



DIGITAL REVIEW

ADAPTIVE SUPPORT

In 2024, Metinvest continued to underscore its resilience and adaptability as it delivered essential business-critical digital projects. The Group strengthened cybersecurity through upgraded protocols and rigorous reviews, while targeted retraining programmes sharpened technical capabilities.

RELIABLE SERVICE PROVIDER

In 2024, Metinvest’s digital agenda focused on the following main priorities in line with the Group’s development: enhancing data governance, expanding the use of artificial intelligence technologies and strengthening information security.

Activities in data management aimed to increase efficiency through process automation and targeted projects such as trading data consolidation, CBAM reporting and HR analytics. AI tools were introduced across production and administrative functions, including machine vision for quality control and safety monitoring. These initiatives were supported by staff training that reached over 3,000 employees. Information security activities were enhanced, with varied measures to protect the digital infrastructure from cyber threats as detailed below.

The digital roadmap, [adopted in 2020](#), remained a guiding element of Metinvest’s activities in this area. It continued to align with core business functions, though wartime constraints led to a shift towards smaller, short-term projects. During the reporting period, the roadmap focused on the primary operations of the Group’s iron ore assets, as well as selected non-Ukrainian sites.

Metinvest sustained long-term digitalisation efforts at its assets outside Ukraine. During the reporting period, the Group completed implementation of the SAP CRM system at Metinvest Polska to improve the efficiency of sales operations.

Support for remote work advanced during the year as the Metapolis digital workplace platform transitioned from pilot to full-scale deployment across nine Metinvest assets in Ukraine. Coverage expanded significantly as more staff moved from test mode to active use, marking a key milestone in the Group’s digital transformation. Additional functionalities were also introduced, enhancing accessibility and workflow efficiency.

Key outcomes included:

- access via mobile, web and chatbot interfaces
- broader use of electronic document workflows with qualified electronic signatures
- further replacement of selected paper-based processes.

CONSTANT VIGILANCE

Metinvest’s information security efforts are guided by its Cybersecurity Strategy 2022-2026, which continued to be implemented in 2024. This focuses on reducing risks related to information leaks and system failures that could affect critical Group equipment and processes. It also ensures compliance with relevant legal requirements, including the General Data Protection Regulation (GDPR).

The Cybersecurity Strategy is backed by Metinvest’s Information Security Policy and a set of more than 15 internal regulations addressing core areas such as data security and privacy. These documents include procedures for access control, risk assessment and information security incident response.

Metinvest maintained compliance of its information security system with ISO 27001¹ and NIST Security Standards², confirmed through annual external audits. In addition, certification under ISO 20000-1:2018 was obtained, confirming the quality and reliability of the Group’s IT service management system.

Key cybersecurity measures in 2024 focused on prevention, response and strengthening internal standards. Metinvest maintained round-the-clock protection and carried out ongoing operations to ensure a high level of cybersecurity across company verticals. These included:

- regular vulnerability testing, risk assessments and updates to the existing internal policies
- 24/7 operation of the cybersecurity centre to support detection, response and system stability
- deployment of security controls and reduction of known vulnerabilities
- containment of attempted attacks with no financial loss and minimal disruption.

To strengthen employee awareness, in-person training sessions were held during the reporting period. These covered fraud prevention, data protection and cyber risks in industrial systems. Phishing simulations were conducted to support the development of response protocols, as this type of attack often exploits human error. Monthly reports to management provided continuous oversight and helped to track progress in risk mitigation.

¹ This certification is held by Metinvest Digital and Metinvest Holding.
² Established by the National Institute of Standards and Technology (NIST), the NIST Security Standards are a set of guidelines, controls and best practices designed to enhance cybersecurity measures and ensure compliance with government standards and regulations.