



DIGITAL REVIEW

DIGITAL RESILIENCE

Metinvest continued to reinforce its cybersecurity foundations in 2023, emphasising efficiency, flexibility and comprehensive risk management. The Group's strategic advancements and robust information security efforts strengthened its digital resilience.

EFFICIENCY AND FLEXIBILITY

Metinvest's digital initiatives in 2023 were focused on operational efficiency, continuity of IT services and flexible project portfolio management. The Group's IT function continued to adapt to the changing wartime environment. Metinvest prioritised the implementation of digital projects at its repair and maintenance assets in Ukraine, as well as at the Group's non-Ukrainian assets.

Despite the uncertainties that Metinvest faced in 2023, it expanded its efforts under the digital roadmap adopted in 2020. During the reporting period, the Group resumed certain digital roadmap projects that were suspended in 2022. For instance, Central Iron Ore and Northern Iron Ore began to automate electricity metering to move to an energy consumption group with a more cost-effective tariff.

Initiatives related to improving conditions for remote work also played a significant role in the project portfolio for 2023. Metinvest focused on IT security and operational efficiency with the aim of enhancing digital interactions and process optimisations across the Group. This included advancing long-term projects such as implementing a secure cloud-based system for storing original electronic documents, enhancing the reliability and accessibility of vital records.

Metinvest also expanded the reach of its Metapolis digital workplace, a cornerstone of its operational framework that provides employees with seamless access to business systems, corporate knowledge and internal services.

During the year, the Group also made additional progress with the expansion of SAP solutions. For example:

- trading companies Metinvest Polska and Metinvest-SMC implemented SAP-based CRM systems as part of the core transformation project for the Group's sales function
- the Group launched a programme to develop the SAP B1 and AS400 systems in place at the re-rollers in Italy
- Metinvest Shipping and Kamet Steel launched the SAP ERP global template
- the Group introduced a data governance project to consolidate corporate information in various business projects, including sales and HR data management.

INFORMATION SECURITY VIGILANCE

The Group's information security efforts are governed by the Information Security Policy, which was updated in January 2023. It is supported by more than 15 internal documents covering topics such as data safety and privacy, including the Access Management Procedure, Risk Management Procedure and Information Security Incident Management Procedure. Also, Metinvest is guided by the Cybersecurity Strategy 2022-2026, which takes into account the realities of operating in a wartime environment. In addition, it ensures compliance with applicable laws, including the General Data Protection Regulation (GDPR).

To protect the integrity of its information security systems, Metinvest has certified and externally assured their compliance with ISO 27000¹, the leading international standard in this field.

The information security team provides monthly updates on the current status, key metrics and cybersecurity incidents to the executive team for review.

During the reporting period, the Group's cybersecurity centre maintained 24/7 operations. It repelled targeted attacks on Metinvest's IT infrastructure and countered the heightened cyber threats. This included both phishing and advanced cyber attacks aimed at compromising or disabling critical IT systems.

To help detect and localise hidden threats, the cybersecurity centre also introduced a threat hunting process that significantly improved its defensive capabilities.

The Group has comprehensive prevention measures in place, including:

- ongoing vulnerability assessments and remediation across the IT infrastructure
- regular simulations of hacker attacks, with a focus on phishing due to its high risk
- annual testing of critical incident response plans

Among measures introduced at the asset level in 2023, Kamet Steel enhanced the security of its automated control systems for technological processes, allowing it to monitor them for cyber attacks and, if detected, respond promptly and localise them. The Group has similar measures already in place at other production assets.

To help enhance digital safety awareness, the Group held training sessions for employees covering relevant topics involving fraud prevention and working with confidential information.

¹ This certification is held by Metinvest Digital and Metinvest Holding.