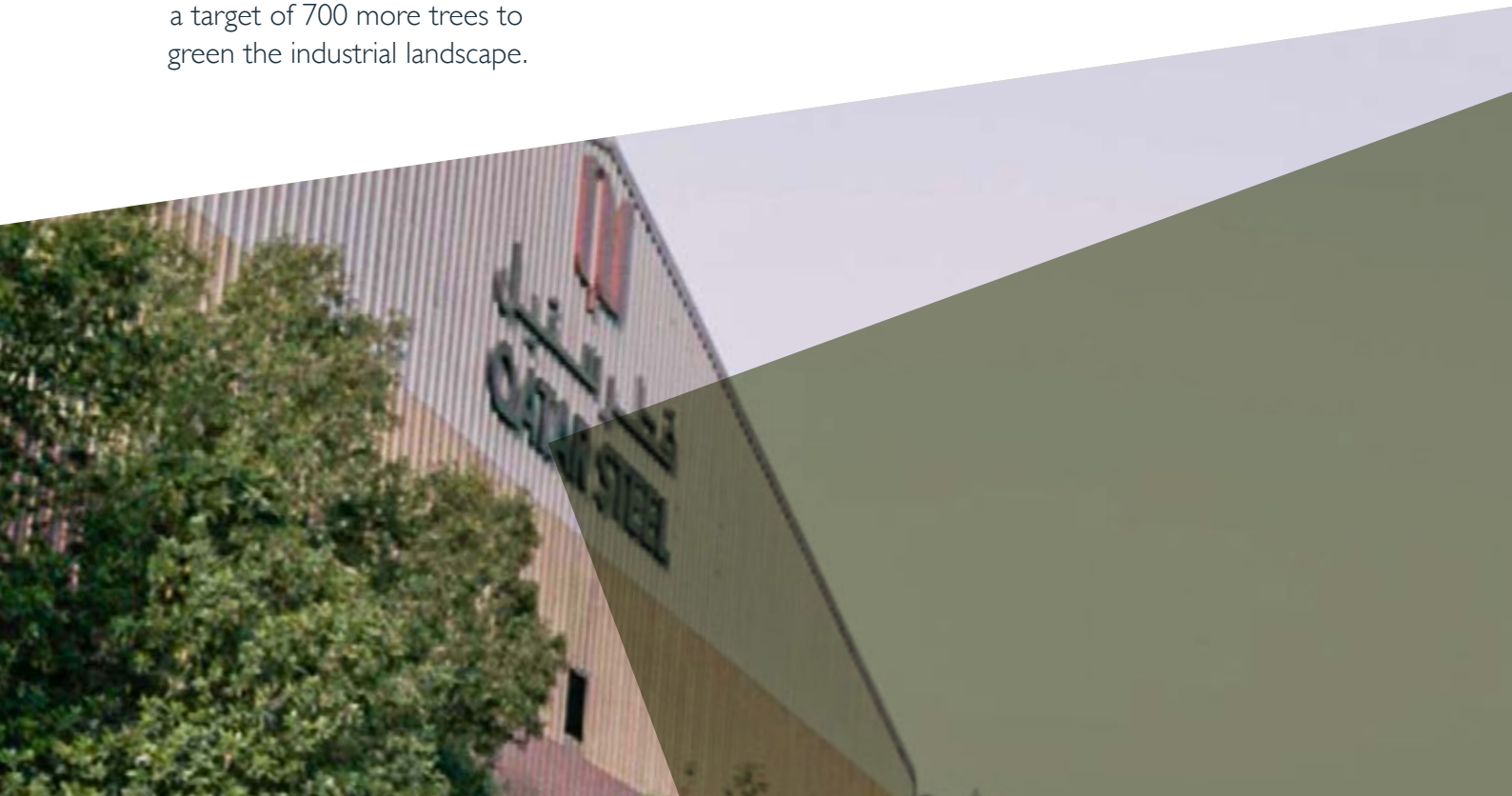
- 2021: Planted 139 native trees (e.g., Ziziphus spina-christi, Acacia tortilis).
- 2023: Expanded with ~1,500 additional trees.
- 2024–2025: Continued with a target of 700 more trees to green the industrial landscape.

Internal Greening:

Landscaping within the facility helps reduce the urban heat island effect and improves local air quality.

Water and Soil Monitoring:

Regular testing of seawater and groundwater ensures no contamination from operations.



Looking ahead to 2025

Maintain zero impact on protected or sensitive ecosystems.

Expand tree plantation within its premises.

Integrate biodiversity considerations into future project planning and sustainability reporting.

People at the Heart: **Our Commitment to Social Sustainability**

1. Investing in Building a Safe and Healthy Workspace

We strive for a zero-harm culture through a safe, healthy, and supportive work environment for employees and contractors. The company's Occupational Health and Safety Management System (OHSMS) is aligned with ISO 45001:2018 (recertified in 2024 through CARES) and is implemented across the operations in Mesaieed Industrial City.

OHS Governance and Systems

• The OHSMS is audited annually by both internal teams and UK Cares, with surveillance and recertification audits conducted regularly.

• The system covers employees and contractors, with no exclusions, and is supported by a legal register and sixty-eight detailed safety procedures, including:

- Hazard Identification and Risk Assessment (HIRA)
- Job Safety Analysis (JSA)
- Permit to Work (PTW)
- Confined Space Entry (CSE)
- Lockout-Tagout (LOTO)

We recorded zero fatalities and maintained a low injury rate

Health & Safety Parameters	2022	2023	2024
Total FTEs (incl. contractors)	2,268	2,590	2,290
Total injuries	5	6	5
Total Recordable Injury Rate (TRIR)	0.18	0.2	0.16
Recordable work-related injuries (employees)	2	3	2
Injury rate (employees)*	**0.17**	**0.26**	**0.17**
Recordable work-related injuries (contractors)	3	3	3
Injury rate (contractor)*	**0.19**	**0.16**	**0.15**
Work-related fatalities	0	0	0

**Injury Rate formula = number of recordable injuries x 200000/hours worked*

Training and Capacity Building

In 2024, 23,038 hours of health and safety training were delivered, marking an 11.8% increase compared to 2023.The average training hours per person also rose by 11%, from 18.2 to 20.2 hours, while the number of trained personnel remained consistent at 1,140.

	2022	2023	2024
Total training hours	43,466	20,598	23,038
Number of employees and contractors trained*	1,135	1,133	1,139

**HSE training includes only full-time employees excluding students and trainees. Trainings for contractors were provided but not quantified.*

Our training programs include:

- **General HSE induction for site entrants**
- **Task-specific modules such as Working at Height, Confined Space Entry, and Permit to Work**
- **Refresher courses, toolbox talks, and post-incident learnings**

Training is delivered free of charge, during paid working hours, and in languages understood by the workforce. Effectiveness is monitored through post-training assessments, incident trend analysis, and employee feedback.

Health and Medical Services

We operate a 24/7 onsite medical facility offering:

- Primary and urgent care
- Occupational health services
- Periodic medical exams (PMEs)

Additionally, a unique Task-Based Health Risk Assessment (TBHRA) was conducted for job roles by certified industrial hygienists.

Employee Engagement and Continuous Improvement

At our premises, employees undergo mandatory task-specific training where Safety Committees in each department meet monthly to review performance and gather feedback.

Workers are empowered through:

- Stop Work Authority
- Oracle ERP-based incident reporting
- Recognition programs for proactive safety behavior

Health and Safety KPIs

Qatar Steel tracks key safety performance indicators, including:

- Total Recordable Injury Frequency Rate (TRIFR)
- Lost Time Injury Frequency Rate (LTIFR)
- Near-Miss Reporting Rate
- Safety Training Completion Rate
- Audit Compliance Rate

Strategic initiatives in 2024

Heat Stress Prevention Campaign:
Qatar Steel has maintained over 7 years without a single heat stress case through a Heat Stress Management program that ensures safe emergency and vessel operations, earning recognition from peers such as Oryx GTL.

Annual HSE Day:
Reinforces safety culture through awareness, training, and recognition.

Digital Transformation:
Plans for 2025 include integrating AI, machine learning, and virtual reality into OHS systems for predictive safety and immersive training.

Qatar National Library

Looking ahead to 2025

Launch a digital OHS management platform.

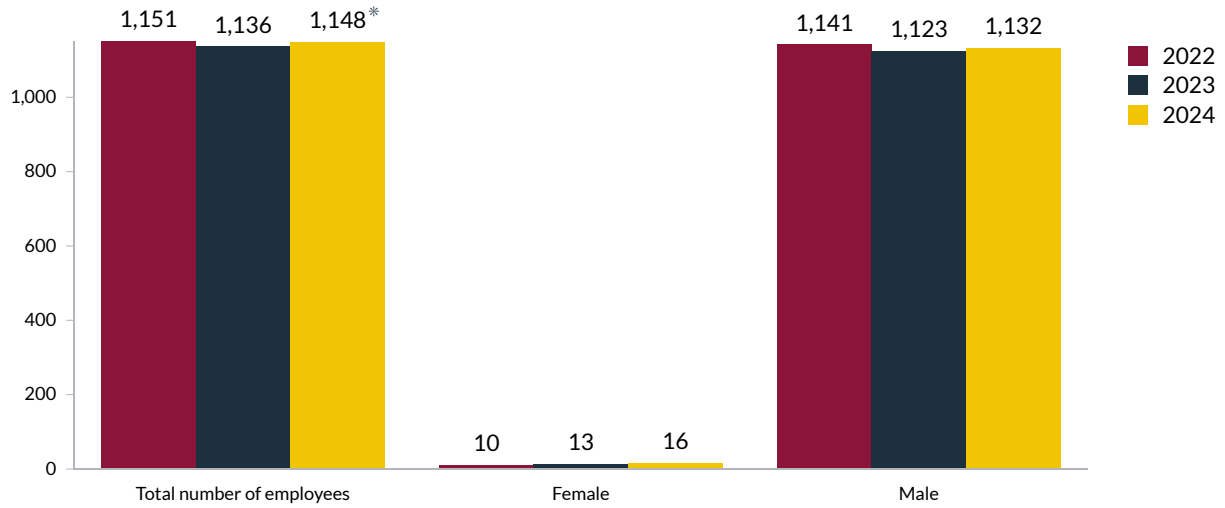
Introduce virtual reality training modules.

Expand predictive analytics using AI and CCTV integration.

2. Empowered by Inclusivity and Strengthened by Diversity

2.1 Diversity and Equal Opportunities

Diverse teams drive innovation and sustainability, which is why we commit to a diverse and inclusive workforce. Women and Qatari nationals are welcomed to support local employment and Qatar National Vision 2030. We also provide grievance mechanisms, ethics policies, and internships for women.



**In 2024, the total number of employees included full time employes (1,139) and part time employees (9 trainees).*

Policy Framework and Hiring Governance

Our Staffing and Placement Policy outlines clear guidelines for hiring both nationals and non-nationals, guided by QatarEnergy's standards to reinforce fairness and diversity in recruitment.

For more information please visit our Human Rights Policy on www.qatarsteel.com.qa

Hiring Procedures

Hiring procedures are monitored for compliance with company policies and national labor regulations. Best practices include:

- Maintaining nationality balance per government and visa rules
- Minimizing overrepresentation of non-local nationalities

Our workforce spans 29 countries

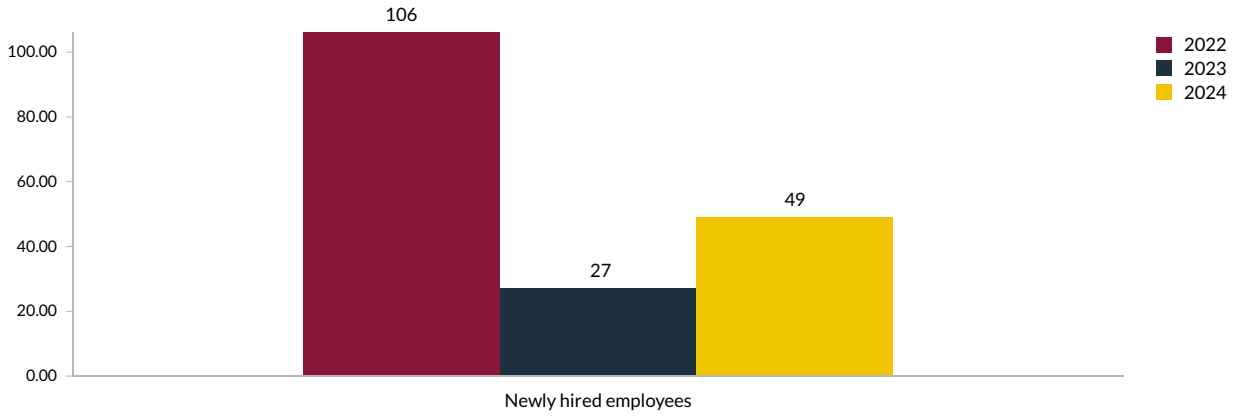
Case Study

Transforming HR Management through Oracle Fusion Cloud HCM

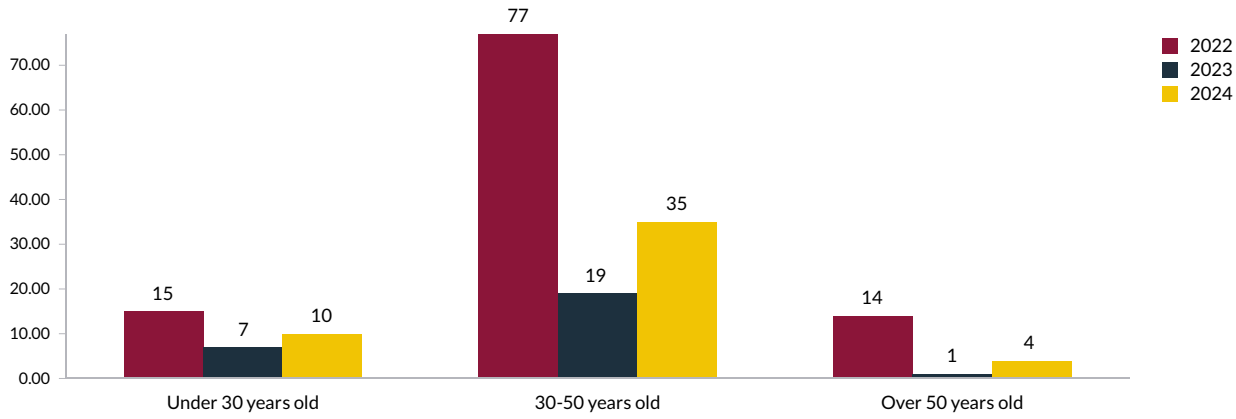
The project involved upgrading Qatar Steel's core HR modules, including Human Capital Management, Payroll, Employee Self-Service (ESS), and Oracle Recruiting Cloud (ORC), to the latest version of Oracle Fusion Cloud HCM. This migration aimed to improve HR process efficiency, enhance data accuracy, and provide better reporting and insights. The implementation was carried out in partnership with Birla Soft India.

Despite running alongside multiple ongoing HR initiatives, this upgrade represented one of the most challenging milestones for Qatar Steel's HR team. Successfully migrating to the new Oracle Fusion modules has positioned the company to streamline operations and support future workforce management needs.

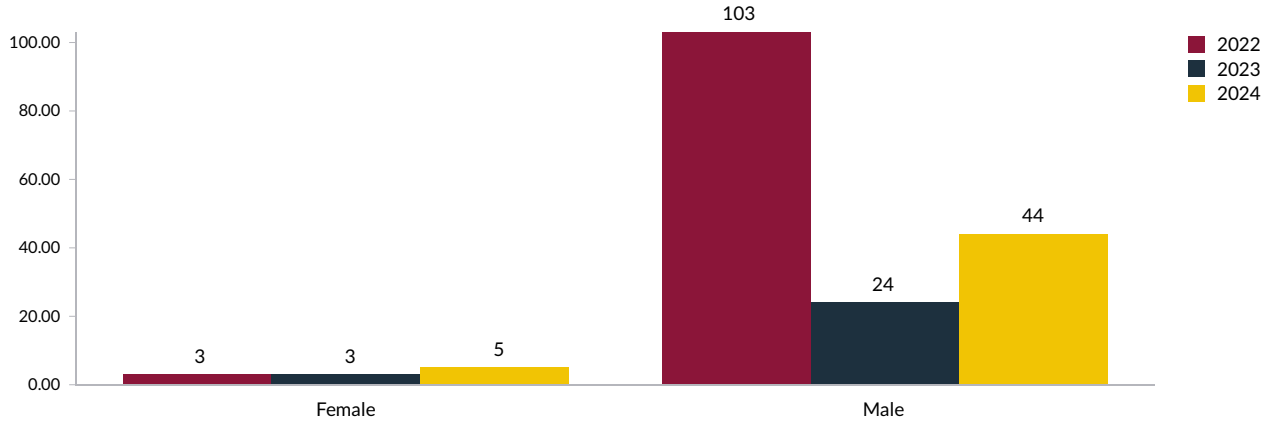
New Hires



By Age Group

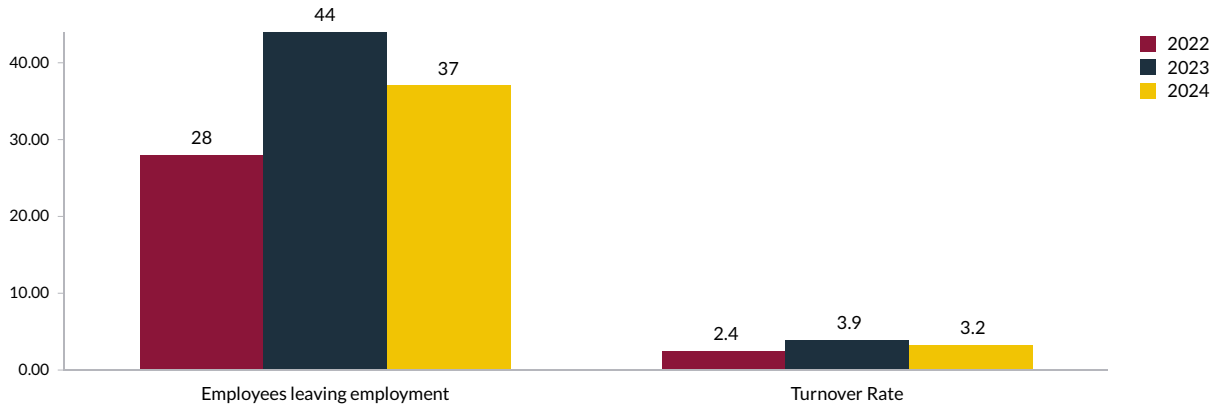


By Gender

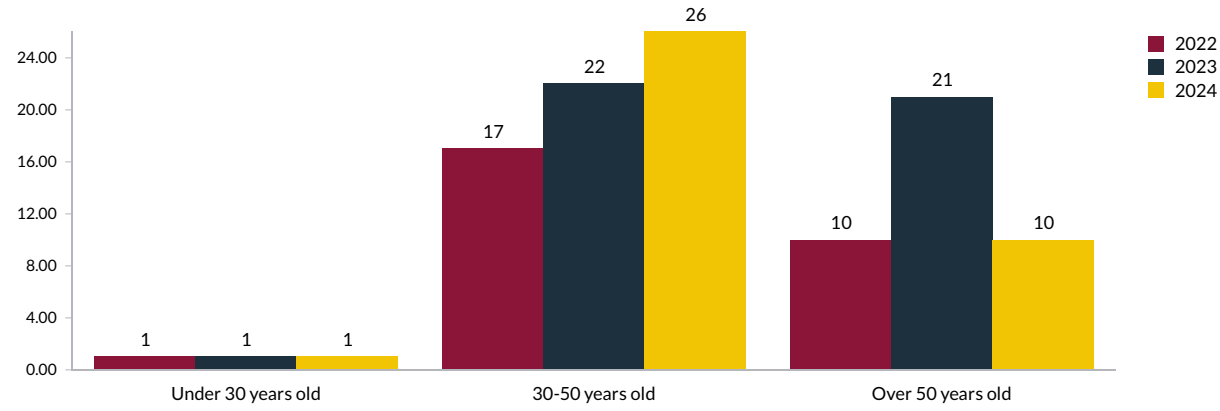


In 2024, 37 employees left Qatar Steel, down from 44 in 2023. The 2023 turnover spike was due to restructuring, with improved retention in 2024. Most exits were from the 30–50 age group, with minimal female departures.

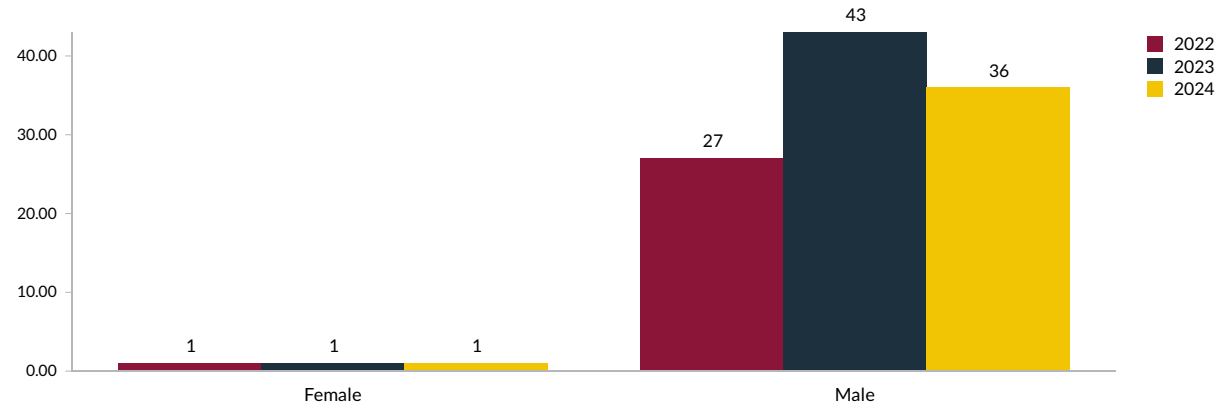
Workforce Turnover Overview



By Age Group

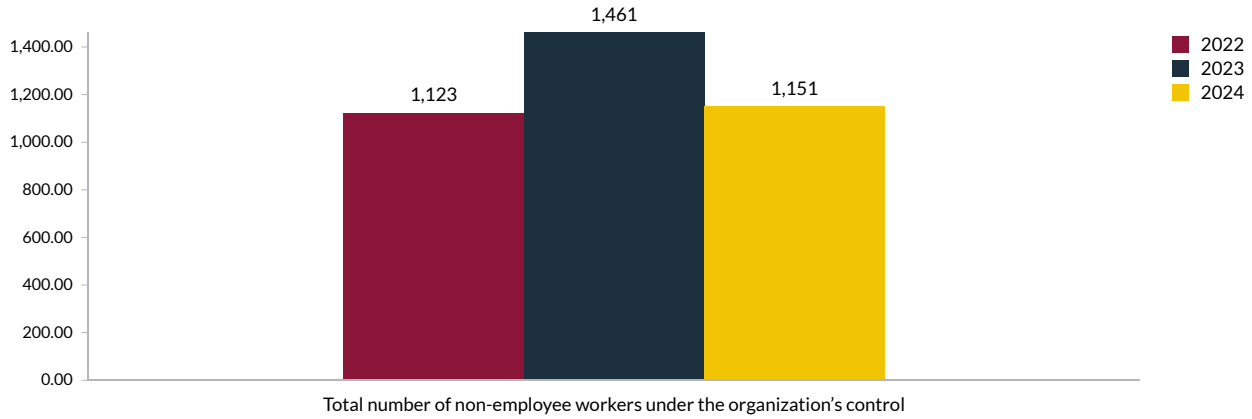


By Gender



We engage contractors for different services, including labor, security, IT, cleaning, and medical support. Contract employees are paid above minimum wage, as contracts require full compliance with Qatari laws, including payment of relevant government fees and charges.

Total number of contractors



Constant monitoring and implementation of workforce planning and workforce hiring are conducted to ensure these practices are applied. The company's Code of Ethics and Human Rights Policy prohibits discrimination based on gender, nationality, or other personal characteristics.

We choose our contractors through rigorous evaluations, including checks on labor practices and wage compliance. To ensure compliance, our contractors are expected to:

- **Update employment contracts to reflect the minimum wage requirements.**
- **Use the Wage Protection System (WPS) to electronically track and verify timely salary payments.**
- **Provide adequate accommodation and food or compensate accordingly, as per the law.**

Fair Wages

We ensure fair and non-discriminatory wages, with entry-level salaries above the national minimum wage. It is important to note that we follow the Qatari local regulation for fair wages which does not differentiate between genders for entry-level wages. Thus, the entry-level wage at Qatar Steel is the same for both males and females.

Parameters	2022	2023	2024
Ratio of the standard entry-level wage for Qatari Nationals to the local minimum wage Entry-Level Wage*	3.2	3.2	3.2
Ratio of the standard entry-level wage for Foreigners to the local minimum wage Entry-Level Wage*	2	2	2
Median income of men (QAR)	11,499	12,069	12,123
Median income of women (QAR)	16,136	15,452	15,222
Gender Pay Gap (%)	-40	-28	-26
Ratio of average salary of women to men	1.4	1.28	1.26

**Since local minimum wage has not changed since 2021, and Qatar Steel's entry-level wage has not changed since 2022, then the ratio for the above KPIs remains constant.*

Wages are based on merit and job responsibilities. Compensation includes fixed and variable pay, bonuses, and end-of-service benefits, guided by QatarEnergy guidelines. Policies are reviewed every three years to ensure relevance.

Contractors are required to comply with Qatari labor laws, including minimum wage, via Article 26 in contracts. Compliance is ensured through contract updates, WPS monitoring, evaluations, and provision of legal housing and food or allowances.

Non-Discrimination at Qatar Steel

We have established governance mechanisms to address and prevent discrimination, including:

- **Whistleblower Ethics Committee.**
- **Grievance Committee dedicated to handling discrimination and harassment cases.**
- **Code of Ethics and Business Conduct along a Human Rights Policy that emphasizes non-discrimination and fair labor practices.**

Remediation follows internal procedures with panel and management review. Discrimination based on race, gender, age, religion, or migration status is prohibited, with benefits aligned to employee grades.

In 2024, we had 0 recorded incidents of discrimination.

2.2 Qatarization

We are committed to attracting, developing, and retaining qualified Qatari talent across operational and technical roles. Aligned with QatarEnergy's directives, the company provides structured training, career development, and succession planning to build a strong national workforce and support long-term business goals.

Category	2022	2023	2024
Qatari nationals in workforce in %	13%	13%	14%
Total number of Qatar national employees	153	151	156
Qatari Employees Breakdown by Gender			
Female Employees	4	7	8
Male Employees	149	144	148
Qatari Employees Breakdown by Level			
Senior Management	32	33	45
Middle Management	70	69	62
Staff	51	49	49
Other Nationalities Breakdown By Level			
Senior Management - Other Nationalities	39	47	52
Middle Management - Other Nationalities	68	69	84
Staff - Other Nationality	891	869	856

The percentage of Qatari women in our workforce reached 0.05% in 2023 and stayed steady in 2024. Despite limitations due to the industrial nature of operations, the company promotes opportunities for Qatari women through targeted recruitment and development programs. The proportion of senior management hired from local community is around 4%.

Strategic Human Resource Initiatives in 2024

ERP fusion: Transitioned to Oracle ERP Fusion, improving integration across finance, procurement, HR, and operations.

Document management system: Implemented a centralized digital system to enhance record-keeping, document traceability, and compliance with ISO and HR standards.

EF4 plant restart planning: Launched strategic workforce recruitment planning to support the EF4 plant restart and expand production capacity.

Performance management system: Deployed a new framework aligning individual KPIs with corporate strategy, enabling transparent appraisals, talent development, and succession planning.

Looking ahead to 2025

Engage new global hiring partners to broaden access to diverse candidates for technical and administrative roles.

Collaborate with regional online recruitment providers to maintain an effective and inclusive talent pipeline.

3. Fostering Talent, Growth, and Impact

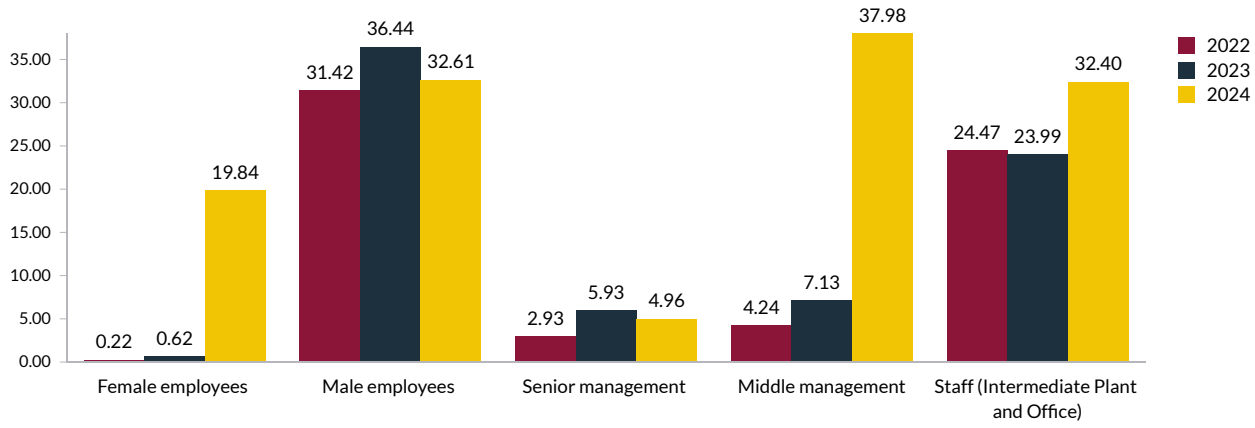
3.1. Training and Development

We aim for a high-performance culture through continuous learning and capability development. Our training and development programs are designed to enhance technical expertise, leadership skills, and operational excellence.

Performance and Program Overview

In 2024, employees participated in a range of training programs, including technical, soft skills, digital literacy, IT, HSE and compliance-related courses. Notable programs included *Finance for Non-Finance Professionals, ISO 14064 – GHG Accounting, and Certified Maintenance Manager.*

Average Hours of Training



All employees (100%) received regular performance and career development reviews in 2024, consistent with previous years.

Learning Support and Impact

Our Learning & Development (L&D) team provides personalized development plans, mentorship, and financial support for external certifications. Training effectiveness is monitored through completion rates, assessments, and feedback surveys.

These initiatives have contributed to:

- **Enhanced employee performance and retention**
- **Improved environmental compliance through HSE training**
- **Greater digital readiness and operational efficiency**

No negative impacts were identified in relation to our training activities.

Innovation and Future Focus

In 2025, we plan to introduce Virtual Reality (VR) Training to simulate high-risk industrial scenarios. This immersive approach will enhance safety, skill development, and engagement, with modules tailored to steel manufacturing operations.

Looking ahead to 2025

We plan to enhance our performance in the below HR KPIs:

. Increase the number of training hours per employee
. Complete the training calendar
. Increase training for Qatari employees
. Implement leadership development programs

Stakeholder input continues to shape our training agenda, from needs identification to post-training evaluations.

Transition Assistance Programs

We provide comprehensive provisions for employee tenure and transition, stipulating that employment can last until the formal retirement age of 60 for both Nationals and Non-national employees, subject to HR policies. To ensure a smooth transition upon retirement or termination, a rigorous Hand over-Take over procedure is followed. Also, honoring our retirees is a priority, facilitated by a Retirement Get-together Procedure which includes a Golden shake hand program, a farewell meet, departure gifts, and a photo session.

In the event of termination, a **No Objection Certificate** is issued to all employees seeking other employment within the State of Qatar, subject to stipulated procedures. For National employees' post-retirement, referral to the Pension Authority of the Government of Qatar ensures they receive monthly pension amounts. Non-national retirees are granted End of Service Benefits at a rate of one basic pay for one year of service, a stipulation higher than the Qatar National Labour Law. Additionally, both Nationals and Non-nationals receive a Retirement Bonus according to HR procedures.

Medical and Life Insurance coverage continues until the end of the insurance agreements with the service provider in Qatar for Nationals. For non-nationals, coverage lasts until their final leg of departure on an Exit Permit from Qatar or the insurance policy ends, whichever comes first. Special support is extended to National employees who pass away while in service or are terminated on medical grounds; on top of applicable benefits, they continue to receive Children continued Schooling financial support as per HR Policies. Finally, Non-nationals and their eligible dependents are supported with return home country air tickets plus cargo shipment expense reimbursements.

3.2. Recruitment and Management of Talent

We have implemented a clear set of HR policies for transparency, fairness, and efficiency in recruitment and workforce management. These include policies on staffing, working hours, leave, benefits, and end-of-service, providing consistent guidelines across employee-related practices.

A dedicated Talent Management Section is being established within the HR Department. This unit will lead strategic Qatarization, performance management, rewards, and succession planning.

Employee Benefits

Benefit Category	Coverage Details
Life insurance	Full coverage for full-time employees per QatarEnergy guidelines
Health care	**Nationals:** all dependents **Non-nationals:** spouse + up to four children under 21, as per health provider agreements
Disability & invalidity	Coverage as per Qatar Steel policy and MoH
Retirement	Aligned with QatarEnergy guidelines and Qatari laws for nationals

4. Empowering Employee Wellbeing and Success

4.1 Labor Management Relationships

Guided by our Human Resources Policy and Procedure Manual, Human Rights Policy, and Code of Ethics, we ensure compliance with national labor laws, while promoting transparency, inclusion, and respect for employee rights.

Labor relations are managed through systems covering operational changes, workforce development, feedback mechanisms, and health and safety. We are upgrading our HR HCM ERP to Oracle Fusion, automating Performance and Learning Management to enhance workforce capabilities and engagement.

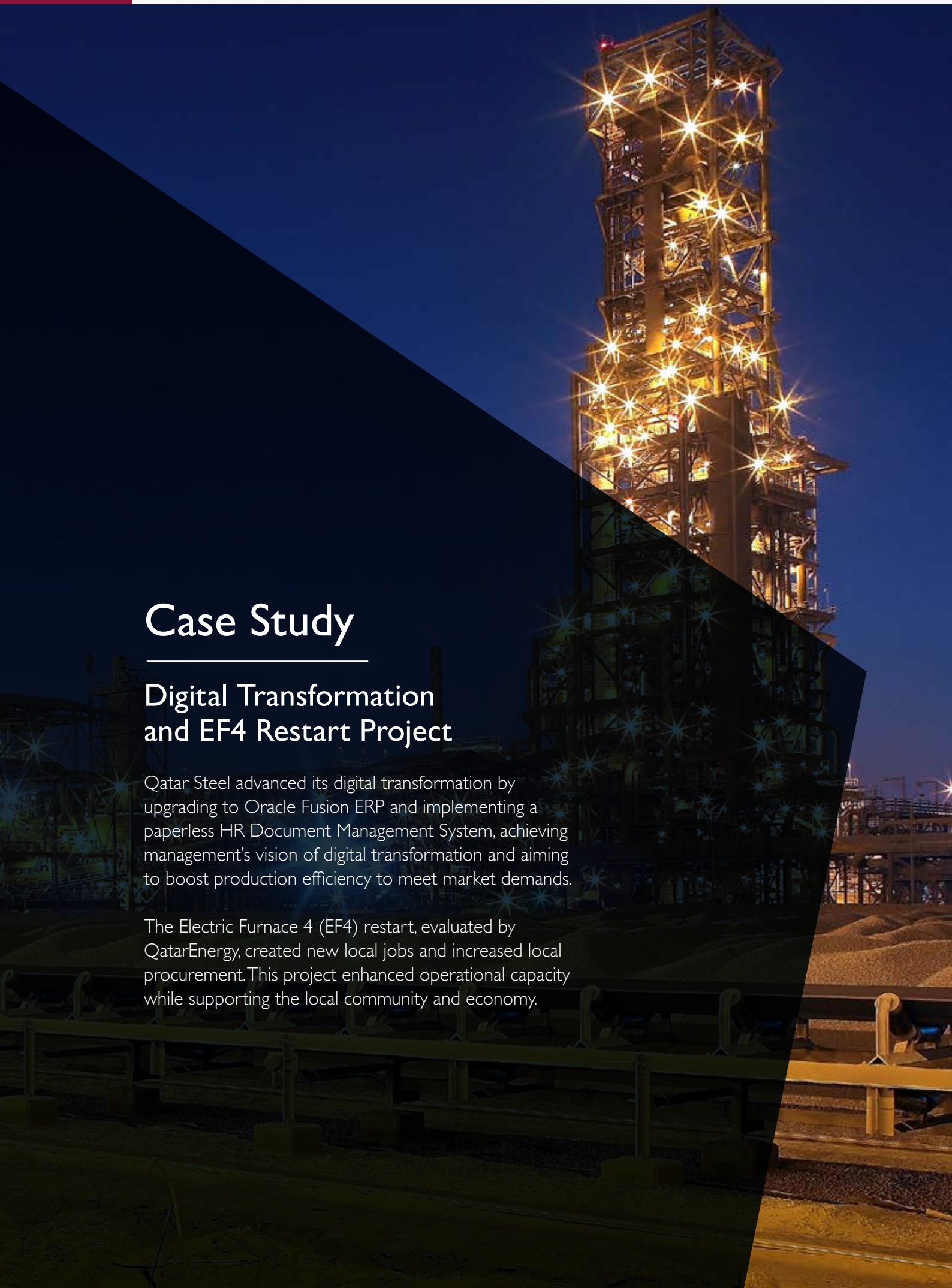
The main features of Qatar Steel's labor management include:

Notice Periods:	1–3 months' notice based on service length.
Qatarization Strategy:	Focus on hiring and developing Qatari nationals.
Equal Opportunity:	Policies prevent discrimination and ensure fairness.
Employee Feedback:	Surveys and grievance channels in place.
Training & Safety:	Regular training and PPE provided.
Retention:	Long service awards and employee benefits.
Ethics & Compliance:	Anti-corruption policies enforced.

Employee feedback mechanisms, including surveys and grievance channels, are used to evaluate satisfaction and identify areas for continuous improvement.

Looking ahead to 2025

In 2025, Qatar Steel will enhance labor management by launching the Electric Furnace 4 (EF4) restart project, creating jobs, and supporting workforce development.



Case Study

Digital Transformation and EF4 Restart Project

Qatar Steel advanced its digital transformation by upgrading to Oracle Fusion ERP and implementing a paperless HR Document Management System, achieving management's vision of digital transformation and aiming to boost production efficiency to meet market demands.

The Electric Furnace 4 (EF4) restart, evaluated by QatarEnergy, created new local jobs and increased local procurement. This project enhanced operational capacity while supporting the local community and economy.

5. Redefining Our Customer Journey: Safe, Secure & Delightful

5.1. Human Rights

We ensure our alignment with upholding and promoting human rights across our operations and supply chain. The company aligns its practices with international standards and national labor laws, ensuring fair treatment, dignity, and respect.

Human Rights Policy

Our Human Rights Policy outlines the company's commitment to ethical labor practices, non-discrimination, and the protection of individual rights. The policy has been updated and is publicly available on our website. Please visit our Human Rights Policy page on www.qatarsteel.com.qa

Zero Tolerance for Child and Forced Labor

We prohibit child labor and forced labor in our operations and supply chain. The minimum employment age is set at 21, as per the company's Staffing and Placement Policy. Entry into the Mesaieed Industrial City (MIC), where the plant is located, is tightly regulated, and Qatar Labor Law (Article 86) prohibits child labor in industrial zones.

The company ensures that:

- **No government-issued documents (e.g., passports, Qatar IDs) are retained.**
- **Employees have full freedom of movement.**
- **No exit permits are required, except for final departure for non-nationals.**
- **Recruitment costs are covered by Qatar Steel.**
- **Employment contracts are mutually agreed upon and transparent.**

These measures eliminate the risk of child or forced labor and reinforce ethical employment practices.

Grievances and Compliance

We recorded zero grievances related to human rights violations in 2022, 2023, and 2024. The company maintains a grievance mechanism and monitors compliance with its Human Rights Policy across departments and contractors.

Security Personnel and Human Rights Training

Security personnel, including those employed through third-party contractors, receive formal training on Qatar Steel's Human Rights Policy. Contracts with security providers include mandatory compliance clauses, and guards are certified by the Ministry of Interior (MOI). Their responsibilities are outlined in the company's Security Management Plan.

Risk Assessment and Supplier Screening

We have assessed our operations and supply chain and identified no significant risk of child labor, forced labor, or human rights violations. Our suppliers are expected to comply with our Human Rights Policy, and risk is monitored through internal controls and legal compliance.

6. Building Connection with Our Local (Community Trust Health and Investment)

We are committed to being responsible corporate citizens by contributing to the wellbeing of local communities through structured Corporate Social Responsibility (CSR) initiatives. While we operate within Mesaieed Industrial City (MIC), a designated industrial zone with no direct residential communities nearby, we continue to engage with broader society through education, health, environmental, and cultural programs.

Community Engagement Strategy

Our CSR approach is guided by the CSR Policy and Sustainability Policy, which emphasize contributing to national development and social wellbeing. The CSR Department, established in 2023 under the Human Capital Division, leads the planning, execution, and monitoring of community initiatives. Key focus areas include:

- Education and Youth Empowerment
- Health and Wellness
- Environmental Sustainability
- Cultural and Social Inclusion

CSR initiatives are aligned with Qatar National Vision 2030 and the company's commitment to ResponsibleSteel Principles.

Strategic initiatives in 2024

Education support
Donated furniture to Assalam School and Mus'ab ibn Umair Secondary School to improve learning environments

Health campaigns
Organized awareness drives on skin, liver, blood, breast, and prostate cancer; mental health; obesity; and diabetes in collaboration with Qatar Cancer Society and healthcare partners

Blood donation drive
Held in February 2024 in partnership with Hamad Medical Corporation

Environmental engagement
Tree plantation (Neem trees), beach clean-up at Al Wakra with students, and waste-to-wonder art contest for employees' children

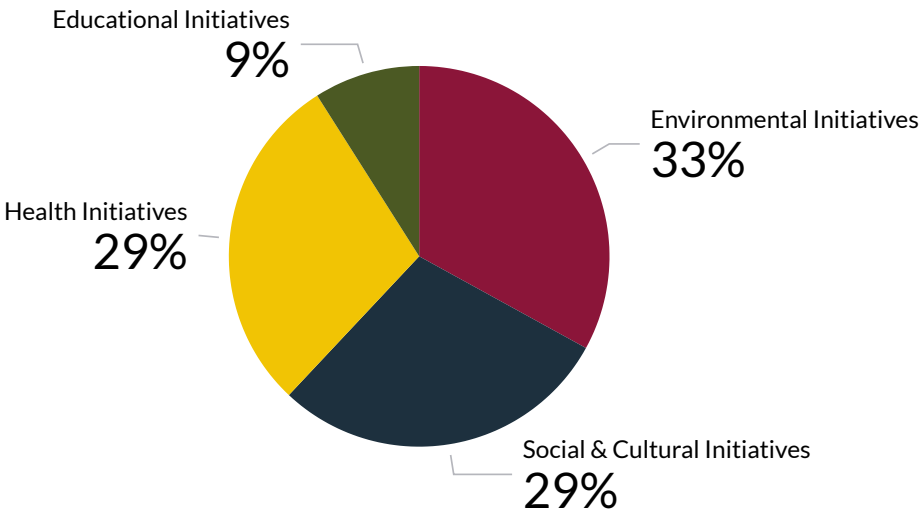
Employee & family engagement
Hosted environmental quizzes, art contests, and wellness webinars for employees and their families

Cultural outreach
Garangao gift distribution at Al Maha Pediatric Center during Ramadan

Community sponsorships
Supported Qatar Amateur Radio Society and sponsored the Global Innovation in Sustainability Summit at Qatar Academy Al Wakrah

Volunteerism and Impact	2022	2023	2024
Volunteer hours	145	174	856
Community investment (QAR)	35,000	100,000	203,844

Breakdown of CSR Spending



Tracking and Effectiveness

CSR performance is monitored through:

- Balanced Scorecard KPIs (e.g., budget utilization, initiative completion)
- Monthly budget reviews with Finance
- Post-initiative surveys to assess awareness, satisfaction, and impact
- Internal reporting via newsletters and dashboards

We saw a 391% increase in volunteer hours in 2024, reflecting growing employee engagement in CSR activities.


قطر ... بدمنا
Qatar...It's in Our Blood
Donate Blood and Save a Life Today

Case Study:

Environmental Engagement with Employees and Families

Background:

In 2024, CSR blended an innovative environmental engagement initiative to raise sustainability and environmental awareness among our employees and their families. Recognizing the importance of involving Qatar Steel employees and the younger generation in environmental conservation, the initiative included a quiz for employees and an environmental art contest for their children. This program was designed to educate, inspire, and encourage proactive participation in environmental stewardship.

Approach:

The initiative was rolled out in two main parts:

(1) Environmental Quiz for Employees: A thought-provoking quiz was used to challenge employees' knowledge on environmental topics, including climate change, waste management, and sustainable practices.

(2) Environmental Art Contest for Kids: Children of employees were invited to

participate in an art contest focused on the environmental theme of the year. The contest encouraged kids to express their understanding and ideas about environmental conservation through creative artwork. Emails and guidance outlines were provided to help the children develop their concepts and artistic skills. Sufficient consideration was given to awarding kids with vouchers, certificates, and live plant saplings. These awards not only recognized their efforts but also helped them understand the importance of plants and act as role models for others to follow.

Outcome and Benefits:

The initiative yielded several positive outcomes:

(1) Increased Awareness
(2) Enhanced Engagement
(3) Community Building
(4) Recognition and Rewards

Future Learning:

The success of this initiative highlighted several key learnings for future programs:

(1) Engaging both employees and their families creates a more inclusive and supportive environment for CSR activities.
(2) Incorporating interactive and creative elements can enhance engagement and learning outcomes.
(3) Regular feedback from participants can help refine and improve future initiatives, ensuring they remain relevant and impactful.

Case Study:

Beach Cleaning Drive at Al Wakra

On November 23, 2024, Qatar Steel organized a beach cleaning drive at Al Wakra Family Beach in collaboration with employees, top management, and secondary students from Al Wakra School. This community-driven initiative was part of Qatar Steel's commitment to sustainability, environmental responsibility, and fostering a culture of social consciousness among employees, their families, and the youth. The drive not only helped in cleaning the beach but also emphasized Qatar Steel's continued efforts to contribute to a sustainable future.

Objective:

The beach cleaning drive goals were to promote environmental awareness, encourage teamwork, and engage employees and students in a hands-on effort to keep Qatar's beaches clean. The event aimed to demonstrate Qatar Steel's sustainability principles while giving back to the community.

Pre-Event Promotion:

To ensure maximum participation and create awareness, a comprehensive promotional campaign was conducted ahead of the event:

1. **Internal Communication:** A banner was posted on Qatar Steel's internal communications platform, iCenter, inviting employees to participate in the beach cleaning drive. The banner included key details of the event such as the location, time, and significance of the initiative.

2. **WhatsApp Communication:** A WhatsApp message was sent to group members, including employees and key stakeholders. The message included a location map for easy navigation, ensuring participants could easily find their way to the beach.

3. **Invitation to employees in general and Top Management:** Mail invitation from CSR was sent to employees; Special invitations were extended to top management.

4. Event Day Activities:
The day of the event was marked by participation from employees, management, and students. Key activities on the event day included:

1. Registration and Distribution of Materials: Upon arrival at the beach, participants were registered and provided with promotional T-shirts, and caps, to add visibility and trash bags, and hand gloves to ensure their safety and comfort while collecting waste.

2. Collaboration with Local Authorities: Qatar Steel coordinated with Al Wakra Municipality, seeking official approval and requesting support in terms of staff and vehicles for waste transportation. The municipality provided the necessary resources to help with the transportation and disposal of collected waste, ensuring a seamless operation.

3. Beach Cleaning: Participants, equipped with gloves, trash bags, and enthusiasm, spread out along the long stretch of Al Wakra Family Beach. Employees and students worked together to collect waste, including plastic, glass bottles, and other debris, contributing significantly to the clean-up of the area.

Acknowledgment and Gratitude:

At the conclusion of the campaign, participants were gathered for a brief address, where they were thanked for their dedicated efforts. Key acknowledgments included:

1. **Employee Appreciation**: Qatar Steel's management expressed sincere gratitude to our employees for their unwavering commitment to the environment and for helping create a sustainable ambiance for future generations.

2. Recognition of Students: The secondary students from Al Wakra School were also commended for their active participation. Certificates of participation were presented to students, recognizing their enthusiasm and commitment to environmental conservation.

3. School Appreciation: Al Wakra School was conferred with a certificate of appreciation for its proactive role in guiding and inspiring students to take responsibility for their environment. The school's efforts in encouraging students to lead such initiatives were highly acknowledged.

Sustainability Principle:

This beach cleaning initiative aligned with Qatar Steel's core sustainability principles, emphasizing environmental stewardship as a key focus area of the company's corporate responsibility. The sustainability principles outlined by Qatar Steel were highlighted in the address delivered by the Managing Director & CEO. His speech underscored the importance of these initiatives in preserving the environment for future generations and fostering a culture of responsibility within the company.

Outcomes and Impact:

1. Environmental Impact: The cleaning drive led to the collection and proper disposal of significant waste from Al Wakra Family Beach, contributing to a cleaner and safer environment for both residents and visitors. The initiative also helped raise awareness about the importance of keeping public spaces clean.

2. Community Engagement: By involving employees, management, and students, the initiative created a sense of unity and shared responsibility. The event also served as an opportunity for the Qatar Steel community to bond and engage in meaningful social activities.

3. Corporate Image: The success of this initiative enhanced Qatar Steel's reputation as a responsible corporate citizen, committed to sustainability and community wellbeing. The participation of top management, along with employees and local students, further demonstrated Qatar Steel's leadership in promoting environmental consciousness.

Conclusion:

The CSR beach cleaning drive at Al Wakra Family Beach was a resounding success, bringing together Qatar Steel employees, top management, and students from Al Wakra School in a shared effort to clean and preserve the environment. The initiative was not only about environmental clean-up but also about instilling a sense of responsibility and leadership in the community. Qatar Steel's continued involvement in such initiatives reinforces the company's commitment to sustainability and its role as a positive force in the community.

Looking ahead to 2025

Community Engagement

The beach cleaning drive at Al Wakra is just one of many future projects.

We look forward to engaging more employees, management, and students in future initiatives, working together to create a more sustainable future.

7. Building Strong Partnerships Across the Value Chain

7.1. Product Stewardship

We hold a strong focus that our products are safe, sustainable, and responsibly managed throughout their lifecycle. Our approach to product stewardship is guided by its Sustainability Policy and reinforced through rigorous quality control, transparent labeling, and continuous market engagement.

Product Information and Labeling

All our products, including rebars and billets, are manufactured using traceable raw materials sourced from certified suppliers. These include iron oxide pellets from LKAB, Vale, and Bahrain Steel, locally sourced steel scrap, and imported alloying agents. Each batch undergoes quality testing to ensure compliance with internal standards and customer specifications.

Detailed product information, including chemical composition and sourcing, is available upon request. Material Safety Data Sheets (MSDS) are provided to customers to support safe handling and use. Qatar Steel also ensures that its products are fully recyclable and encourages the return of steel scrap into the production cycle, supporting a circular economy.

In 2024, we achieved several milestones:

- **Maintained an 86% domestic market share despite low demand.**
- **Expanded sales to Bahrain, UAE, and KSA.**
- **Increased DRI/HBI sales by 17% and billet sales by 142% compared to 2023.**
- **Achieved record sales of by-products in the Qatar market.**

We also received key product conformity certifications from:

- **UAE Ministry of Industry & Advanced Technology**
- **Dubai Central Laboratory**
- **Saudi Standards, Metrology and Quality Organization**

End-of-Life and Environmental Responsibility

We design our products for recyclability and minimal environmental impact. Steel products are 100% recyclable, and by-products such as slag are repurposed for construction and roadwork. The company conducts Life Cycle Assessments (LCA) to evaluate environmental impacts from production to disposal and adheres to ISO 14001 standards to ensure safe disposal practices. There are no known adverse health or environmental effects associated with the use or breakdown of Qatar Steel's products under normal conditions.

Compliance and Performance

We have maintained full compliance with all product labeling, safety, and marketing communication regulations. In 2024, there were:

- **Zero incidents** of non-compliance with product information or labeling regulations
- **Zero incidents** related to marketing communications or voluntary codes.

Looking ahead to 2025

In 2025, Qatar Steel aims to:

- **Reinforce** its presence across the GCC.
- **Expanding** DRI/HBI sales to new markets.
- **Increase** coil sales in Qatar.
- **Achieve** ResponsibleSteel Certification, having completed Stage 1 and currently addressing audit findings.

7.2. Procurement Practices

Our procurement approach is rooted in responsible sourcing, operational efficiency, and sustainability. The company works with certified suppliers and emphasizes transparency, ethical conduct, and environmental stewardship across its supply chain.

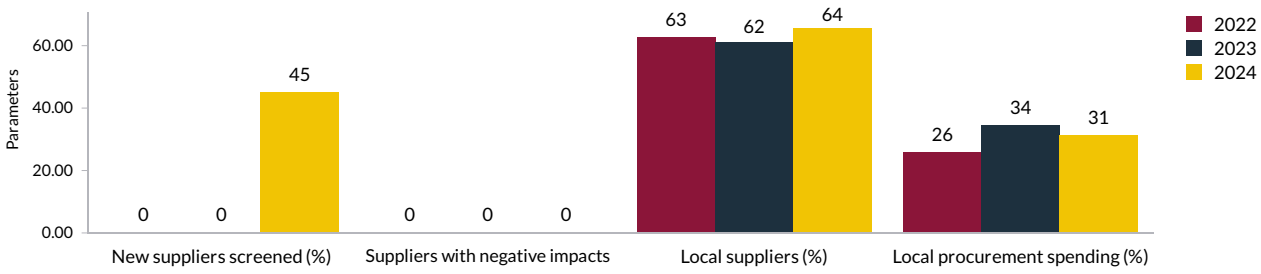
Sourcing and Supplier Engagement

Key raw materials such as iron oxide pellets and ferroalloys are sourced from suppliers certified under ISO 9001, ISO 14001, and ISO 45001. We also hold a Responsible Sourcing Certification from CARES (BRE BES 6001) and operate a digital Supplier Portal to streamline procurement processes. The company also recycles locally generated steel scraps and conducts LCA to evaluate product impacts from cradle to grave.

Environmental and Social Risk Management

We evaluate key raw material suppliers annually using ESG criteria. These include environmental certifications, GHG emissions reporting, human rights due diligence, and safety performance.

Procurement Metrics



Local suppliers are defined as those operating within Qatar.

Monitoring and Progress

Procurement effectiveness is tracked through:

- **Annual ESG evaluations using a supplier scorecard**
- **Supplier classification by spending and material volume**
- **Third-party audits under the BRE BES 6001 framework**

In 2024, we revised our Responsible Sourcing Policy to align with the ResponsibleSteel Standard. Awareness materials were shared with key suppliers, and ESG assessments were expanded to include carbon and refractory material suppliers.

Strategic initiatives in 2024

Five new suppliers were screened using ESG criteria (45% of total suppliers).

No suppliers were identified with significant negative environmental or social impacts.

No supplier relationships were terminated due to ESG concerns.

Looking ahead to 2025

Procurement Practices Commitments

- **Extending ESG assessments** to additional supplier categories.
- Integrating ISO 20400 **Sustainable Procurement Principles** into procurement policies.
- Delivering exclusively **responsible sourcing** training to suppliers.

The company will also continue its participation in Qatar's TAWTEEN program to support local supplier development and supply chain localization.

Stewardship Oversight: **Our Effective Governance Framework**

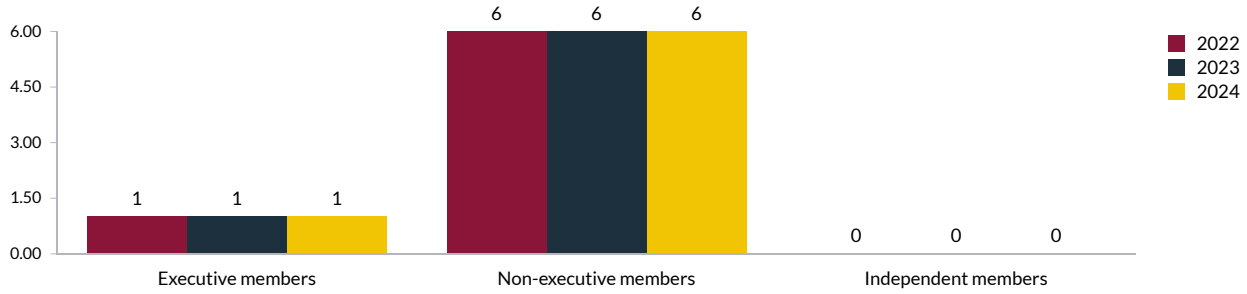
1. Governance and Risk Management

Board Composition

The company's governance is overseen by a Board of Directors composed of seven members. The directors are appointed by the sole shareholder, IQ, in accordance with the Company's Articles of Association, for renewable terms of three years.

The governance framework is led by the Board of Directors, which includes the Chairman, Vice Chairman, Managing Director & CEO, and four additional members.

Specific Composition



Board Responsibilities

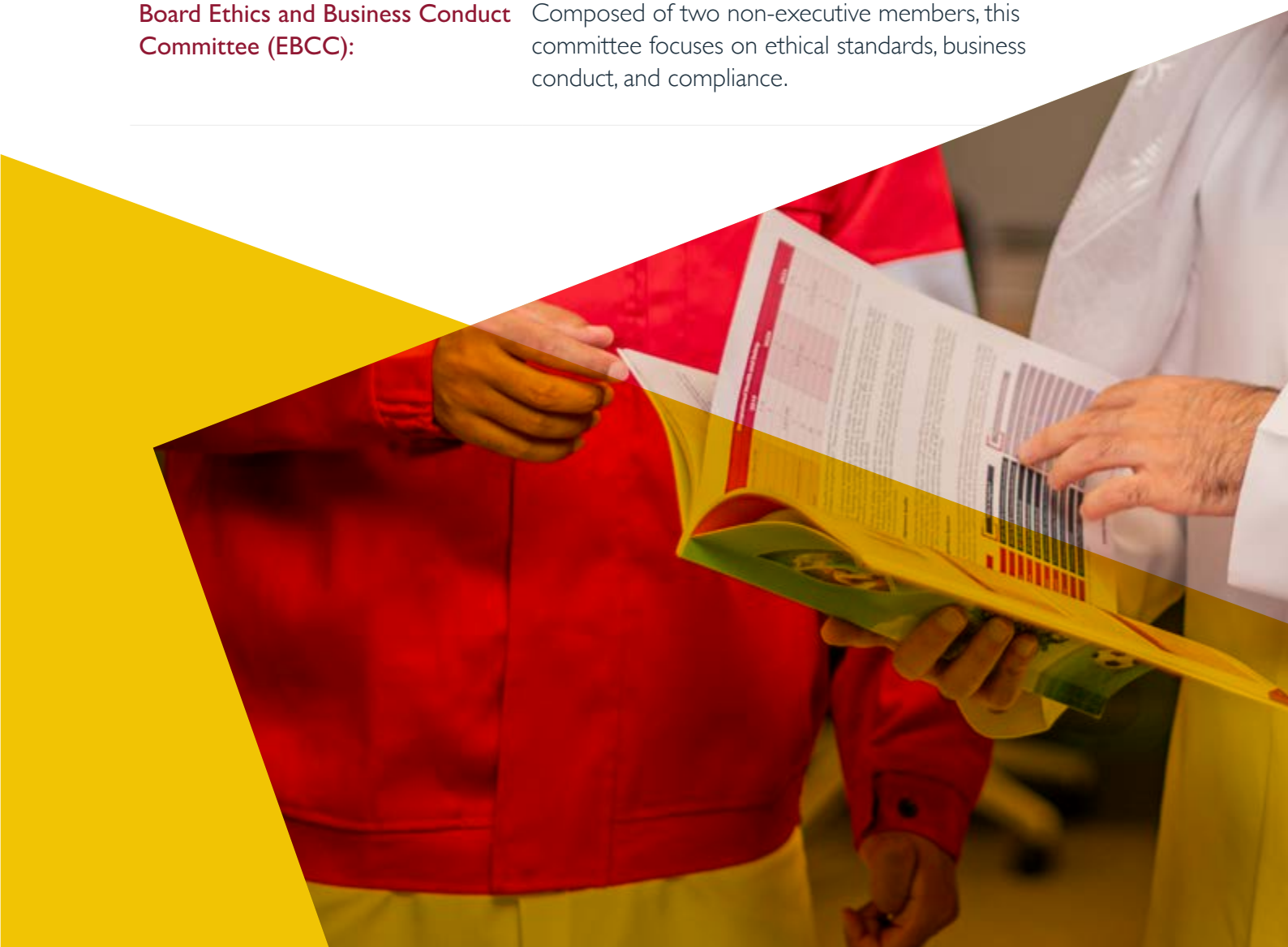
The Board of Directors oversees the establishment of the company's objectives and approves strategies, business plans, and budgets to guide operations and manage risks. Through quarterly meetings and ongoing communication with stakeholders, the Board ensures alignment with these objectives. It reviews the effectiveness of the organization's processes by examining management reports and addresses conflicts of interest through discussions in Board meetings, following established company policies to prevent and mitigate any issues.

The Board ensures smart infrastructure planning, responsible IT use, and environmental protection through advanced HSE activities. Its performance is assessed annually either internally through a signed Evaluation Form or externally through an independent consultant appointed by the Board Secretary.

The Board of Directors delegates responsibility for managing the organization through reports presented at each quarterly Board meeting.These management reports include updates on economic factors and financial asset management (FAM).The Board is responsible for periodically reviewing the reports presented to ensure effective oversight. Critical concerns are communicated directly to the Board during meetings.

To support effective oversight, the Board delegates responsibilities to three main committees:

The Board of Directors:	Comprising seven members including one executive and six non-executive members, the Board is the highest decision-making body responsible for overall governance, strategy, and oversight.
Board Audit Committee (BAC):	This Committee includes three non-executive members, this committee oversees financial reporting, internal controls, and risk management.
Board Ethics and Business Conduct Committee (EBCC):	Composed of two non-executive members, this committee focuses on ethical standards, business conduct, and compliance.



Our Board of Directors

Mr. Saad Rashid Al-Muhannadi
Chairman

Mr. Abdulla Mohamed Al-Mahmoud
Vice Chairman

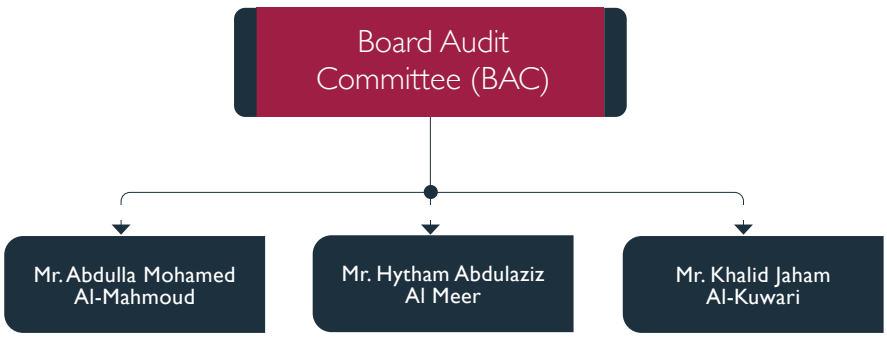
Mr. Abdulrahman Ali Al Abdulla
Managing Director & CEO

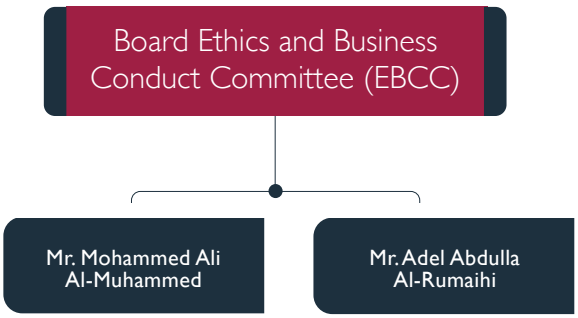
Mr. Haytham Abdulaziz Al Meer
Member

Mr. Mohd Ali Ahmed Al-Mohammed
Member

Mr. Khalid Jaham Al-Kuwari
Member

Mr. Adel Abdulla Al-Rumaihi
Member





Election of Board of Directors

Board members are appointed by Industries Qatar (IQ), the sole shareholder, in accordance with the Company's Articles of Association. The nomination and selection process are governed entirely by IQ, which considers factors such as stakeholder views, diversity, independence, and relevant competencies internally. Directors serve renewable terms of three years, ensuring continuity and alignment with shareholder priorities while maintaining effective oversight of the company's sustainability roadmap.

Conflict of Interest

Our highest governance body manages conflicts of interest through annual COI form signing and reporting to the Chairman and shareholders. Conflicts involving cross-board membership, cross-shareholding, controlling shareholders, and related parties are disclosed to stakeholders. No critical concerns were reported in 2024.

Remuneration

Our remuneration policy for the Board and senior executives is based on fixed pay determined by Industries Qatar, the sole shareholder, following the Company's Articles of Association. It covers bonuses, termination payments, recovery provisions, and retirement benefits. The remuneration process is overseen internally by Industries Qatar, which also considers stakeholder views.

Risk Management

Our Enterprise Risk Management (ERM) and Business Continuity Management (BCM) are led by the Head of Risk Management under Business Excellence, with dotted-line reporting to the Risk Management & Business Continuity Steering Committee and the Board Audit Committee (BAC). Oversight is provided by the Risk Management Committee (RMC), chaired by the MD & CEO, and the BAC.

Each department maintains a risk register and appoints ERM and Business Continuity Champions, who report to the Head of Risk Management. Risks are identified, assessed, and monitored using a five-by-five matrix in the Corporate System Risks above the defined appetite level require mitigation plans that are tracked monthly and quarterly.

ESG risks are integrated into risk registers and identified through assessments aligned with ESG plans and operational impacts. Metrics include GHG and energy intensity, LTI rates, and hours worked with zero LTIs, in line with our performance KPIs.

2. Creating Transparent and Sustainable Governance (Anti-Corruption and Anti-Competitive Policies)

Anti-Corruption & Anti-Competitive Practices

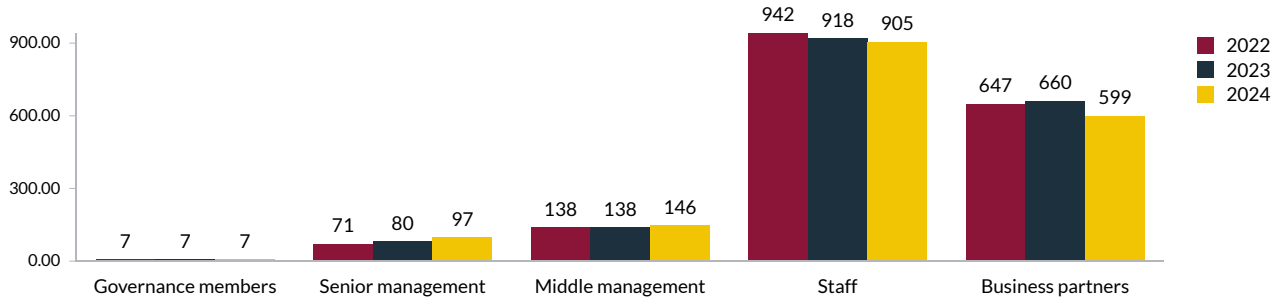
We address corruption and anti-competitive risks through our Code of Ethics and Business Conduct and Fraud Risk Policy, which reflects our commitment to integrity, transparency, and accountability. We do not have a standalone anti-corruption policy; it is part of the Fraud Risk Policy and Code of Ethics and Business Conduct Policy and preventive measures are integrated into its broader governance framework, including:

Annual Declarations:	Board members submit yearly disclosures of personal and business interests to identify and mitigate conflicts of interest.
Ethics Oversight:	A Board-appointed Ethics Committee oversees compliance and ethical conduct.
Employee Commitment:	Employees must acknowledge and adhere to the Code of Ethics, accessible via the company intranet.
Supplier Expectations:	Through the Responsible Sourcing Policy, suppliers are expected to follow legal standards, fair business practices, and ethical values.

In 2024, we ensured 100% communication and training on anti-corruption policies for governance members, employees, and business partners, reinforcing our commitment to integrity and ethical conduct.

There have been no legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which Qatar Steel has been identified as a participant.

Communication of Anti-Corruption Policies and Procedures



Anti-Corruption Training

In 2024, 100% of our employees received anti-corruption training and signed off on the Code of Ethics & Business Conduct, with disclosures recorded digitally. HR ensures new employees are informed of the Code, promoting a culture of integrity and transparency. During the year, no confirmed incidents of corruption were reported.

3. Ensuring Business Success Through Ethics and Compliance

Ethics and Compliance

Qatar Steel upholds ethical governance and business conduct, supported by a framework that promotes integrity, transparency, and accountability. This is reflected in its policies, management systems, and training programs that address issues such as bribery, corruption, conflicts of interest, and grievances. The organization operates with a zero-tolerance approach to corruption and aims for employees and partners to adhere to defined codes and procedures.

Qatar Steel Code of Conduct

Our Code of Ethics and Business Conduct establishes the foundation for ethical behavior, guiding employees and business partners in upholding integrity, transparency, and accountability.

	Key Features & Implementation
	**Annual acknowledgment:** All employees (100%) are required to review and sign the Code each year. Sign-offs are recorded digitally and include disclosures related to private businesses, family ties, and potential conflicts of interest.
	**Accessibility & awareness:** The Code is available through the company intranet and covered in onboarding for new hires.
	**Board oversight:** The Ethics & Business Conduct Charter, aligned with the Code, was endorsed by the Board of Directors and Ethics Committee.
	**Third-party integration:** Clauses related to ethics and conduct are embedded in most contractor and supplier agreements to ensure consistent standards.
	**Alignment with anti-corruption policies:** Anti-corruption elements are embedded within the Code and further supported by the broader Fraud Risk Management Policy.

In 2024, we reported zero confirmed incidents of corruption, with employees and Board members completing the annual Code of Conduct declarations and related training.

Grievance Mechanism

We are dedicated to maintaining ethical conduct and transparency across our operations. We have established mechanisms to control and address grievances, ensuring that concerns are treated fairly and resolved efficiently.

The grievance process is supported by the following key committees:

Grievance Committee:	Reviews and addresses employee complaints related to workplace conduct, discrimination, harassment, and other grievances.
Whistleblower Ethics Committee:	A Board-appointed Ethics Committee oversees compliance and ethical conduct.
Appeal Committee:	Offers a formal pathway for employees to escalate unresolved issues for further review and fair resolution.

Harassment Grievance Handling Policy

We implemented the Harassment Grievance Handling Policy, which addresses employee grievances, discipline, harassment, and information security. The company has policies to remediate any negative impacts, including through Customer Relationship Management (CRM).

The effectiveness of these grievance and remediation processes is tracked through customer and employee satisfaction surveys. Employees can raise concerns via a dedicated email and hotline in the Code of Conduct. We achieved zero non-compliance in 2024.

Fraud Risk Management Policy

Our Fraud Risk Management Policy, aligned with its Enterprise Risk Management framework, focuses on identifying and monitoring corruption risks. Fraud and corruption risks have been identified and assessed where applicable across the company. Awareness sessions and annual risk seminars are held with departments and risk champions, with a strong emphasis on internal controls to safeguard assets and promote ethical conduct.

4. Operational Efficiency

Our operational efficiency direction in 2024 focused on optimizing performance across its production units, enhancing resource utilization, and advancing circularity. These efforts were supported by targeted investments, process improvements, and alignment with international sustainability frameworks such as ResponsibleSteel™ and ISO 50001.

Ironmaking (DRI Operations)

The reactivation of DR1 marked a significant operational milestone in 2024, contributing to increased production capacity. Despite the ramp-up, energy performance was managed through process optimization. These efforts reflect our ability to scale operations while maintaining efficiency.

Steelmaking (EAF Operations)

We continue to leverage the Electric Arc Furnace (EAF) route, which offers lower energy and emissions intensity compared to traditional steelmaking methods. In 2024, over 275,000 tons of steel scrap were reused in EAF operations, supporting circularity and reducing reliance on virgin materials. The company also introduced 1,193 tons of tire crumb as a partial substitute for carbon injection, both contributing to resource efficiency and emissions reduction.

Rolling Mill and Downstream Operations

Improvements in material efficiency are evident as raw material input increased only 2.6% despite higher output, reflecting enhanced throughput and stronger process control in downstream operations.

Circular Economy and By-product Valorization

We advanced our circular economy agenda through large-scale by-product reuse:

- **875,000+ tons of EAF slag were diverted for construction applications.**
- **EAF dust was supplied to local cement manufacturers for clinker production.**
- **Stable volumes of recycled input materials were maintained, despite limited scrap availability and increased use of iron oxide pellets.**

Governance, Verification, and Strategic Engagement

Our operational achievements were underpinned by strong governance and third-party validation. The company received the SGS Verification Statement for 2024, reinforcing the credibility of its energy and emissions data. Internal awareness campaigns, particularly around water conservation, further strengthened employee engagement and operational discipline.

Restart of EAF 4 – Driving Sustainability and Operational Efficiency:

Background:

In alignment with our strategic goals for sustainability and operational optimization, in 2024, the decision was made to restart Electric Arc Furnace 4 (EAF 4). This initiative aimed to enhance production capabilities while reducing environmental impact across the steelmaking value chain.

Key Outcomes:

1. Value Chain Optimization

The restart of EAF 4 enabled a significant increase in the utilization of installed capacity, particularly across EAF 4 and the Lime Plant. This has led to improved throughput and better alignment of upstream and downstream operations.

2. Reduction in CO_2 Emission Intensity

By producing more crude steel internally, the operation has achieved a measurable reduction in CO_2 emission intensity. This aligns with our sustainability targets and demonstrates the environmental benefits of leveraging Electric Arc Furnace technology over traditional methods.

3. Enhanced Synergy with Affiliates and Subsidiaries

Affiliated plants and subsidiaries now source billets directly from our facility, reducing reliance on external imports. This not only streamlines logistics but also contributes to lower overall emissions, as our production process emits less CO_2 compared to conventional Blast Furnace/Basic Oxygen Furnace (BF/BOF) suppliers.

Conclusion:

The restart of EAF 4 has proven to be a strategic success, delivering tangible benefits in operational efficiency, environmental performance, and supply chain integration.

Iron Making - Department Highlights:

• A new reclaim hopper was installed above the EAF-5 supply conveyor to ensure an uninterrupted supply of CDRI to EAF during maintenance at DR-2 product handling system.

• Industrial water network was installed for cleaning activities in the product & oxide material at the DR-2 material handling area in different locations. This system is useful during the shutdown period when the process water facility is unavailable.

• Preheated Natural Gas was added to product cooler China cap to increase carbon generation during HBI operation.

• Participated in the MIDREX 2024 at Prague, a global conference that brings together plant operators to exchange expertise and insights, to stay updated on the progress and developments across MIDREX plants worldwide.

• Iron making department received two Gold prizes in the Qatar Steel QC circle event, recognizing excellence in quality.

Rolling Mill - Department Highlights:

• In late May 2024, Rolling Mill Department completed the hot commissioning and PGT of the "Capex" upgrading project for RB-16, which expanded its capacity from two slit strands to three strands. This project is expected to yield an annual saving of over 1.5 million QAR, with a payback period of less than one year.

• Stand #12 Motor and Gear Box were upgraded to avoid recurring technical troubles of Tension Control, tail loop, Unit Weight, Yield Loss and motor overloading. This will result in expected savings of 2,000 MT due to increase in mill speed.

• Rolling mill experts from Qatar Steel visited both Badische Stahl Engineering and Badische Stahlweke GmbH, engaging in knowledge exchange and sharing best practices with industry specialists.

• Attended the 17th ARAB STEEL Summit in Doha, to gain insights on the latest technology developments in the steel industry.

• Managing Director and CEO awarded Rolling Mill Department the Annual HSE Award 1st Prize during 2024 HSE day ceremony.

• Rolling mill department received a commemorative plaque from POMINI Long Rolling Mills in recognition of their remarkable achievements in Rolling Mill No. 2.

Case Study:

Rolling Mill Department Advances with Successful FAT for Composite Carbide Rolls

Rolling Mill Department conducted the Factory Acceptance Test (FAT) for the newly introduced Tungsten Carbide Rolls by KARK-GmbH in Hamburg, Germany. This milestone is part of our ongoing efforts to enhance production capabilities of small product sizes, specifically for Composite Carbide Roll Assemblies in RM2.

The Composite Carbide Rolls Systems marks a significant advancement in our technology, promising improved efficiency and performance in our rebar production processes.

The FAT included a meeting day with KARK's technical team, which provided an overview of KARK's value stream functions. This was followed by a technical workshop that discussed the operational and maintenance scope of the supplied devices, ensuring their optimum performance.

Additionally, there was a visit to an ArcelorMittal rolling mill in Hamburg, where KARK's products have already been implemented, offering practical insights into their application.

Case Study:

Hyundai Steel – Korea visits Rolling Mill 2

POMINI LRM, the supplier of Rolling Mill 2, hosted representatives from Hyundai Steel- Korea for a visit to Rolling Mill 2 as part of a benchmarking initiative. Hyundai Steel aimed to gain insights into the operational efficiency and technological practices at Rolling Mill 2 as they plan for the future installation of a new plant by POMINI LRM in Korea.

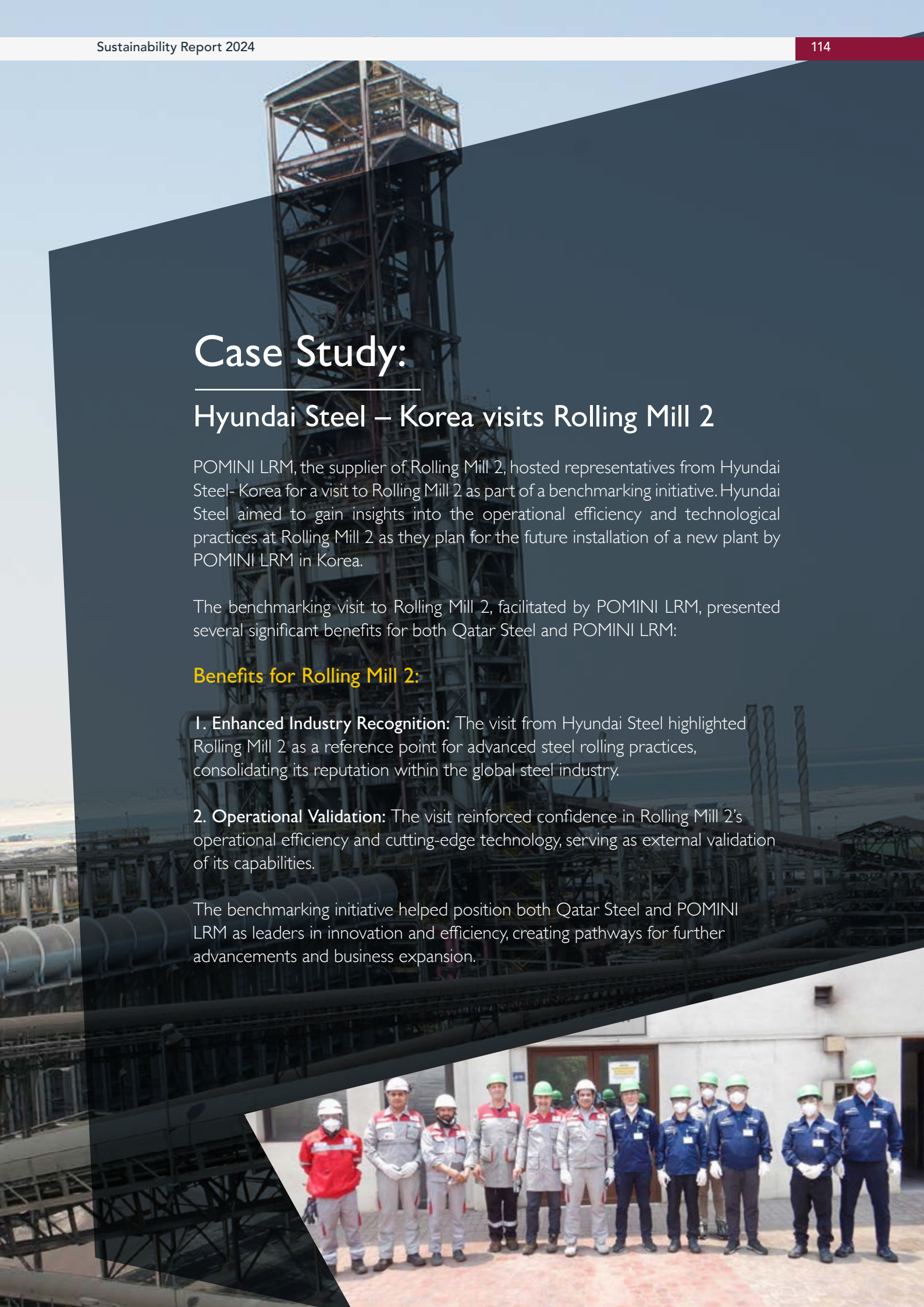
The benchmarking visit to Rolling Mill 2, facilitated by POMINI LRM, presented several significant benefits for both Qatar Steel and POMINI LRM:

Benefits for Rolling Mill 2:

1. Enhanced Industry Recognition: The visit from Hyundai Steel highlighted Rolling Mill 2 as a reference point for advanced steel rolling practices, consolidating its reputation within the global steel industry.

2. Operational Validation: The visit reinforced confidence in Rolling Mill 2's operational efficiency and cutting-edge technology, serving as external validation of its capabilities.

The benchmarking initiative helped position both Qatar Steel and POMINI LRM as leaders in innovation and efficiency, creating pathways for further advancements and business expansion.



Case Study:

Rolling Mill Expands Product Range with Maintenance Departments

After the successful rolling trial of 14-meter rebar bundles in July 2024, Rolling Mill 2, Operations and Maintenance team, achieved another milestone with the trial production of 15-meter rebar bundles in August 2024. This accomplishment, driven by the collaborative efforts of all plant stakeholders, showcases the plant's adaptability and dedication to process innovation. The trial presents multiple potential benefits for future production and market positioning:

1. **Expanded Market Reach:** The ability to produce longer rebar bundles enables the company to serve specialized construction projects that benefit from fewer joints, enhancing structural integrity and reducing onsite labor costs.

2. **Operational Efficiency:** Manufacturing longer bundles streamlines production by reducing the handling and bundling stages, leading to more efficient workflows.

3. **Enhanced Reputation:** Successful execution of new production trials solidifies Qatar Steel reputation as an industry innovator, potentially attracting more clients and partnerships.

4. **Strategic Advantage:** The capability to produce various rebar lengths positions Qatar Steel to respond flexibly to custom orders, a significant asset in competitive markets.

Rolling Mill department plans for 2025:

Restoring the Output Precision and Performance of RM2 Roll Stands: Roll Stands Revamping (Maximizing Assets Potential) to increase the Service Life of RM2 Roll Stands, minimize Production Losses, reduce Spare Parts Consumption, mitigate Chock Bearing Failures and to preserve Capital Investment by Avoiding the Need for New Roll Stands.

Phase II Implementation of HOLL-TECK Entry 4-Roller Guide and Slitter Roller Guide for RB8-RB10-RB12: Phase II is a continuation of implementation of HOLL-TECK Guides, in order to ensure the realization of the anticipated benefits outlined in Phase I.The required HOLL-TECK guides that need to be procured consist of 4-Units Entry 4-Roller Guides and 4-Units Slitter Guide including 1 year operational spares. It is intended to be used for the production of RB8-RB10-RB12 sizes rolling.

Improving Bundle Forming Operations at RM2: Enhancing the Shape and Appearance of Bundles in the Mill, and Installation of Online optical rebar counting and separation systems.

Improvement of Roll Cooling System of RM2 Finishing Stands (Phase one): It is to improve the Roll Cooling System of RM2 Finishing Stands by implementing an Upgraded Design of Roll Cooling at Stand 13~16 during RB10 to RB20 size rolling.

Installation of Additional Hoppers for RM2 Reheating Furnace: Enhancing Efficiency of RM2 Reheating Furnace: Performance, Quality, and Cost Optimization through Installation of Additional Scale Hoppers Beneath Billet Turning Device.

5. Innovation Digitalization & Cybersecurity

We continue to advance our digital transformation journey, embedding innovation and cybersecurity at the core of its operational and strategic agenda. Qatar Steel's approach is guided by a structured Digitalization Roadmap, reviewed annually by the IT Steering Committee to ensure alignment with business priorities and emerging technologies.

Digitalization

Digitalization is a company-wide commitment, with initiatives identified and prioritized through collaboration between the IT department and business units. In 2024, we made progress across multiple fronts:

2024 Achievements :

Migration to Microsoft 365:	Enabled seamless collaboration, cloud-based productivity, and integration with AI tools.
AI Deployment:	Rolled out Microsoft Copilot AI and initiated AI implementation in operational departments.
ERP Cloud Migration:	Transitioned ERP systems to the cloud, with the Human Capital Management (HCM) module completed.
Mobile Applications:	Two mobile app projects initiated to enhance accessibility and responsiveness.
Document Digitalization:	Completed digitalization of document storage and introduced e-signatures for internal communications.
Operational Dashboards:	Replaced manual reporting with automated dashboards in key departments.
Boardroom Digitalization:	Upgraded main boardrooms with smart technologies. • PMMS (MES) Upgrade: Transitioned to a web-based platform for improved automation, scalability and integration.
Monitoring and Governance:	• Progress is tracked through Strategic Project Portfolio Management and reported to the IT Steering Committee. • User feedback surveys are conducted to assess adoption and satisfaction. • Risk reviews with mitigation planning are conducted frequently and periodically.

Cybersecurity

We maintain a robust cybersecurity framework aligned with ISO 27001:2022 and the Qatar Cyber Security Framework (QCSF). The company ensures the confidentiality, integrity, and availability of its digital assets through proactive risk management and continuous improvement.

2024 Highlights:

ISO 27001 Recertification: Successfully completed with zero observations.

Recognition: Received appreciation from QatarEnergy for contributions to threat hunting.

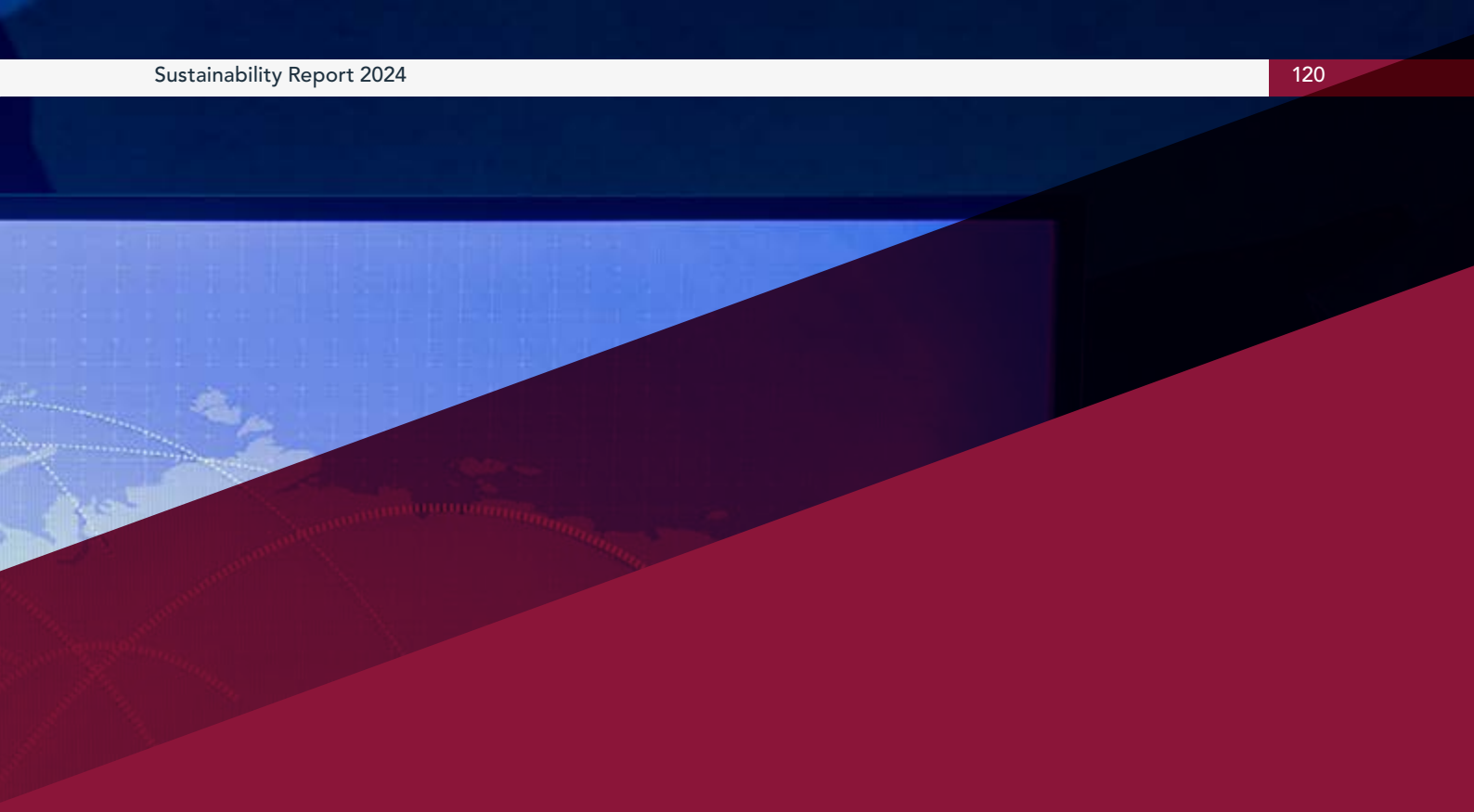
QCSF Maturity Assessment: Achieved a 95% score in the 2024 self-assessment.

Cybersecurity Drills: Participated in national drills organized by QatarEnergy and the National Cyber Security Agency (NCSA).

Advanced Threat Protection: Migrated to Microsoft 365 Defender for Endpoint Detection and Response (EDR) and Microsoft Purview for Data Loss Prevention (DLP).

Data Privacy and Protection:

- **No data breaches or complaints** were reported in 2024.
- **Data Classification Policy and DLP controls** are in place to protect sensitive information.
- **Minimal data collection practices** are followed, limited to transactional needs.
- **Employee Awareness:** Regular phishing simulations, awareness campaigns, and training sessions are conducted.



Looking ahead to 2025

Innovation & Digitalization:

AI implementation in Ironmaking and ERP environments.

Further automation of processes using Microsoft technologies and MES systems.

Launch of a mobile application for safety incident reporting.

Further automation of Health & Safety systems around incidents management and safety observations, including mobile capabilities.

Cybersecurity:

Complete security risk assessment of OT systems.

Implement new phishing simulation and training platform (Cofense).

Transition to ISO 27001:2022 and recertification.

Pilot OT vulnerability monitoring solution.

Deploy secure remote access for OT environments.

Conduct a Red Team exercise to evaluate cyber defenses.

Update the Digital Privacy Framework in line with NCSA requirements.

Case Study

Microsoft 365 Migration and AI Integration

One impactful initiative in 2024 was the migration to Microsoft 365, followed by the trial rollout of Microsoft Copilot AI. This transformation enabled:

- A unified digital workspace with OneDrive and Teams.
- Enhanced cybersecurity and backup capabilities.
- Improved productivity through AI-assisted workflows.
- Seamless collaboration and file sharing across departments.

The initiative was supported by Microsoft-led user adoption sessions and is now being scaled across the organization.

Appendix

Appendix A: ESG Data

Economic

Production	2022	2023	2024
Production - Qatar Steel, Qatar (metric tons)			
DRI	1,410,254	1,275,583	1,576,896
HBI	168,726	392,475	406,495
Molten Steel	1,090,348	1,155,250	1,185,022
Steel Billets (Crude Steel)	1,081,916	1,146,437	1,176,547
Rebar	891,587	983,322[1]	762,657[2]
Production - Qatar Steel FZE, Dubai, (metric tons)			
Rebar	274,696	320,016	335,827
Wire Rod and Rebar in Coils	135,934	117,983	95,640
Total production (metric tons)			
Total production (Finished and Semi-Finished Products)	3,963,113	4,235,816	4,354,062

1 39,695 MT of Rebars produced from Al Qataria is included.
2 146,190 MT of Rebars produced from Al Qataria is included.

Financial indicators (QAR Millions)	2022	2023	2024
Direct economic value generated	4,262	4,264	3,981
Total economic value distributed	4,448	4,693	4,040
Operating costs	3,422	3,639	3,442
Employee wages and benefits	426	455	498
Payments to providers of capital	600	600	100
Community investments (QAR)	35,000	100,000	203,844
Economic value retained	-186	-429	-59

Environment

Air Emissions (kg)	2022	2023	2024
NOx	464,100	704,790	399,550
SOx	78,200	38,720	51,850
Particulate matter (PM10)	168,600	208,000	249,040

Ozone Depleting Substances (ODS)	2022	2023	2024
Top-up quantities of ODS in metric tons of CFC-11 equivalent* (Metric tons)	0.19	0.14	0.11

GHG Emissions (tCO_2e)	2022	2023	2024
Scope 1	983,183	1,053,159	1,224,227
Scope 2	463,869	481,046	494,703
Total	1,447,052	1,534,205	1,718,930

Transport Impact Assessment - Raw Materials	2022	2023	2024
% of km traveled on road	2.49	0.76	1.00
% of km traveled by sea	97.51	99.24	99.0
Overall distance traveled by ton of raw material (km/ton)	0.17	0.05	0.05

Transport Impact Assessment - Sold Products	2022	2023	2024
% of km traveled on road	92.29	91.89	94.25
% of km traveled by sea	7.71	8.11	5.75
Overall distance traveled by ton of sold products (km/ton)	0.70	0.68	1.22

Energy Consumption (GJ)	2022	2023	2024
Fuel (non-renewable) consumption (GJ)	19,595,479	20,580,243	23,688,233
Electricity consumption (GJ)	3,440,315	3,632,055	3,756,442
Total energy consumption (GJ)	23,035,794	24,212,298	27,444,675
Natural gas (Nm^3)	489,310,071	513,689,854	591,311,154
Gasoline (L)	109,743	130,869	145,243
Diesel (GJ)	39,385	49,304	55,120

Material Management (Tons)	2022	2023	2024
Total weight of materials that are used to produce and package the organization's primary products	3,620,809	3,819,794	4,307,323
Non-renewable materials used	3,308,566	3,517,414	3,995,328
Renewable materials used	312,243	302,379	311,995
Total recycled input materials used	312,243	302,379	311,995
Percentage of recycled input materials used	9%	8%	7%

Water Consumption (m^3)	2022	2023	2024
Seawater	141,434,412	131,194,834	124,150,719
Desalinated purchased water (Kahramaa)	832,186	872,779	895,600
Total withdrawal	142,266,598	132,067,613	125,046,319
Total Discharged (to sea)	141,938,090	131,619,963	124,589,947
Total consumed	328,508	447,650	456,372
Water recycled	132,629	204,752.	127,924

Waste Management (Tons)	2022	2023	2024
Total waste & by-products generated	381,524	394,295	415,368
Hazardous waste	83	113	163
Non-hazardous waste*	381,441	394,182	415,127
Waste Directed to Landfill	1,103	1,220	1,309

Non-Hazardous By-Products Generated (Tons)	2022	2023	2024
Oxide fines	78,524.0	78,056.85	72,403.00
Mill scale	9,690.1	10,251.64	11,014.81
DR slurry + Classifier dust	15,742.4	21,907.09	19,027.19
DR fines / HBI fines	24,103.0	19,039.22	23,700.60
DR dust	18,719.0	15,975.73	17,315.85
EAF dust	21,977.8	16,172.61	14,072.86
Alloy dust	748.4	286.06	302.93
EF slag	13,1422.2	148,137.27	175,582.43
LF slag and collected dust	26,758.6	28,237.06	25,239.27
Undersize limestone	6,029.9	5,121.65	5,947.34
Undersize dolostone	5,008.1	11,311.78	10,502.58
Lime fines - pulverized lime	514.9	329.46	538.48
Hydrated lime	0.0	0.00	0.00
Dololime fines	764.2	1,293.74	2,838.36
Return scrap + slag separated material	40,155.5	36,693.77	35,197.66
Bricks / Refractories / Roof/ Tundish	92.9	16.31	0.00
Total by-products	380,251	392,830	413,683

By-Products Recycled/Sold (Tons)	2022	2023	2024
Oxide fines	45,686.15	105,515.38	50,500.11
Mill scale	8,800.00	7,338.34	16,023.92
DR slurry + Classifier dust	0.00	21,990.34	19,459.70
DR fines / HBI fines	22.75	10,474.50	13,910.00
DR dust	19.91	11,170.50	14,515.30
EAF dust	19,218.19	48,571.99	7,108.81
Alloy dust	0.00	0.00	0.00
EF slag	306,245.98	1,439,881.64	875,951.19
Collected dust	271,371.00	1,153,110.87	121,071.05
Undersize limestone	8,686.03	3,759.19	3,583.77
Undersize dolostone	9,606.99	3,774.56	18,316.30
Lime fines - pulverized lime	0.00	441.40	165.10
Hydrated lime	0.00	2,036.55	0.00
Dololime fines	438.04	473.44	126.57
Return scrap + slag separated material	40,631.81	44,355.18	54,805.59
Bricks / Refractories / Roof/ Tundish	4,232.62	0.00	0.00
Total by-products recycled/sold	714,959.45	2,852,893.89	1,195,537.40

Social

Health & Safety Parameters	2022	2023	2024
Total FTEs (incl. contractors)	2,268	2,590	2,290
Total injuries	5	6	5
Total Recordable Injury Rate (TRIR)	0.18	0.2	0.16
Recordable work-related injuries (employees)	2	3	2
Injury rate (employees)*	0.17	0.26	0.17
Recordable work-related injuries (contractors)	3	3	3
Injury rate (Contractor)*	0.19	0.16	0.15
Work-related fatalities	0	0	0
Total training hours	43,466	20,598	23,038
Number of employees and contractors trained	1,135	1,133	1,139
Average Hours of training	38.30	18.18	20.23

Number of Employees	2022	2023	2024
Total number of employees	**1,151**	**1,136**	**1,148**
Female	10	13	16
Male	1,141	1,123	1,132
Total number of non-employee workers under the organization's control	1123	1461	1151

New Hires	2022	2023	2024
Newly hired employees	106	27	49
By Age Group			
Under 30 years old	15	7	10
30-50 years old	77	19	35
Over 50 years old	14	1	4
By Gender			
Female	3	3	5
Male	103	24	44

Workforce Turnover Overview	2022	2023	2024
Employees leaving employment	28	44	37
Turnover Rate	2.4%	3.9%	3.2%
By Age Group			
Under 30 years old	1	1	1
30-50 years old	17	22	26
Over 50 years old	10	21	10
By Gender			
Female	1	1	1
Male	27	43	36

Fair Wages	2022	2023	2024
Ratio of the standard entry-level wage for Qatari Nationals to the local minimum wage Entry-Level Wage*	3.2	3.2	3.2
Ratio of the standard entry-level wage for Foreigners to the local minimum wage Entry-Level Wage*	2	2	2
Median income of men (QAR)	11,499	12,069	12,123
Median income of women (QAR)	16,136	15,452	15,222
Gender Pay Gap (%)	-40	-28	-26
Ratio of average salary of women to men	1.4	1.28	1.26

**Since local minimum wage has not changed since 2021, and Qatar Steel's entry-level wage has not changed since 2022, then the ratio for the above KPIs remains constant.*

Qatarization	2022	2023	2024
Qatari Nationals in workforce in %	13%	13%	14%
Total number of Qatar National employees	153	151	156
Qatari Employees Breakdown by Gender			
Female Employees	4	7	8
Male Employees	149	144	148
Qatari Employees Breakdown by Level			
Senior Management	32	33	45
Middle Management	70	69	62
Staff	51	49	49
Other Nationalities Break Down By Level			
Senior Management -Other Nationalities	39	47	52
Middle Management -Other Nationalities	68	69	84
Staff - Other Nationality	891	869	856

Average Hours of Training	2022	2023	2024
Female employees	0.22	0.62	19.84
Male employees	31.42	36.44	32.61
Senior management	2.93	5.93	4.96
Middle management	4.24	7.13	37.98
Staff (Intermediate Plant and Office)	24.47	23.99	32.40

Volunteerism and Impact	2022	2023	2024
Volunteer hours	145	174	856
Community investment (QAR)	35,000	100,000	203,844

Procurement Metrics	2022	2023	2024
New suppliers screened (%)	0	0	45
Suppliers with negative impacts	0	0	0

Local suppliers (%)	62.7	61.8	64.2
Local procurement spending (%)	25.7	34.3	31.2

Governance

Board Composition	2022	2023	2024
Executive members	1	1	1
Non-executive members	6	6	6
Independent members	0	0	0

Communication of Anti-Corruption Policies and Procedures	2022	2023	2024
Governance members	7	7	7
Senior management	71	80	97
Middle management	138	138	146
Staff	942	918	905
Business partners	647	660	599

Operations assessed for Corruption	2022	2023	2024
Total number of operations assessed for risks related to corruption	16	19	23
Total percentage of operations assessed for risks related to corruption	84%	100%	100%

Appendix B: Stakeholder Engagement Map

Stakeholder	Stakeholder Expectations	Ways of Engaging our Stakeholders	Why our Stakeholders are important to us	Why are we important to our stakeholders
Shareholders IQ/ QatarEnergy	• Contributing to Qatar's national growth and development policy • Profitable growth (from current operations) • Excellent investment portfolio	• One-to-one meetings, visits & workshops • AGM • Board Meetings • Business Visits • Joint Programs & Partnerships	• Industry – Academic collaboration • Build confidence with local communities • Recycling of by-products • Financial & economic growth	• Business opportunities • Product innovation • Revenue & growth
Affiliates / Subsidiaries	• Bring QS value in practices, methodologies, technology, etc. • Capitalize on growth opportunities • Compliment in production processes and materials • Reference to a leading steel manufacturer	• AGM • Board Meetings • Visits	• Financial & economic growth	• Investors return • Sustainable growth
Suppliers	• Long-term contracts to ensure sustainable demand • On time payments of invoices • Clear two-way communication to meet delivery service level agreement of resource/ material	• Business Visits • Conferences & Seminars • Emails / Virtual meeting platform	• Quality of goods & services as per contract • On time delivery • Competitive price	• Business opportunities • Swift and timely payment
Employees	• Attractive job (content, security, professional growth) • Reward & recognition; competitive compensation • Healthy, safe & exciting working environment • Employee engagement: challenging job with accountability	• Intranet & emails • One-to-one meetings & annual gathering • Training programs • Code of Ethics & Business conduct • Performance appraisal • Grievance redressal mechanisms	• Perform quality & productive leadership • Most important assets to run the business	• Providing safe & secure experience

Customers	• Meeting the local demand for steel products • Meeting the product specifications • Sustainable on time delivery and availability • Reliable and efficient customer service	• One-to-one meetings • Emails / phone calls & customer visits • Customer satisfaction surveys • Exhibitions / Conferences • Traders meet	• Innovative partnerships for sustainable growth • Profitable business growth	• Meeting local, regional, and international market demands • Provide quality products
Regulatory Bodies / Steel Associations / Competitors	• Timely adherence to standards and norms • Guiding the Ministry of Commerce on steel trades, competition • Participating in initiatives from Ministry of Energy, supporting SMEs • Fair Trade • Active participation at regional & global steel association programs and act as local representative in Qatar; hosting conferences	• Joint programs & partnerships • One-to-one meetings • Conferences & seminars • Risk & audit reports • Press releases • Interviews • Sponsorships	• Strongly shape reputation and promote awareness of product & operations • Benchmarking / knowledge sharing	• Product innovation • Economic growth • Improving brand image
Community (NGOs, Research Institutions, interns & others)	• Corporate Social Responsibility • Clean Environment • Skill development opportunities • Industry – Academic collaboration	• One-to-one meetings • Field visits & workshops • Knowledge sharing	• Build confidence	• Provide support for social and local community development • Skill development

Appendix C: GRI Content Index

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

Statement of use	Qatar Steel has reported in accordance with the GRI Standards for the period January 1st 2024 to December 31st 2024.
GRI 1 used	GRI 1: Foundation 2021

CONTENT INDEX ESSENTIALS SERVICE

2026

Gri Standard/ Other Source	Disclosure	Pg No.s	Direct Answer	Omission		
				Requirement(S) Omitted	Reason	Explanation
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	12				
	2-2 Entities included in the organization's sustainability reporting	19, 21				
	2-3 Reporting period, frequency and contact point	9, 10				
	2-4 Restatements of information	75	The total number of contractors was reported as an average value. This year it was changed to year-end and updated for the historical values			
	2-5 External assurance	10, Appendix G				
	2-6 Activities, value chain and other business relationships	20				
	2-7 Employees	71				
	2-8 Workers who are not employees	71				
	2-9 Governance structure and composition	101				
	2-10 Nomination and selection of the highest governance body	104				

	2-11 Chair of the highest governance body	103				
	2-12 Role of the highest governance body in overseeing the management of impacts	101				
	2-13 Delegation of responsibility for managing impacts	102				
	2-14 Role of the highest governance body in sustainability reporting	102				
	2-15 Conflicts of interest	104				
	2-16 Communication of critical concerns	105				
	2-17 Collective knowledge of the highest governance body		The Board has taken adequate measures such as planning of smart infrastructure, responsible use of information technology and protecting environment through HSE advanced activities.			
	2-18 Evaluation of the performance of the highest governance body		The Board may choose to carry out the assessment internally by completing and signing the Board /Board Committee Annual Evaluation Form or may delegate to the Board Secretary to appoint an external consultant to evaluate its effectiveness.			
	2-19 Remuneration policies	104				
	2-20 Process to determine remuneration	104				

	2-21 Annual total compensation ratio			2-21	Confidentiality constraints	The remuneration policies are in accordance with internal directives which are classified.
	2-22 Statement on sustainable development strategy	29-32				
	2-23 Policy commitments	31				
	2-24 Embedding policy commitments	31				
	2-25 Processes to remediate negative impacts	107				
	2-26 Mechanisms for seeking advice and raising concerns		Covered by Qatar Steel's Code of Ethics and Business conduct https://www.qatarsteel.com.qa/			
	2-27 Compliance with laws and regulations	82, 83, 84				
	2-28 Membership associations	13				
	2-29 Approach to stakeholder engagement	29				
	2-30 Collective bargaining agreements	26		2-30a, 2,30b	Not applicable	The prevailing system in Qatar places limitations on collective bargaining.
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	35				
	3-2 List of material topics	36				
Air Emissions & GHG Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	39-41				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	39				
	305-2 Energy indirect (Scope 2) GHG emissions 10	39				

	305-3 Other indirect (Scope 3) GHG emissions		Currently Scope 3 emission is reported as part of EPD report by CARES. https://www.qatarsteel.com.qa/certifications/			
	305-4 GHG emissions intensity	39				
	305-5 Reduction of GHG emissions	39		305-5a	Information unavailable/ incomplete	Qatar Steel's direct GHG emission reduction initiatives are under feasibility study.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	40				
Occupational Health, Wellbeing & Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	66-70				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	67				
	403-2 Hazard identification, risk assessment, and incident investigation	66				
	403-3 Occupational health services	68				
	403-4 Worker participation, consultation, and communication on occupational health and safety	68				
	403-5 Worker training on occupational health and safety	67				
	403-8 Workers covered by an occupational health and safety management system	67				
	403-9 Work-related injuries	67				
Water & Effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	55-57				

GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	55				
	303-2 Management of water discharge-related impacts	56				
	303-3 Water withdrawal	56				
	303-4 Water discharge	56				
	303-5 Water consumption	56				
Waste Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	58-62				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	58-62				
	306-2 Management of significant waste-related impacts	61-62				
	306-3 Waste generated	58-60				
	306-4 Waste diverted from disposal	60-62				
	306-5 Waste directed to disposal	58-59				
Governance, Ethics, Compliance & Risk Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	105-107				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	105-107				
	205-2 Communication and training about anti-corruption policies and procedures	105-107				
	205-3 Confirmed incidents of corruption and actions taken	105-107				
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	105-107				

Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	50-52				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	50				
	302-3 Energy intensity	51				
	302-4 Reduction of energy consumption	51				
Community Trust, Health & Investment						
GRI 3: Material Topics 2021	3-3 Management of material topics	87–92				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	87–92				
	413-2 Operations with significant actual and potential negative impacts on local communities	87–88				
Procurement Practices & Responsible Supply Chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	99-100				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	99-100				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	99-100				
	308-2 Negative environmental impacts in the supply chain and actions taken	99-100	Only Key Raw Material Suppliers are assessed currently based on the total procurement volume and spend, around 70% of total spend			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	99-100				
	414-2 Negative social impacts in the supply chain and actions taken	99-100				

Recruitment & Management of Talent						
GRI 3: Material Topics 2021	3-3 Management of material topics	73-74, 81-82				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	73-74				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	81-82				
	401-3 Parental leave			401-3	Not applicable	Parental leave is granted to female employees only, it provides 90 days of leave for the birth of a single child, and 180 days for the birth of twins or a child with special needs. This exceeds the requirements set by the Qatar Labor Law.
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	63-65				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss		Qatar Steel covers biodiversity considerations through the company's existing environmental, sustainability, and regulatory compliance frameworks, which govern land use, emissions, effluents, waste management, and environmental protection across operations.			
	101-2 Management of biodiversity impacts	63-64	Consultants and studies have ensured that Qatar Steel's operations are not conducted in areas of high biodiversity value and do not have a harmful impact on the biodiversity species in its region.	101-2 b, 101-2 c, 101-2 d	Not applicable	Qatar Steel operates in the Mesaieed Industrial City-MIC, a designated area for industrial usage. There are no natural habitats, reserves or sanctuaries in the nearby area surrounding the industrial city.

	101-3 Access and benefit-sharing			101-3	Not Applicable	Qatar Steel's operations do not use, collect, research, commercialize, or develop products based on genetic materials.
	101-4 Identification of biodiversity impacts			101-4	Not Applicable	Qatar Steel does not operate within or directly manage any officially designated natural habitat or protected area. However, the company has taken proactive steps to enhance biodiversity within its industrial premises in Mesaieed Industrial City, which is an area of low ecological sensitivity.
	101-5 Locations with biodiversity impacts			101-5	Not Applicable	Qatar Steel does not operate within or directly manage any officially designated natural habitat or protected area. However, the company has taken proactive steps to enhance biodiversity within its industrial premises in Mesaieed Industrial City, which is an area of low ecological sensitivity.

	101-6 Direct drivers of biodiversity loss			101-6	Not Applicable	Qatar Steel does not operate within or directly manage any officially designated natural habitat or protected area. However, the company has taken proactive steps to enhance biodiversity within its industrial premises in Mesaieed Industrial City, which is an area of low ecological sensitivity.
	101-7 Changes to the state of biodiversity			101-7	Not Applicable	Qatar Steel does not operate within or directly manage any officially designated natural habitat or protected area. However, the company has taken proactive steps to enhance biodiversity within its industrial premises in Mesaieed Industrial City, which is an area of low ecological sensitivity.

	101-8 Ecosystem services			101-8	Not Applicable	Qatar Steel does not operate within or directly manage any officially designated natural habitat or protected area. However, the company has taken proactive steps to enhance biodiversity within its industrial premises in Mesaieed Industrial City, which is an area of low ecological sensitivity.
Labour Management Relationships						
GRI 3: Material Topics 2021	3-3 Management of material topics	83-85				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes		In general, whenever significant operational changes occur following organization and key personnel assignments sufficient and appropriate period of prior information and notices provided ranging from 30 days that varies from case to case.	402-1 b	Not applicable	Collective bargaining, negotiation and agreements are not relevant to Qatar Steel business
Training & Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	79–81				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	79–80				
	404-2 Programs for upgrading employee skills and transition assistance programs	79–81				
	404-3 Percentage of employees receiving regular performance and career development reviews	79				

Diversity & Equal Opportunities						
GRI 3: Material Topics 2021	3-3 Management of material topics	71–76, 102–104				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	71–74, 102–104				
	405-2 Ratio of basic salary and remuneration of women to men	75–76				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	76				
Materials & Circular Economy						
GRI 3: Material Topics 2021	3-3 Management of material topics	53-55				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	53, 55				
	301-2 Recycled input materials used	53, 55				
	301-3 Reclaimed products and their packaging materials	53, 55				
Human Rights						
GRI 3: Material Topics 2021	3-3 Management of material topics	86				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Qatari laws limit formal collective bargaining			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	86				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	86				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	86				

Product Stewardship						
GRI 3: Material Topics 2021	3-3 Management of material topics	97				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	97				
	417-2 Incidents of non-compliance concerning product and service information and labeling	97				
	417-3 Incidents of non-compliance concerning marketing communications	97				
Innovation, Digitalization & Cybersecurity						
GRI 3: Material Topics 2021	3-3 Management of material topics	117-121				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	118				
Qatarization						
GRI 3: Material Topics 2021	3-3 Management of material topics	78				
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	78				
Market Presence & Product Diversification						
GRI 3: Material Topics 2021	3-3 Management of material topics	75-76				
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	75-76				
Economic Performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	22				

GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	22				
	201-3 Defined benefit plan obligations and other retirement plans	22				
Climate Risks & Opportunities						
GRI 3: Material Topics 2021	3-3 Management of material topics	42-47				
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	45		201-2a (v)	Information unavailable/ incomplete	Qatar Steel is currently undertaking a feasibility study to evaluate the potential installation of a solar power plant within its premises. The aim is to reduce Scope 2 emissions, and a more accurate estimate of the project cost will be available upon completion of the study.
Operational Efficiency						
GRI 3: Material Topics 2021	3-3 Management of material topics	108				
Reporting & Stakeholder Engagement						
GRI 3: Material Topics 2021	3-3 Management of material topics	23 & Appendix B				
Environmental Risk Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	48				

Appendix D: TCFD Table

TCFD Recommendations	Page Number (s) and/or Direct Answer
Governance	
a. Describe the Board's oversight of climate-related risks and opportunities.	42
b. Describe management's role in assessing and managing climate-related risks and opportunities.	42
Strategy	
a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term.	43-45
b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	43-45
c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	43-45
Risk Management	
a. Describe the organization's processes for identifying and assessing climate-related risks.	48-49
b. Describe the organization's processes for managing climate-related risks.	48-49
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	48-49
Metrics and Targets	
a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	47
b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	47
c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	47

Appendix E: CARES Maturity Assessment

Qatar Steel assesses its level of sustainability maturity in line with the methodology provided by CARES Sustainable Constructional Steel Scheme Principles.

Sustainability Principles and Practices		Maturity Level	Objectives & Plan(s) / Program(s)
Inclusivity	Stakeholder identification, and mapping. Stakeholder issue identification	Proactive and Learning	1. Engaged with MECC to ensure compliance with applicable external regulations & requirements for CTO. 2. Continual engagement of employees through satisfaction surveys and code of ethics that helps the management in identifying their main concerns. 3. Annual stakeholder mapping for identifying channels of engagement, main concerns, and responses to them. 4. Development of Stakeholder Advisory Group comprising representatives from key stakeholders to act as an advisory the body is in process and developed internal governance structures for effective engagement. 5. Qatar Steel actively gather feedback on its sustainability reporting and its performance through a form available on the website from stakeholders. 6. Certified for ISO 9001, ISO 14001, ISO 45001, CARES Sustainability and Responsible Sourcing (BES 6001), ISO 17025, and Product certification. 7. Qatar Steel continuously identifying the new and potential stakeholders who are important to meet the short term and long-term goals. 8. Qatar Steel has well developed policy and procedures to address the issues raised by stakeholders such as customer claims, supplier concerns, employee grievances etc. 9. Annual customer satisfaction surveys conducted by sales/Marketing department. 10. From stakeholders' engagement activities, relevant issues which affect the company's activities are identified and reviewed by respective departmental focal points and discussed during the concerned management meetings to address the issues effectively.

Inclusivity	Open engagement in various formats for various stakeholders. Communication of organization response to issues raised.	Proactive and Learning	1. Engaged with MECC to ensure targets agreed in the CTO are managed and reported correctly. 2. Environmental Monitoring Programs are in place to ensure compliance with applicable regulations. 3. Qatar Steel has integrated Sustainability into its corporate strategy and has implemented a sustainability roadmap that identifies opportunities/risks associated, which is quarterly reviewed in Balance Score Card meeting. 4. An Integrated Enterprise Risk Management (ERM) framework is in place to manage business risks. 5. To further enhance business resiliency, Qatar Steel established a comprehensive Business Continuity Management System (BCMS) in 2017. 6. Sustainable development is part of risk management through the Enterprise Risk Management System (ERM). 7. Qatar Steel also a member of World Steel Association Sustainability Charter. 8. Sustainability KPIs are reported to QatarEnergy, Industries Qatar, World Steel Association, CARES and Earthna Qatar. 9. In 2023, Qatar Steel became member of ResponsibleSteel. 10. Qatar Steel is a member of World Steel Association and actively participates in meetings of various committees such as Environmental Committee, Sustainability Reporting Expert Group, Safety and CO_2 data collection program etc. 11. Qatar Steel has various policies and procedures to respond to relevant issues raised by stakeholders such as customer claim handling, supplier concerns, employee complaints etc.

Integrity	Leadership shown - clear Accountabilities documented	Proactive and learning	1. Commitment from QS MD & CEO for leading the regional market sector on sustainability issues. 2. The sustainability Policy is reviewed and approved by QS MD & CEO on a yearly basis/as and when required. The updated Sustainability Policy is published on QS website. 3. Adhered to CARES Quality and Operations Assessment Schedule, ISO 9001, Quality Management System, and CARES Product Certification since 2006. 4. Sustainability objectives developed through the Management Systems (QMS, EMS, OH & S) are in place. Additionally, there is a well developed sustainability framework and commitments. 5. Maintained certificates for Sustainable Constructional Steel (SCS) and Responsible Sourcing (BES 6001) certified by CARES. 6. Qatar Steel is a member of the World Steel Association's (WorldSteel) Sustainability Charter. 7. Qatar Steel has a Code of Ethics & Business Conduct, Discipline, Harassment and Grievance Handling procedures, and Fraud Risk Management Policy.
	Integrity risks identified and managed	Proactive and learning	1. Adopted Environmental Management System complying with ISO 14001 and Occupational Health and Safety Management System according to ISO 45001. 2. Adopted a comprehensive and Integrated Enterprise Risk Management (ERM) framework for mitigating the various risks to which the businesses are exposed. during their operations and strategic actions. The risk register identifies the monitoring and control measures to mitigate and reduce the risk to an acceptable level. Business Continuity Management (BCM) is identifying and monitoring the overall business risks of the company.
	Code of Conduct adopted	Proactive and learning	1. Qatar Steel Code of Ethics and Business Conduct with a message from the Chairman of the Board and MD & CEO reaffirms its commitment to the highest ethical and legal principles of accountability, excellence, fairness, honesty, and respect. 2. Qatar Steel has Human Rights Policy which is published in QS website.

Stewardship	Sustainable development culture	Proactive and learning	1. The culture of sustainable development is fully integrated. Sustainability objectives are well integrated into departmental levels, and its performance is being monitored through the Balanced scorecard system. 2. A sustainability focal point in each department and links departmental sustainability objectives with the organizational sustainability roadmap. 3. Qatar Steel allocates a dedicated budget for community investment. 4. Qatar Steel has CARES Sustainable Constructional Steel Certification with a Rosette 1 rating. 5. Qatar Steel has Qatar Sustainable Constructional Material Certification from Earthna (member of Qatar Foundation).
	Responsible / Sustainable Supply chain approach adopted	Proactive and learning	1. Suppliers are selected based on technical compliance, cost, delivery time, environmental, safety, and human rights performance criteria. 2. Key raw material suppliers are evaluated for the sustainability aspects. 3. Sustainability Impact Assessment is also conducted. 4. Qatar Steel has CARES – BES 6001 Responsible Sourcing Certification with a "Very Good" rating. 5. Further developments related are expected in the coming year. 6. In 2023, Qatar Steel became a member of ResponsibleSteel.
	Systematic Environmental Management	Proactive and learning	Comprehensive environmental impact/ risk management functions that investigate environmental risks in the organization and communicate to the Board through the Audit Committee. Qatar Steel has implemented Environment Management System ISO 14001 which is being audited and certified by CARES.

Stewardship	Systematic Social Management	Proactive and learning	Community Investment and Engagement of the local community is in place through Public Relations, CSR Department and Human Capital Department. As part of Qatar Steel strategic goals, it is committed to empowering local communities. To achieve this, Qatar Steel has established ambitious targets that include augmenting CSR spending, developing a comprehensive CSR strategy and framework, and implementing a CSR policy. Qatar Steel has introduced intense internship programs, lasting eight to twelve weeks every year, for students and/or graduates from various scientific backgrounds. In line with Qatar Steel's commitment to employee wellbeing and community service, Qatar Steel continues to take proactive measures in organizing and participating in events and activities.
	Systematic Economic Management	Proactive and learning	1. Since 2003, Qatar Steel has been fully owned by Industries Qatar (IQ), a subsidiary of QatarEnergy with investments in the petrochemicals, fertilizer, and steel sectors. 2. Qatar Steel strives to stay up to date with the latest developments in the industry and is constantly seeking out new opportunities for growth. 3. At Qatar Steel, we have established several comprehensive processes and procedures that assess the company's financial wellbeing and growth over time. This includes evaluating the financial aspects of operations, revenue generation, and profitability. From a sustainability context, we also assess how our economic value is distributed to stakeholders, through factors such as wages, and procurement of goods and services, among others.

Stewardship	Skills and training	Proactive and learning	1. A training plan including theoretical and practical training regarding quality, environment, H&S and Sustainability is in place. 2. Sustainability Portal was created in an intranet where Sustainability related knowledge sheets are shared. 3. As part of the constant efforts to improve our services and to make learning accessible to all, Learning & Development Department has launched Qatar Steel university LMS portal. Qatar Steel has partnered with World Steel Association to provide online training to employees related to Steel Making technology, HSE and Sustainability topics.
	Career development	Proactive and learning	1. The performance Appraisal System is in place. 2. To attract fresh talent, we adhere to local industry best practices by offering competitive pay packages, specialized training programs, and continuous career development opportunities. Our attractive salary and benefits packages include group insurance, retirement benefits, tuition reimbursement, sick leave, and paid vacation. 3. We actively support educational opportunities through scholarships and sponsorship programs, as well as providing alternative work arrangements for newly hired Qatari trainees. 4. At Qatar Steel, we are committed to upholding fair wages for our employees, with a particular emphasis on eliminating any gender disparities. We firmly believe that compensation should be based on merit and job responsibilities, rather than any other factors.
Transparency	Identify appropriate metrics/ KPIs, Monitor performance	Engaged	1. Sustainability Road Map objectives are reviewed quarterly during the Balance Score Card meeting. 2. The management Review meeting is undertaken annually, and objectives/targets are set to reflect continual improvement as a part of Sustainability Management.

Transparency	Publicly report on management practices and performance, Review performance	Proactive and learning	1. Qatar Steel has been issuing Sustainability Reports from 2011 annually providing a transparent channel of its sustainability performance to its stakeholders. 2. Qatar Steel also published its commitment to Sustainability principles by becoming a member of the World Steel Association's Sustainability Charter. 3. Qatar Steel's ESG performance has been published in Industries Qatar ESG report. 4. Sustainability Road Map objectives are reviewed quarterly during the Balance Score Card meeting.

Appendix F: Sustainability Road Map Performance

The table below outlines the targets and action plans detailed in our Sustainability Roadmap 2022–2026, serving as the foundation for our ESG initiatives throughout this period.

Strategic Objective	Targets	2024 Action Plan	2024 Actual Performance
Sustainable Steel Supplier of Choice	1. Receive Qatar Sustainable Construction Material Certificates	Receive the second certification of Qatar Sustainable Construction Material Certificate of Management (CoM) from QGBC.	Currently Quality & Sustainability Department is working on ResponsibleSteel site certification which is widely accepted by stakeholders.
	2. Diversify QS' products portfolio through introducing up to 3 new Eco-labeled innovative construction steel products by 2026	Cross check ISO 14024 environmental labeling Principles and procedures for construction steel.	Qatar Steel also has an externally verified EPD certificate issued by BRE Global. Certificate is valid until April 2026. There are plans in place to acquire separate EPD certificates for DRI/HBI and Billet through CARES https://www.qatarsteel.com.qa/wp-content/uploads/2023/02/EPD-Certificate_BRE.pdf
Pursuing Innovation in Low Carbon Steelmaking	1. Sign at least 2 MoUs with leading Qatari universities for R&D projects by 2026	Identify Qatari universities that are prominent in R&D and are well known for their education quality and the competency of their students.	Two Qatari Universities have been identified.

	2. Sign one MoU with distinguished Qatari Research Center	Sign MoU with a leading research center in Qatar to support national aims of boosting R&D in Qatar and collaborating on scientific research that would impact both QS overall sustainability and Qatar development.	It is ongoing with one of the local R&D companies.
Breakthrough Low Carbon Footprint Steel Industry	1. Incrementally reduce GHG Emission Intensity by 2026	Implementing the 2022-2026 strategy and achieving other targets (overarching target that will happen because of the subsequent targets and action items proposed in this strategy). (Target year 2026)	RASCI Matrix for each strategic action item of the Sustainability Road Map 2022 -2026 is monitored under the BSC platform as a Sustainability Score Card.
		1.34 tCO2/ton of crude steel produced	In 2024, GHG Emission Intensity is 1.45 tCO2/ton of molten steel produced. Qatar Steel is currently conducting a feasibility study to assess the implementation of a solar power plant within its premises.
	2. Transport Impact monitoring and reduction	Include Transport Impact in QS Sustainability Policy.	Sustainability Policy has been updated.

		Map out transport activities (Upstream, Downstream, employees transport and business travel) and calculate the associated emissions. (Target year 2023)	Mapping has started.
Leading Reduction in Energy Consumption in Steel Industry	1. 20% reduction in energy intensity by 2026	13.00 GJ/ton of crude steel	Energy Intensity (GJ/ton of crude steel) in 2024 is 23.33
Leading Water Management in the Steel Industry	1. ~20,000 m^3/ year process wastewater discharged to sea by 2026	200,000 m^3/ year process wastewater discharged to sea	439,228 m^3/year process wastewater discharged to sea in 2024.
	2. 80% recycling rate of processed water by 2026	Complete the construction of the Near Zero Liquid Discharge (NZLD) Plant that will allow for higher volumes of water reusing and recycling. (Target year 2023)	NZDL plant was handed over to Qatar Steel by the contractor.
		60% recycling rate of processed water	22.5 % recycling rate of processed water achieved in 2024 due to delay in N-ZLD plant operation.
Leader in Recycling and Reusing in the Qatar Industry Sector	1. Increase % scrap used as input material to 35% by 2026	27.8 % scrap used as input material	In 2024, the scrap used as input material is 20.99 %.
		Research local and international scrap providers.	Qatar Steel is trying to increase the recycling of pre- and post-consumer scrap as much as possible. Scrap generated locally has been recycled mainly by Qatar Steel.

		50 % EF slag sold to suppliers and/or third-party concrete production companies	In 2024, around 875,951 tons of EAF Slag has been recycled, which is more than 100 % of generated quantity.
	2. Increasing percentage of recycled/sold by-products (other than EF slag) to 84%	78 % of recycled/ sold by-products (other than EF slag)	Over 93% recycled/sold in 2024.
		Identify possible ways for reusing and recycling steel by-products (other than slag), as per the World Steel Net Zero Methodology Pathway.	In 2024, ~ 28,426 Tons of DRI fines+ DRI dust was consumed at Cold Briquetting Plant to produce Reduced Briquettes.
Nurturing Human Capital	1. Increase rate of female employment	Implement internship programs for female recent graduates, specifically women in STEM.	In 2024,3 females attended internship training program at Qatar Steel.
		Participate in university job fairs to recruit women with the appropriate educational backgrounds for positions at QS.	Qatar Steel attended two Career fairs in 2024 in University of Doha for Science and Technology and Carnegie Mellon University.
		Increase the female employment	1.40 % Female employment rate in 2024.
	2. Increase training hours	35 hrs of training/ employee	Hours were 32.49 in 2024.

Zero-Harm Culture and Performance	**1.** Maintain low rates of TRIFR (employees and contractors)	1.01 TRIFR	TRIFR was 0.79 in 2024 (1 million working hours). Regular training sessions were conducted for both staff and contractors to reinforce the importance of adhering to safety protocols, such as the prompt reporting of incidents, compliance with Safe Operating Procedures, and the significance of conducting Hazard Identification and Risk Assessments. These critical topics were also communicated in toolbox talks. Additionally, numerous Health, Safety, and Environment (HSE) audits were carried out to verify adherence to established HSE policies and procedures.
	2. Maintain near zero LTIFR (employees and contractors)	0.39 LTIFR	LTIFR was 0.16 in 2024 (1 million working hours). A variety of safety initiatives targeting recurrent incidents were deployed across multiple channels, such as desktop screensavers and display posters. Additionally, proactive safety measures were implemented, including a Heat Stress Management program. This program involved the distribution of informative leaflets, water bottles and the heat index card to promote awareness of heat stress risks during peak summer periods. These efforts were aimed at enhancing safety consciousness and preventing accidents.
	3. Increasing the total H&S training hours	33159 total H&S training hours per employees	Hours were 13762.33 (employees) in 2024.
		Ensure that employees understand the H&S requirements at QS, with refresher sessions held quarterly.	HSE Refresher sessions for employees in conjunction with the L&D section are ongoing as per the prescribed schedule.

		Hold H&S activities and workshops to instill the safety culture at QS.	Employee and contractor awareness sessions have been conducted to reinforce the importance of reporting incidents, fostering a culture of safety. Additionally, refresher sessions on Hazard Identification and Risk Assessment emphasize their significance during toolbox talks. Pre-Shutdown HSE sessions have been conducted to instill and remind the employees and contractors regarding QS Safety protocols and procedures.
Empowering Local Communities	**1.** Graduate 100 interns by end of 2026	Introduce 8-12 weeks internship programs every year for 20 students and/or graduates from various scientific backgrounds.	A total of 14 students attended the Internship program in 2024.
	2. 18.4 % Qatarisation rate by 2029	Offer qualified interns full-time job offers.	The organization will offer a job opportunity to qualified Qatari interns who are not under scholarship from other companies after they graduate.
		Intensify recruitment of local talents.	Total no of Qataris in 2024 is 156 compared to 151 in 2023.
		Increasing Qatarisation rate	Qatarization target for 2024 is 13.8%. Qatar Steel achieved 13.92%
	3. 60% local procurement spending by 2026	48% local procurement spending.	The actual % of local procurement in 2024 (overall) is 31.17 %
		Increase local content across the supply chain with focus on SMEs.	QS monitors its spending on local suppliers and local SMEs.
	4. 30% YOY increase in CSR spending	Develop a CSR strategy and framework. (Target year 2023)	CSR policy with strategy and framework is prepared by CSR department.
		121,934 CSR Spending	Spending in 2024 was 203,844 QAR

Championing Sustainability Stewardship	1. Improve sustainability management and performance	Form a Sustainability Committee and develop associated Charter. (Target year 2023)	Qatar Steel's existing Sustainability Management Governance structure is under Technical Function and managed by the Quality & Sustainability Department.
		Engage QS management team to oversee sustainability related topics.	Sustainability Roadmap 2022-2026 action plans with RASCI and respective mandates of Chiefs stipulates to lead/manage ESG related topics.
		Enhance the yearly reporting process and close disclosure gaps identified in the benchmarking and strategy.	Refreshed materiality for 2024.
		Participate in the WorldSteel Association Sustainability Charter and Sustainability Championship Program.	Qatar Steel is member of WorldSteel's Sustainability Charter and committed to charter principles. https://www.qatarsteel.com.qa.qa/our-sustainability-approach/world-steel-associations-sustainability-charter-member/
	2. Increase the robustness of QS' internal governance approach	Develop a Human Rights Policy.	Human Rights Policy has been updated. For more information please visit the Human Rights Policy page on **www.qatarsteel.com.qa**
		Develop a CSR policy.	CSR department has been formed in 2023, and the CSR procedure is created. https://www.qatarsteel.com.qa.qa/wp-content/uploads/2024/06/QS-CSR-Policy.pdf
		Adopt Social Accountability Certification: SA 8000.	Existing CSR framework is aligned.

		Increase transparency by making these policies and other internal policies publicly available for QS stakeholders.	Many policies are publicly available on the website, and the newly developed ones will be published too.
	3. Improve Responsible Sourcing practices	Develop a 'Responsible Sourcing' Policy.	The responsible sourcing policy has been developed and published on the QS website. It will be reviewed further. Link to the Policy
		Map out QS's suppliers and identify their sustainability impact H&S, Environment, Human Rights, etc.	Supplier Mapping with ESG topics has been developed for Tier 1 suppliers. Supplier Mapping with Sustainability Topics
		Evaluate suppliers against ESG factors annually and report on the assessment outcomes in sustainability reports.	QS has a checklist for suppliers of key raw materials. Key raw materials suppliers are assessed against the ESG factors.
		Apply for and obtain the ResponsibleSteel Certification for responsible sourcing.	ResponsibleSteel core site certification Stage 1 audit has been completed in August 2024 and Stage 2 audit is planned in 2025.

Appendix G: Assurance Statement

LRQA Independent Assurance Statement

Relating to Qatar Steel Company (Q.P.S.C.)'s Sustainability Report] for the year 2024

Terms of Engagement

This Assurance Statement has been prepared for Qatar Steel Company (Q.P.S.C).

LRQA was commissioned by Qatar Steel Company (Q.P.S.C.) to undertake an independent assurance of the ESG/non-financial disclosures in its *Sustainability Report for the calendar year 2024* (hereafter referred to as "the Report") against the assurance criteria illustrated below using LRQA's verification procedure which is based on current best practice, is in accordance with ISAE 3000 and ISAE 3410.

Our engagement specifically covered the following:

- Global Reporting Initiative (GRI)- Sustainability Reporting Standards 2021 Edition.
- CARES – Sustainability Construction Steels Scheme V09.
- World Resources Institute / World Business Council for Sustainable Development Greenhouse Gas Protocol: A corporate accounting and reporting standard, revised edition (otherwise referred to as the WRI/WBCSD GHG Protocol) for the GHG data[1].
- Qatar Steel Company (Q.P.S.C.)- GHG Accounting and Reporting Plan v0.0 dated 30/12/2024.

The Report relates to direct GHG emissions and energy indirect GHG emissions *for Mesaieed Plant and Mesaieed Office only; Qatar Steel Company's office in Doha and its other operations within and outside Qatar are not covered for the GHG scope*.

Qatar Steel Company's geographical boundary includes its operations located at Mesaieed, Qatar and head office located at Doha, Qatar. The main activities of the organization include production of cold direct reduced iron (DRI), hot briquetted iron (HBI), steel billets and reinforcing steel bars, and the non-financial disclosures have been consolidated using operational control.

Our assurance engagement excluded the data and information of Qatar Steel Company's suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to Qatar Steel Company. LRQA disclaims any liability or responsibility to others as explained in the end footnote. Qatar Steel Company's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by and remains the responsibility of Qatar Steel Company.

LRQA's Opinion

With the exception of GRI 2-21, GRI 2-30, GRI 201-2 (a) (v), GRI 305-5(a), GRI 401-3, GRI 402-1(b) and based on LRQA's approach nothing has come to our attention that would cause us to believe that Qatar Steel Company has not, in all material respects:

- Met the requirements of the criteria listed above; and

1. *http://www.ghgprotocol.org/*

- Disclosed accurate and reliable performance data and information as summarized in Table 1 below.

The opinion expressed is formed on the basis of a limited level of assurance and at 5% materiality.

LRQA's Approach

Our verification has been conducted in accordance with ISO 14064–3:2019, 'Specification with guidance for verification and validation of greenhouse gas statements' to provide limited assurance that GHG data and ESG disclosures as presented in the Report have been prepared in conformance considering Qatar Steel Company's GHG Accounting and Reporting Plan.

To form our conclusions the assurance engagement was undertaken as a sampling exercise and covered the following activities:

- conducted remote verifications and reviewed processes related to the control of GHG emissions data and records;
- remotely interviewed relevant staff of the organization responsible for managing GHG emissions data and records;
- assessed Qatar Steel Company's data management systems to confirm they are designed to prevent significant errors, omissions or misstatements in the report as per Qatar Steel Company's GHG Accounting and Reporting Plan;
- reviewed GHG Emissions of Qatar Steel Company against GHG Emission Statements issued by an independent third-party verifier for Qatar Steel Company production plant in Mesaieed (Qatar) based on Qatar Steel Company's own accounting and reporting plan for scope-1 and scope-2 emissions;
- reviewed the Qatar Steel Company's general disclosures, management processes, and other key metrics specified under their reporting framework;
- remotely reviewed summarised source data (for limited level assurance);
- interviewed relevant staff of the organization responsible for managing disclosures and GHG emissions data;
- verified non-financial ESG disclosures based on requirements from GRI and CARES SCS Scheme for the calendar year 2024.

Note: The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LRQA's Observations

- Alignment of energy intensity determination vis-à-vis the standards ISO 14404-3 and ISO 14404-4 for subsequent reporting.
- For supplier-assessment data quantification in order to identify actual potential ESG negative impacts by suppliers: *Only key raw material suppliers are assessed currently based on the total procurement volume and spend.*
- Evidence is in place that the client has paid all taxes, but the client considers these topics - GRI 203-2 (Indirect Economic Impact) and GRI 207 (Tax) as 'not-material' for reporting. Hence, the client does not wish to treat these topics as disclosures.
- Renewable Energy Intensity reporting in sustainability-reports.
- Quarterly collation & reporting of non-hazardous waste.

LRQA's Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 *Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition* and ISO/IEC 17021 *Conformity assessment –*

Requirements for bodies providing audit and certification of management systems that are at least as demanding as the requirements of the International Standard on Quality Control and comply with the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

The verification and certification assessments, together with the training, are the only work undertaken by LRQA for Qatar Steel Company and as such does not compromise our independence or impartiality.

Signed *Dated: 17th November 2025*

Aamir Shakir
LRQA Lead Verifier
On behalf of:
LRQA Quality Assurance Inspection Middle East,
Al Jaber Business Centre WLL,
Lusail, 1st Floor, P.O. Box 23850, Doha, Qatar.
LRQA reference number: QAT00000096/7672374

Table 1. Summary of *QSC*, GHG Emissions Inventory / Report 2024

Scope of GHG emissions	Tonnes CO_2e
Direct GHG emissions (Scope 1)	1,224,227
Indirect GHG emissions from imported energy (Scope 2, Location-based)	494,703
Total (Scope 1 + Scope 2)	1,718,930
The above figures are verified based on third-party assurance statement of GHG emissions for Qatar Steel Company (Ref: CCP256927/04/24 QATAR STEEL dated 25/03/2025).	

Annex 1

GRI disclosures assured for Limited Level as a part of assessment:

- GRI 2-1 Organizational details
- GRI 2-2 Entities included in the organization's sustainability reporting
- GRI 2-3 Reporting period, frequency and contact point
- GRI 2-4 Restatements of information
- GRI 2-5 External assurance
- GRI 2-6 Activities, value chain and other business relationships
- GRI 2-7 Employees
- GRI 2-8 Workers who are not employees
- GRI 2-9 Governance structure and composition
- GRI 2-10 Nomination and selection of the highest governance body
- GRI 2-11 Chair of the highest governance body
- GRI 2-12 Role of the highest governance body in overseeing the management of impacts
- GRI 2-13 Delegation of responsibility for managing impacts
- GRI 2-18 Evaluation of the performance of the highest governance body
- GRI 2-19 Remuneration policies
- GRI 2-20 Process to determine remuneration
- GRI 2-22 Statement on sustainable development strategy
- GRI 2-23 Policy commitments
- GRI 2-24 Embedding policy commitments
- GRI 2-25 Processes to remediate negative impacts
- GRI 2-26 Mechanisms for seeking advice and raising concerns
- GRI 2-27 Compliance with laws and regulations
- GRI 2-28 Membership associations
- GRI 2-29 Approach to stakeholder engagement
- GRI 201-1 Direct economic value generated and distributed
- GRI 201-3 Defined benefit plan obligations and other retirement plans
- GRI 201-4 Financial assistance received from government
- GRI 202-1 Ratios of standard entry level wage by gender compared to local minimum wage
- GRI 202-2 Proportion of senior management hired from the local community
- GRI 203-1 Infrastructure investments and services supported
- GRI 204-1 Proportion of spending on local suppliers
- GRI 205-1 Operations assessed for risks related to corruption
- GRI 205-2 Communication and training about anti-corruption policies and procedures
- GRI 205-3 Confirmed incidents of corruption and actions taken
- GRI 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices
- GRI 301-1 Materials used by weight or volume
- GRI 301-2 Recycled input materials used
- GRI 301-3 Reclaimed products and their packaging materials
- GRI 302-1 Energy consumption within the organization
- GRI 302-2 Energy consumption outside of the organization
- GRI 302-3 Energy intensity
- GRI 302-4 Reduction of energy consumption
- GRI 302-5 Reductions in energy requirements of products and services
- GRI 303-1 Interactions with water as a shared resource

- GRI 303-2 Management of water discharge-related impacts
- GRI 303-3 Water withdrawal
- GRI 303-4 Water discharge
- GRI 303-5 Water consumption
- GRI 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas
- GRI 304-2 Significant impacts of activities, products and services on biodiversity
- GRI 304-3 Habitats protected or restored
- GRI 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations
- GRI 305-1 Direct (Scope 1) GHG emissions
- GRI 305-2 Energy indirect (Scope 2) GHG emissions
- GRI 305-3 Other indirect (Scope 3) GHG emissions
- GRI 305-4 GHG emissions intensity
- GRI 305-5 Reduction of GHG emissions
- GRI 305-6 Emissions of ozone-depleting substances (ODS)
- GRI 305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions
- GRI 306-3 Significant spills
- GRI 306-1 Waste generation and significant waste-related impacts
- GRI 306-2 Management of significant waste-related impacts
- GRI 306-3 Waste generated
- GRI 306-4 Waste diverted from disposal
- GRI 306-5 Waste directed to disposal
- GRI 308-1 New suppliers that were screened using environmental criteria
- GRI 308-2 Negative environmental impacts in the supply chain and actions taken
- GRI 401-1 New employee hires and employee turnover
- GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees
- GRI 403-1 Occupational health and safety management system
- GRI 403-2 Hazard identification, risk assessment, and incident investigation
- GRI 403-3 Occupational health services
- GRI 403-4 Worker participation, consultation, and communication on occupational health and safety
- GRI 403-5 Worker training on occupational health and safety
- GRI 403-6 Promotion of worker health
- GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
- GRI 403-8 Workers covered by an occupational health and safety management system
- GRI 403-9 Work-related injuries
- GRI 403-10 Work-related ill health
- GRI 404-1 Average hours of training per year per employee
- GRI 404-2 Programs for upgrading employee skills and transition assistance programs
- GRI 404-3 Percentage of employees receiving regular performance and career development reviews
- GRI 405-1 Diversity of governance bodies and employees
- GRI 405-2 Ratio of basic salary and remuneration of women to men
- GRI 406-1 Incidents of discrimination and corrective actions taken

- GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
- GRI 408-1 Operations and suppliers at significant risk for incidents of child labour
- GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour
- GRI 410-1 Security personnel trained in human rights policies or procedures
- GRI 411-1 Incidents of violations involving rights of indigenous peoples
- GRI 413-1 Operations with local community engagement, impact assessments, and development programs
- GRI 413-2 Operations with significant actual and potential negative impacts on local communities
- GRI 414-1 New suppliers that were screened using social criteria
- GRI 414-2 Negative social impacts in the supply chain and actions taken
- GRI 415-1 Political contributions
- GRI 416-1 Assessment of the health and safety impacts of product and service categories
- GRI 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services
- GRI 417-1 Requirements for product and service information and labelling
- GRI 417-2 Incidents of non-compliance concerning product and service information and labelling
- GRI 417-3 Incidents of non-compliance concerning marketing communications
- GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

CARES disclosures assured for Limited Level as a part of assessment:

Criteria #	Description	Value	Unit
3.2.3	Recycled content	22%	%age
3.3.1	Total energy including: fuel, electricity, heating cooling, steam or all other energy sources	27,444,675	GJ
3.3.1	Energy Intensity	23.33	GJ/tonnes of crude steel
3.3.2	Total renewable energy produced directly on site or purchased as certified renewable energy and/or contribution of renewable energy purchased from national grid.	0	MWH
3.3.2	Renewable energy as a proportion of total energy used	0	% of electricity use
3.3.4	Total volume of water consumed including: Surface water from wetlands, rivers, lakes, sea and oceans; Ground water; Rainwater collected; Municipal water supplies (Potable water)	456,372	Thousand m^3 of RO treated seawater and municipal water supply for Qatar Steel Company
3.4.5	Land Use and Biodiverse: Total Land Use by the organisation	1,811,733	m^2
3.7.2	Total quantity of billet or bloom or slab produced (Good product) and/or finished product. (Total quantity of finished product produced plus total quantity of semi-product produced but not rolled)	1,164,669	tonne
3.7.3	Total quantity of Waste recycled including: refractory, graphite electrode, skull, steel crop, steel-offcut, scrap rolls, copper mould, waste oil, tyre, batteries/accumulators, packing waste (wood / plastic / paper-cartoon) and all other recycled waste.	1,195,537	Kg

4.1.9	Percentage split in gender of total workforce expressed as %Male/%Female	F = 1.4 M = 98.6	%
4.2.1	Total number of lost time injuries of employees and permanent contractors (if any) during the data collection/reporting period - LTI	Employees LTI: 1 Contractors LTI: 0	Number
4.2.1	Total number of work hours of employees and permanent contractors (if any) during the data collection/reporting period - WH	Employees: 2323339 Contractors: 4021725	Hours (Number)
4.2.1	LTIFR	Employee LTIFR: 0.039	Number
4.4.2	Total community initiative expenditure (funding) in the data collection/reporting period	203,844	QAR
4.4.2	Total number of hours of employee volunteering in local community in the data collection/reporting period	856	Hours
4.3.5	Total average number of employees and permanent contractors (if any) employed at all sites during the data collection/reporting period	Employees: 1148 Contractors: 1312	Number
4.3.5	Average hours of training per employee on health and safety	20.21	Number
4.3.7	Total number of Graduate trainees employed in reporting year	7	Number
4.1.12	Total number of grievances about social impacts (e.g., Human Rights, Worker's Conditions, Fair Labour Condition, etc.) resolved through formal grievance system at all sites during the data collection/reporting period.	11	Number
2.9.5	Total number of ethical, environmental, social and economic incidents recorded and reported to an external regulator in the data collection/reporting period	11	Number
2.9.5	Total number of ethical, environmental, social and economic incidents that resulted in the issuance of enforcement and/or prohibition notices by an external regulatory in the data collection/reporting period.	0	Number
2.9.5	Total number of ethical, environmental, social and economic incidents that resulted in a successful prosecution by an external regulatory in the data collection/reporting period.	0	Number

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