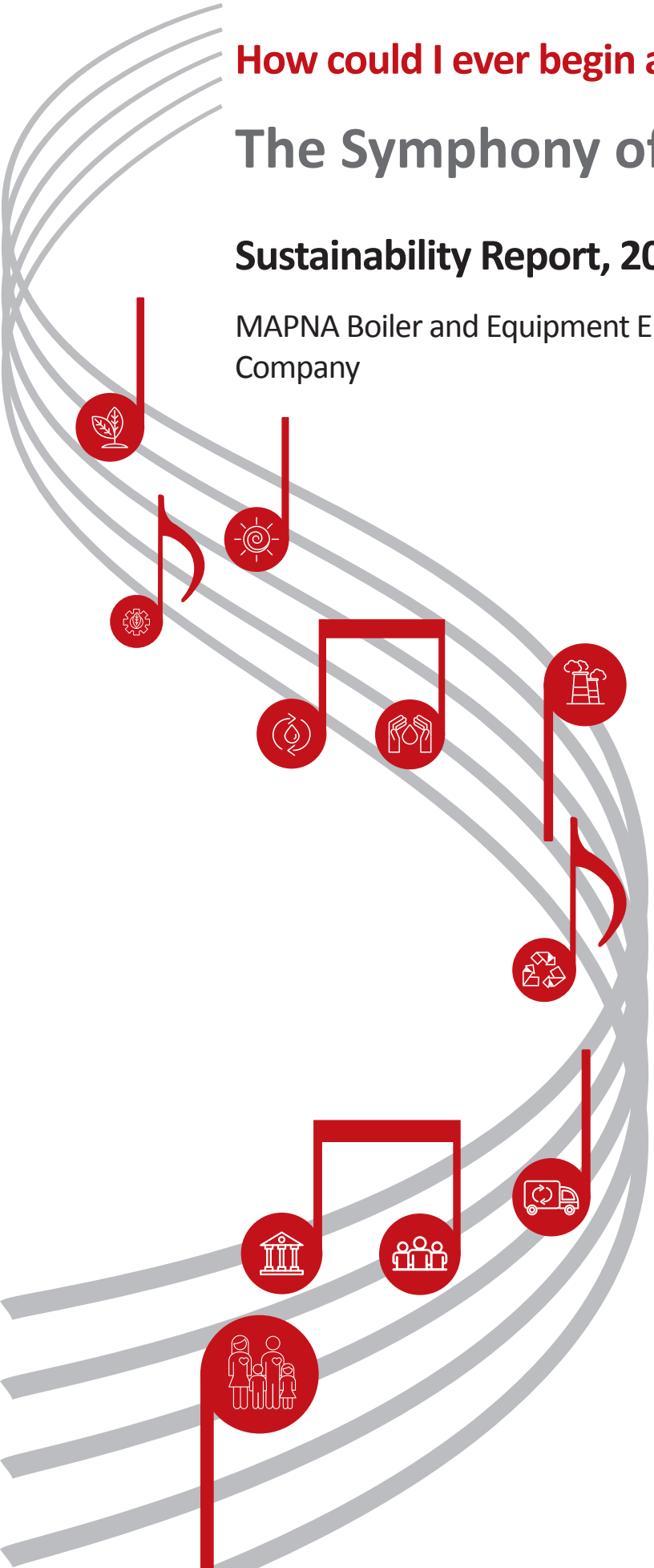
How could I ever begin a letter without your name

The Symphony of Sustainability

Sustainability Report, 2024

MAPNA Boiler and Equipment Engineering and Manufacturing Company



MAPNA GROUP
MAPNA Boiler & Equipment
Engineering & Manufacturing Co.

The Symphony of Sustainability

Sustainability Report of MAPNA Boiler and Equipment Engineering and Manufacturing Company

A symphony in music is a large orchestral piece typically composed of four movements. Each movement is a section of this extensive work that, through harmony and coordination of different elements, tells a complete musical story. The first movement is fast and energetic, the second movement is slow and moderate, the third movement is dance-like, and the fourth movement is full of energy and excitement.

The symphony of sustainability is a phrase that effectively captures the essence and philosophy of sustainability in MAPNA Boiler's three-year report. This name represents the coordinated and unified efforts toward reaching the Sustainable Development Goals.

This report features four chapters titled Movements, inspired by the four movements of a symphony. Each chapter represents a section of this grand symphony that, through harmony and coordination of different elements, moves toward sustainability.

During the three-year reporting period, MAPNA Boiler Company has effectively aligned its various components with sustainability. This harmony and coordination, like a symphony, reflect the unified and collective efforts toward achieving the Sustainable Development goals. During this period, MAPNA Boiler Company has selected the sustainable development goals that are relevant to the company and aligned itself with those goals. It has also embedded sustainability into its core philosophy, goals, and strategies. Additionally, by establishing the Water Division, it has developed products such as water treatment plants and desalination units that meet the needs of present-day Iranian society and sustainability principles. These efforts and achievements, like a symphony, demonstrate the coordination and harmony of the company's various components toward achieving sustainability.

The title of this report, Symphony of Sustainability, effectively captures the spirit and philosophy of sustainability in MAPNA Boiler Company's three-year report. This name represents the coordinated and unified efforts toward achieving the Sustainable Development Goals and the collaboration of various company components on this journey.

The first movement of Beethoven's Symphony No. 5 is one of the most renowned pieces of music globally. This movement, titled "Fate Knocking at the Door," starts with a powerful rhythm and repetition that has become a symbol of fate. The epic and energetic musical theme of this movement reflects strength, resilience, and the ability to overcome challenges. With its lively melody, this symphony has always served as a source of inspiration and a symbol of unity and collective effort to achieve a greater goal.

Contents

About Report

The 2024 Sustainability Report titled "Symphony of Sustainability" is the third sustainability report published by MAPNA Boiler and Equipment Engineering and Manufacturing Company. It has been prepared based on the latest 2024 updates of the GRI Standards at the Comprehensive level of requirements, and the indicators required by these standards are listed in the attached table of standard indicators. This report has been prepared voluntarily and will be available to the public in both Persian and English on the company's website (Mapnabe.om) under the social responsibility section. Additionally, in line with the company's sustainability reporting process and for transparency, it will be submitted to the GRI organization.

This report is published every three years. The company's first report in this field mainly focused on establishing the social responsibility framework and, under the title of "Creating Value for All: A 360-Degree Approach," highlighted the interactions and value creation for all stakeholders. The second report, titled "Sustainability in Crisis," outlines the company's approach to addressing sustainability and describes the actions taken to overcome the economic, social, and environmental challenges resulting from the COVID-19 pandemic and recent economic sanctions. The current report, titled "Symphony of Sustainability," emphasizes the development of sustainability as a core concept integrated into all organizational strategies. It shows how this idea is embedded into the organization's core philosophy, strategies, and product development, aiming to align all parts of the organization with the principles of sustainability.

In this report, sections from previous reports that remain unchanged and consistent are not mentioned to keep the document concise and focused. Instead, only new approaches and those developed during the recent three-year reporting period are included. Throughout the report, boxes titled "Harmony Boxes" are added, which refer to approaches covered in earlier reports that are not new.

The first chapter of this report, titled "Organizational and Governance Profile," introduces MAPNA Boiler and describes the organization's governance practices aligned with sustainability. The following chapters detail the company's sustainability efforts across three key areas: economic, social, and environmental. The next edition of this report will be published in 2027, covering the company's sustainability activities from 2024 to 2026. If you have any questions, comments, or suggestions about this report, please contact us at +982127583300 or email us at CRS@Mapnabe.com.

Statement of MAPNA Boiler's Third Sustainability Report

The Sustainability Report of MAPNA Boiler and Equipment Engineering and Manufacturing Company marks the third phase of our commitment to sustainability and social responsibility principles. In today's world, the concept of sustainability is very important, and we fully understand that our responsibility to future generations depends on the preservation and management of natural, economic, and social resources. Iran faces numerous sustainability challenges, including water resource management, environmental pollution, and social issues. Nonetheless, MAPNA Boiler, as a key player in the country's business ecosystem, is committed to finding solutions that turn these challenges into opportunities for sustainable development.
This report, as an important document, reflects our ongoing efforts to align with the goals of sustainable development, particularly by integrating the concept of social responsibility into the strategies and functions of our various departments. Since 2016, with the establishment of our social responsibility framework, we have aimed to engage all levels of the organization with these concepts. We have also sought to foster the belief among our colleagues that each of us plays a key role in advancing sustainability.
Recently, in response to numerous challenges and global changes, we have adopted a renewed perspective on our strategic processes, emphasizing better alignment with sustainability goals. The establishment of the Water Division, focused on creating value and developing projects related to water resource management, demonstrates MAPNA Boiler's strong commitment to addressing critical needs. This effort is vital not only for public health but also for building a sustainable future and improving the quality of life for future generations. Our focus includes developing desalination technologies, water treatment plants, and innovative solutions for water resource management.

We have come to realize that only through collaboration and solidarity can we reach our goals. Therefore, we built the organization's core philosophy on sustainability and social responsibility, encouraging all departments within the company to voluntarily take actions related to sustainable development. The adoption of 10 out of the 17 comprehensive and inclusive Sustainable Development Goals, chosen based on their importance to our stakeholders and the impact of MAPNA Boiler, serves as a guiding framework for our activities and shows our strong commitment to improving the quality of life and protecting the environment. These goals are essential not only for our business but also for society and the environment overall.
Our report, titled "Symphony of Sustainability," is based on the belief that alignment and harmony in all aspects of our activities, from individual efforts to national initiatives, are key to achieving sustainability. Just as a symphony reaches its peak beauty through the harmony of instruments, we can also foster an environment conducive to growth and prosperity through cooperation and synergy. We hope that this report and our sustainability efforts will not only enhance transparency and accountability within the organization but also improve dialogue and foster positive engagement with all our stakeholders. We remain optimistic about a bright and sustainable future, and we reaffirm to our colleagues and community that we will be united on this journey.

Fardin Shahryari- CEO

Movement I:
Organizational Profile and Sustainable Governance

The first movement of Beethoven's Symphony No. 3, known as the "Epic of Heroism," is a symbol of strength, revolution, and transformation. With its heroic rhythm and melody, this masterpiece conveys a sense of struggle and triumph.

MAPNA Group: A symbol of confidence &

a company capable of solving major problems, offering global solutions.

MAPNA Group is a large, leading industrial complex in Iran and the Middle East, made up of a parent company along with specialized and affiliated companies. This group operates across diverse sectors, including engineering, construction, and development of thermal power plants, renewable energy plants, combined heat and power plants, water desalination facilities, onshore and offshore oil and gas projects, and rail transportation projects. MAPNA also provides medical imaging services, electrification, operation, and maintenance in these industries, as well as involvement in project investment and financing.

As the first and largest general contractor in the power sector in Iran and the Middle East, MAPNA has played a significant role in generating 60,000 megawatts of electricity, relying on the expertise of Iranian specialists. Of this capacity, 5,000 megawatts have been produced in other countries. In addition to its ability to execute power plant projects on a turnkey (EPC) basis and manufacture and supply power equipment, the group offers a broad range of services and solutions to meet its clients' large-scale needs. MAPNA's services in the power sector include operation, maintenance, repair, spare parts supply, and specialized training.

Business Areas

- Electric power industry
- Electric power industry
- Electric power industry
- Electric power industry
- Electric power industry
- Electric power industry
- Electric power industry
- Electric power industry

Electricity Sector

- Construction and development of MAPNA power plants (Development 1)
- Construction and development of MAPNA combined cycle power plants (Development 2)
- Construction and development of MAPNA renewable energy projects (Development 3)
- Monenco Iran
- Power Installation

Power plan services sector

- MAPNA operation and maintenance
- Engineering and support for power plants by MAPNA Alborz Turbine

Investment projects sector

- MAPNA renewable energy generation
- MAPNA Assaluyeh power generation
- MAPNA Toos power generation
- MAPNA Genaveh power generation
- MAPNA Pareh Sar power generation
- MAPNA Qeshm power and water generation
- MAPNA Sanandaj power generation
- MAPNA Karun West power generation
- MAPNA Parand power generation
- South Isfahan power plant
- Fars power plant

Railway transportation Sector

- MAPNA Locomotive Engineering and Manufacturing
- MAPNA Rail Operation, Maintenance, and Development
- MAPNA Rail Construction and Development
- MAPNA Rail Fleet Development
- MAPNA Rail Technologies
- MAPNA Multimodal Transportation
- MAPNA Wagon Pars
- Ihya Sanat and Adawat Engineering

Oil and gas sector

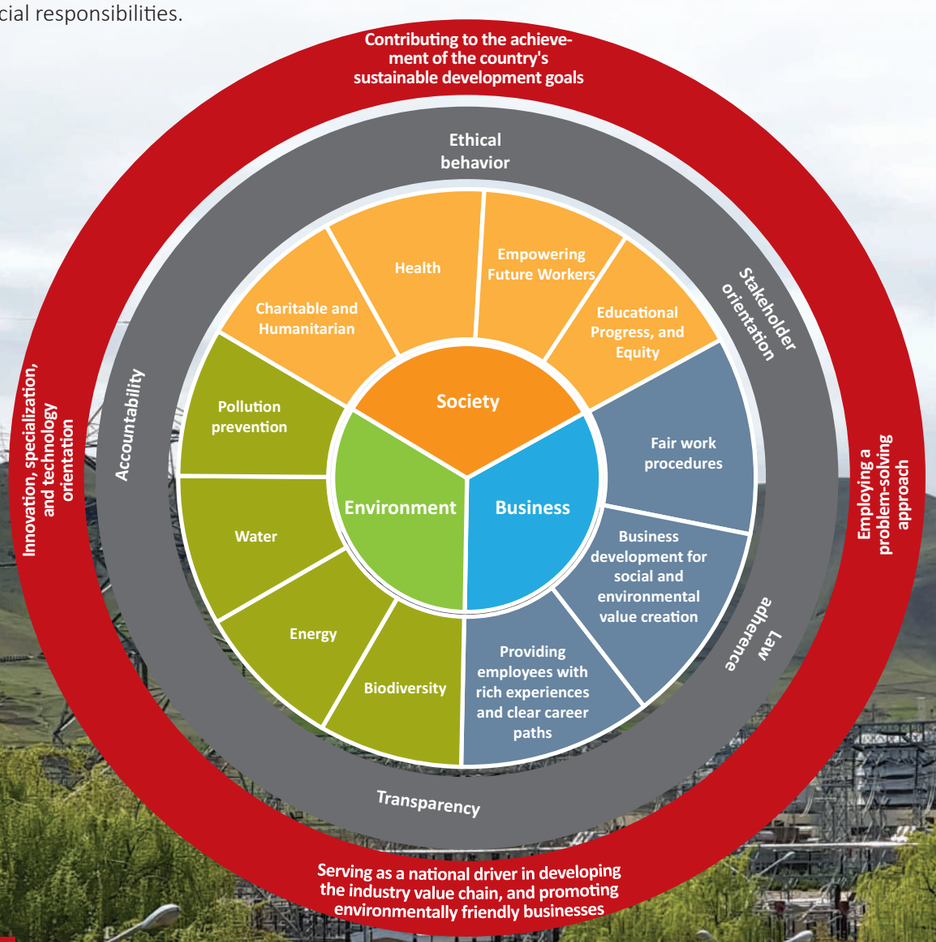
- MAPNA Oil and Gas Development
- MAPNA Energy Consultants
- Neyr Perse
- MAPNA Noor-Kish Drilling Company
- Tehran Energy Consultants

Energy Equipment Manufacturing Sector

- MAPNA Group Staff Investment
- MAPNA Turbine Blade Engineering and Manufacturing (PARTO)
- MAPNA Generator Engineering and Manufacturing (PARS)
- MAPNA Sepahan Equipment Engineering and Manufacturing
- MAPNA Electric and Control Engineering and Manufacturing (MECO)
- MAPNA Boiler and Equipment Engineering and Manufacturing
- Mavadkaran Jahed Noavar Engineering
- MAPNA Project Arman Parand Investment Fund
- MAPNA Iranian Marketing Investment Fund
- MAPNA Iranian Power Plant Management Group
- MAPNA International
- MAPNA Indonesia
- MAPNA Management Consulting
- MAPNA Turbine Engineering and Manufacturing (TUGA)
- Syria Office
- Iraq Office

Sustainability Model of MAPNA Group

MAPNA group, with a systematic and responsible approach, is committed to society and the environment and, alongside business development and profitability, remains dedicated to its social responsibilities. This group, as a problem-solving enterprise, constantly seeks to provide comprehensive and innovative solutions to improve people's quality of life and address fundamental societal issues. The actions taken by MAPNA in the field of social responsibility include energy management and production, water resource management, air pollution reduction, environmental protection, and the development of transportation infrastructure. Important projects such as wind power plants, combined water and power production, desalination projects, and solar power plants are among the group's efforts in developing clean and renewable energy. MAPNA also pays special attention to community welfare and healthcare development by establishing technical infrastructure and providing imaging equipment in service centers, especially in underserved areas. Rail transportation development and electrification of urban fleets are also part of the group's responsible initiatives. In the oil and gas industry, MAPNA has addressed gasoline vapor recovery and, in line with expanding its business, has undertaken the structuring of charitable aid and the empowerment of underprivileged segments of society. MAPNA Group, considering the Environmental, Social, and Governance (ESG) criteria, emphasizes business transparency and stakeholder satisfaction. It continually strives to meet the diverse needs of its audiences and stakeholders. By adhering to laws and accepted social principles, this group aims to enhance overall stakeholder satisfaction and fulfill its social responsibilities.



Prelude: An Overview of MAPNA Boiler

MAPNA Boiler and Equipment Engineering and Manufacturing Company, commonly known as MAPNA Boiler, is a highly capable company specializing in fluid systems, focusing on water and steam. It is active in designing, supplying, manufacturing, installing, and commissioning various types of heat recovery boilers (power plant and industrial), water-tube boilers (packaged, industrial, and power plant), water treatment and desalination systems, and related auxiliary equipment. The company operates across the power, oil and gas, petrochemical, water, and other industries in both domestic and international markets, serving through EPC, EP, and EPCF models. Established in 1999 to develop the country's energy industries, MAPNA Boiler initially executed numerous successful projects in collaboration with international partners. Through its partnership with Doosan of South Korea, along with technology transfer and licensing, it earned a strong reputation in the design, manufacturing, installation, and commissioning of heat recovery boilers. To date, the company has commissioned over 180 heat recovery boilers and more than 53 industrial boilers. It has achieved third place among heat recovery boiler manufacturers according to McCoy magazine rankings. Recently, MAPNA Boiler has expanded into new markets such as the water industry, designing, supplying, manufacturing, installing, and commissioning pretreatment, treatment, and de-salination systems utilizing membrane technologies like EDI and RO. The company has completed 15 projects in this sector, which treat and desalinate over 100,000 cubic meters of water daily. MAPNA Boiler is also working towards transitioning away from fossil fuels, with efforts underway in hydrogen production and storage, as well as designing carbon capture systems. Committed to social responsibility, the company aims to leverage modern knowledge and technologies to create value, ensure social accountability, promote economic growth, and support environmental sustainability in line with sustainable development goals.

Company CEOs

Engineer Seyed Morteza Tehani
(Acting Head of the Company Under Establishment) 1999

Engineer Mohammad Ali Borhan Diani
February 2000 to December 2001

Engineer Javad Aminian
January 2002 to August 2004

Engineer Mohammad Nabi Faraji
May 2007 to May 2010

Engineer Abdolmajid Rajabi
September 2004 to April 2007;
June 2010 to October 2021

Engineer Fardin Shahryari
2021 to present

The Company's Transformation Journey

Phase One: 1999

- Establishment of Masba Company
- Implementation of projects with construction restrictions

Phase two: 2003

- Technology transfer of HRSG boilers and establishing a design and engineering hub
- Preparing for the mega project: 44 HRSG units
- Concentrating on project management hubs

Phase three: 2007

- Focusing on increasing the design and supply capacity of power plant HRSG boilers within the NIAM projects and 40 boilers.
- Emphasizing project management hubs (multi-project approach of the company) and procurement (broadening the scope of supply in projects)

Phase four: 2010

- Entering the manufacturing sector of core boiler and power plant equipment through partnership with MAPNA Equipment Company (Neyr Perse)
- Developing product portfolio
- Entering research and development to create the potential for designing new products
- Enhancing customer services and relationships

Phase five: 2014- 2017

- Implementation of an integrated Enterprise Resource Planning system (ERP-SAP)
- Development and strategic management of functional strategies.
- Transfer of technical knowledge for horizontal and vertical HRSG boilers of classes F, H, and higher
- Entry into the water de-salination sector

Phase six: 2017- 2021

- Entry into the field of engineering and man-ufacturing of membrane desalination equipment and portable and fixed water treatment packages for power plants
- Transfer of technical knowledge for designing and manufacturing EDI systems
- Development of domestic manufacturing capabilities for duct burners, stack dampers, and silencers
- Implementation of a pilot project for designing and constructing a demineralized water production plant using wastewater
- Commencement of operations at the fin tube manufacturing workshop of the Elahiyeh complex

Phase seven: 2021

Broadening the company's mission to include the full range of fluid technologies, such as hydrogen production and storage

- Expanding product offerings based on the product roadmap
- Increasing business strategies beyond the MAPNA group

Meaningful Melodies: MAPNA Boiler's Guiding Pillars

Core philosophy

Our modern knowledge uses industry to protect the environment.

Mission

As part of the MAPNA Group, we are committed to creating sustainable value for customers, shareholders, and other stakeholders by providing comprehensive solutions in the fluid sector, focusing on water and steam, heat recovery systems, and equipment for power plants, water, oil, gas, petrochemical, and other industries.

MAPNA Boiler- 2026

- Leading the way in energy transition and decarbonization
- Capable of developing oil, gas, and petrochemical plants
- Renowned in the water industry, with an active presence in targeted international markets

Changing the mission, vision, and the formulation of a new core philosophy demonstrates MAPNA Boiler's commitment to sustainability and social responsibility. The company, with a focus on clean energy, decarbonization, and water resource management, aims to create positive environmental and social impacts. This approach not only helps improve the company's environmental performance but also adds value for all stakeholders and promotes sustainable development. These changes and new strategies position MAPNA Boiler as a leader in sustainability and social responsibility, dedicated to balancing industrial growth with environmental preservation.

Our Values

Customer (focus on customer)

Innovation

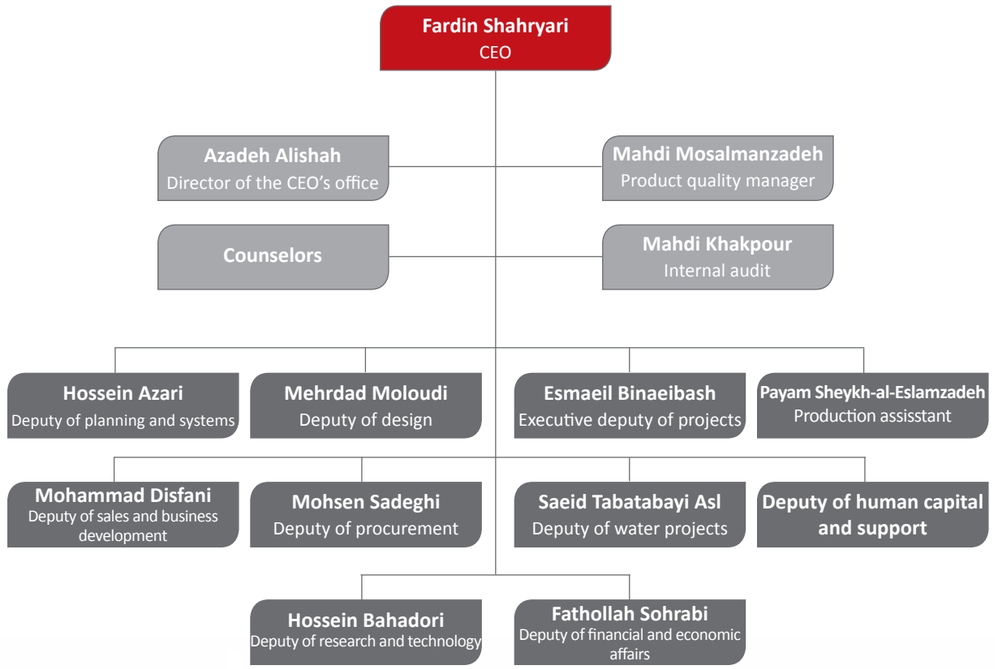
Excellence (organizational excellence and result orientation)

Safety (safety and eco-friendly practices)

Responsibility (teamwork, responsibility, and a culture of knowledge sharing)

Ethics (business ethics)

Meaningful Melodies: MAPNA Boiler's Guiding Pillars



Sites and Offices

Factory: Kavosh Boulevard, Qazvin Highway, Karaj, 12 kilometers

Includes a land area of 10 hectares and nearly 35,000 square meters of covered halls equipped with machinery and process lines for preparation, manufacturing, machining, welding, and assembly.

Tehran Office: No.7, Golkhaneh Street, Nelson Mandela Street, Tehran.

Includes 4,500 square meters of usable floor area.

Elahiyeh Complex: Delpazir Company Street, 20th Street, Rezvaniyeh, Kamalshahr, Karaj- Elahiyeh Complex.

Includes a land area of 22 hectares and nearly 27,000 square meters of covered halls.

Active Operational Sites of MAPNA Boiler

Project name	Status	Project industry	Main client
South Combined Cycle Power Plant 2	In the installation phase	Power plant	Isfahan's Mobarakeh Steel Company
Rudshur combined cycle power plant	In the installation phase	Power plant	Amirkabir Power and Energy Production Company
Rudshur combined cycle power plant – Water Package	In the installation phase	Water	Amirkabir Power Production and development (subsidiary of Arian Mahtab Gostar)
Rumaila Combined Cycle Power Plant	In the installation phase	Power plant	Shamara company
Rumaila combined cycle Power Plant- Water package	In the installation phase	Water	Shamara company
Qeshm combined cycle power plant	In the installation phase	Power plant	Ghadir Investment Group
Latakia Combined Cycle Power Plant- Water package	Under construction	Water	Ministry of Electricity of Syria (PEEGT)
Latakia Combined Cycle Power Plant	In the installation phase	Power plant	Ministry of Electricity of Syria (PEEGT)
Asaluyeh combined cycle power plant	In the installation phase	Power plant	MAPNA Asaluyeh, power company
Ferdowsi combined cycle power plant	In the installation phase	Power plant	MAPNA Tous power company
Elfin Hormuz - Boiler Package	In the procurement phase	Petrochemical	Hormoz Persian Gulf Petrochemical
Charak desalination plant	In the installation phase	Water	Hormozgan Water and Wastewater Company (ABFA)
Deyr desalination plant	In the installation phase	Water	Boushehr Water and Wastewater Company (ABFA)
Torbat- Heydarieh combined cycle power plant	In the design phase	Power plant	Rashed Torbat Heydarieh Power Generation Co
Torbat- Heydarieh combined cycle power plant- water package	In the procurement phase	Water	Rashed Torbat Heydarieh Power Generation Co
Third Boiler of Isfahan Refinery – Boiler Package	In the installation phase	Oil and gas	Isfahan Oil Refinery Company
Khark Petrochemical- Boiler package	In the procurement phase	Petrochemicals	Khark Petrochemical Co
Urmia combined cycle power plant	Power plant	Power plant	Tadbirsazan Saramad Co

Project name	Status	Project industry	Main client
Sabalan combined cycle power plant	Interim delivery	Power plant	Omid Sabalan Power company
Khorram Abad combined cycle power plant	Interim delivery	Power plant	Khorramabad Power Generation Company
Khorram Abad combined cycle power plant- water package	Interim delivery	Water	Khorramabad Power Generation Company
West Karun Combined Cycle Power Plant	Interim delivery	Power plant	West Karun Power Generation Company
Damavand steam and power plant- third Boiler	Interim delivery	Petrochemical	Damavand Petrochemical Company
Lian Desalinated Water Production Complex	Operation	Water	Boushehr Water and Wastewater Company (ABFA)
Ibne-Sina Andimeshk Petrochemical- Package Boiler	In the procurement phase	Petrochemical	Ibne-Sina Andimeshk petrochemical company
Zanjan combined cycle power plant, 2	In the design phase	Power plant	North and South Energy Development Company
Zanjan combined cycle power plant 2- water package	In the design phase	Water	North and South Energy Development Company
Dehloran Petrochemical – Boiler Package	In the design phase	Petrochemical	OIEC Co
Semnan combined cycle power plant	In the design phase	Power plant	
Sabzvar combined cycle power plant	In the design phase	Power plant	
Sabzvar combined cycle power plant- water package	In the design phase	Water	Ofogh Persian Gulf Energy Development Company
Gol Gohar Sirjan combined cycle power plant 2	In the design phase	Power plant	Gohar Sirjan Power Generation Company
Ardakan combined cycle power plant	In the design phase	Power plant	Chadormalu Mining and Industrial Company
Makran steam and power plant – Package Boiler	Stopped	Petrochemical	Makran Water and Power Company
Makran desalination plant	Stopped	Water	Makran Water and Power Company

Conducted projects

Recovery Boiler Projects (HRSG)

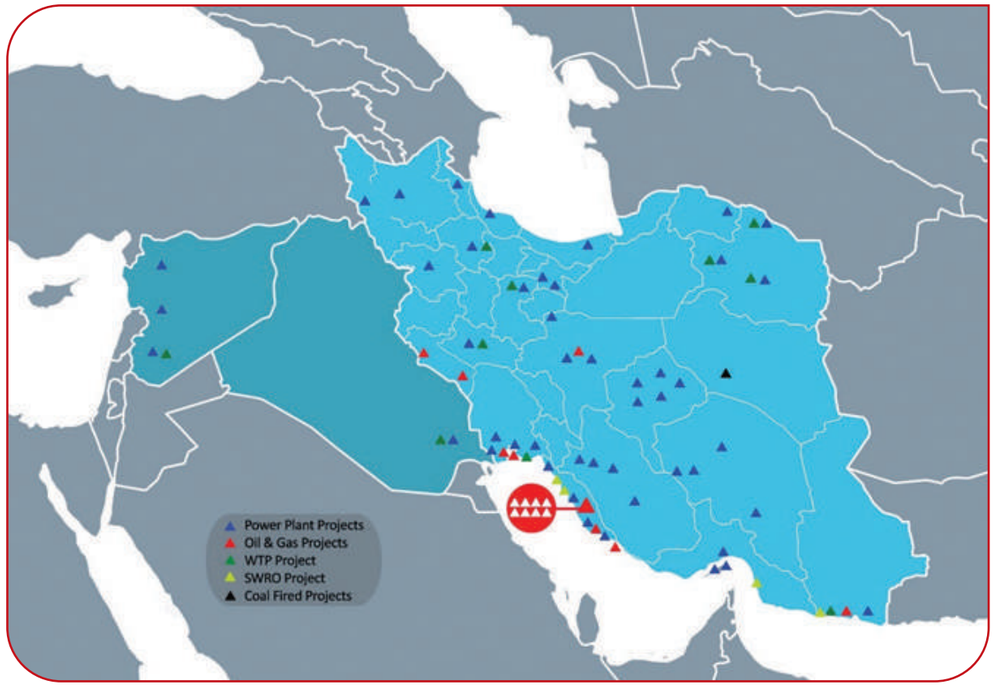
- 54 projects in the power plant sector
- 159 Heat Recovery Boilers
- Equivalent to 13,000 megawatts of electricity
- 41036 tons of steam per hour

Water- tube Boiler projects (Industrial)

- 17 projects in the fields of oil, gas and petrochemical
- 51 industrial water- tube Boilers
- 6240 tons steam per hour

Water packages projects

- 16 projects in water sector
- 117142 m^3 per day



Power plant industries

Oil, gas and petrochemical industries

Water and wastewater

MAPNA Boiler Corporate Operations Areas

Food, mining and other industries

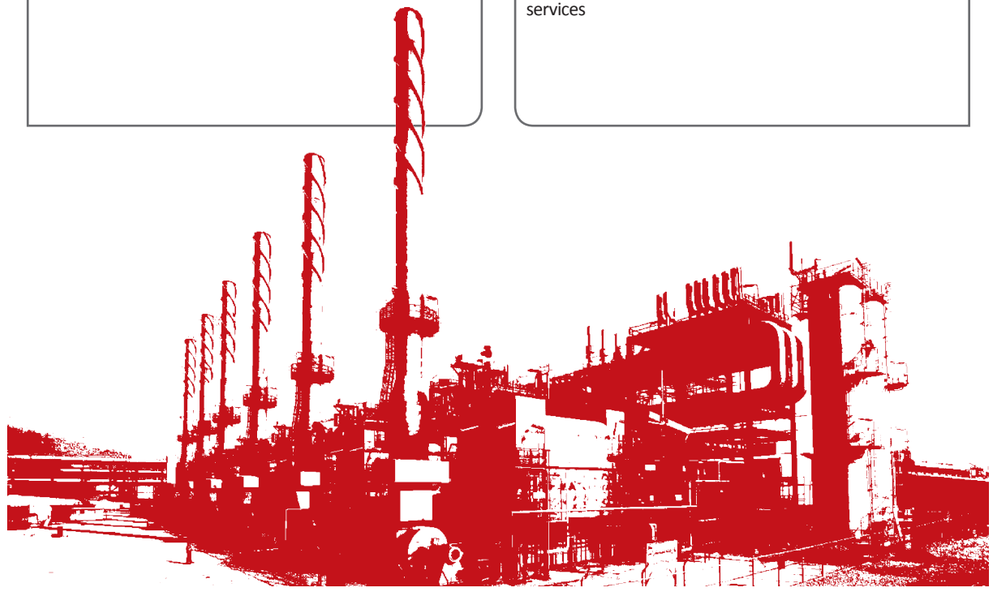
Medical equipment

Products

- Heat Recovery Boilers
- Industrial Water Tube Boilers
- Steam Power Plant Boilers
- Combined Electricity and Steam Generation Boilers
- Types of Shell and Tube Exchangers
- Deaerator
- Pressure Vessel
- Desalination and Water Treatment Systems
- Heat Recovery Boiler
- Hospital Oxygen Generation Package
- Containerized Desalination and Water Treatment Package
- Feedwater Heaters for Power Plants
- Double Drum and Recovery Boilers with 100% Hydrogen
- Low NOx Burners with Fuel
- Heavy Liquid Fuel
- Liquid H_2S with Fuel
- High Hydrogen Content Systems
- Dissolved Air Flotation (DAF)
- Single Drum Industrial Water Tube Boiler
- Burner Ducts with High Hydrogen fuels

Services

- Supervision of installation and startup
- Project management services
- Supplying spare parts in the boiler field
- Enhancing and developing steam production units
- Upgrading recovery boilers with ECO Plus I & II packages
- Improving recovery boiler performance through enhanced steam temperature control
- Providing product support via long-term service contracts
- Offering specialized training on boilers and auxiliary equipment
- Studying, analyzing, troubleshooting, and improving the water and steam cycle, as well as performing major and minor boiler overhauls
- Monitoring and analyzing water and steam chemical regimes in existing plants and offering solutions for system improvement
- Conducting various periodic inspections during shutdowns and while the boiler is in operation
- Implementing recovery boiler performance monitoring systems
- Supplying materials and equipment in the boiler field
- Providing explosion cleaning packages for recovery boilers
- Offering metallurgical laboratory and calibration services



Target Market of the Company

Foreign target markets

- Syria
- Iraq
- Uzbekistan

Domestic target markets

- MAPNA Group Companies
- Public organizations and companies in the power plant sector
- Public organizations and companies in the oil, gas, and petrochemical sector
- Public organizations and companies in the water and wastewater sector
- Public organizations and companies in the mining sector

Awards and Certificates During the Reporting Period

Certificates

- Quality management system certification based on the ISO9001:2015 standard
- Environmental management system certificate based on the ISO14001:2015 standard
- Occupational health and safety management system certificate based on the ISO45001:2018
- Information security management system certification ISO27001:2013
- Energy management system certification ISO 50001:2011
- Laboratory accreditation certificate ISO 17025
- Contractor's safety qualification certificate
- Green industry certificate 202222

Awards

- Received the Level 2 Silver National Organizational Excellence Award Trophy in 2022.
- Achieved top rank in Knowledge Management during the Maturity Assessment of MAPNA Group companies in 2021.
- Secured first place in ICT Maturity within MAPNA Group in 2021.21

Other Achievements

- Ranked among the top ten designers and manufacturers of Heat Recovery Steam Generators (HRSG) worldwide.
- Achieved a 12.5% market share and placed third globally in the latest report ending in the year's third quarter.

McCOY POWER REPORTS

6M'23 Preliminary League Table – Manufacturer[6]

MANUFACTURER	MWe 6M'23	MARKET SHARE	MANUFACTURER	UNI 6M'
WUXI HUAGUANG (WHEE)	932	18.0%	NEM ENERGY	
GE POWER	908	17.6%	VOGT POWER INTL	
NEM ENERGY	820	15.9%	MAPNA BOILER (MBEC)	
MHI POWER DONGFANG BOILER	816	15.8%	WUXI HUAGUANG (WHEE)	
MAPNA BOILER (MBEC)	486	9.4%	KAWASAKI HEAVY IND	
NOOTER ERIKSEN	416	8.0%	GE POWER	
JOHN COCKERILL	247	4.8%	MHI POWER DONGFANG BOILER	
BHI	227	4.4%	NOOTER ERIKSEN	
VOGT POWER INTL	211	4.1%	AC BOILERS	
AC BOILERS	88	1.7%	BHI	
KAWASAKI HEAVY IND	19	0.4%	JOHN COCKERILL	
TOTAL ORDERED CAPACITY	5,168	100.0%	TOTAL ORDERED UNITS	

6) Source: McCoy surveys. HRSG capacity recorded at 50% of the associated, reported gas turbine capacity.

Business Partners and Foreign Collaborations from Past to Present

Doosan Company (South Korea)
Technical knowledge transfer for designing and manufacturing horizontal E-class heat recovery steam generators (HRSG) for power plants.

Hyflux Company (Singapore)
Designing desalination equipment

Mackie Company (Italy)
Designing the Industrial Boiler

AST Company (Italy)
Designing and manufacturing types of safety valves

Tenaris Company (Italy)
Manufacturing all types of pipes and tubes

Sulzer Company
Designing and manufacturing various industrial pumps for power plants, oil and gas industries, etc.

Tubes Company
Manufacturing types of pipes and tubes

CMI Company (Belgium)
Transferring technical knowledge for the design of F-class and H-class heat recovery Boilers, along with engineering and upgrades in service projects

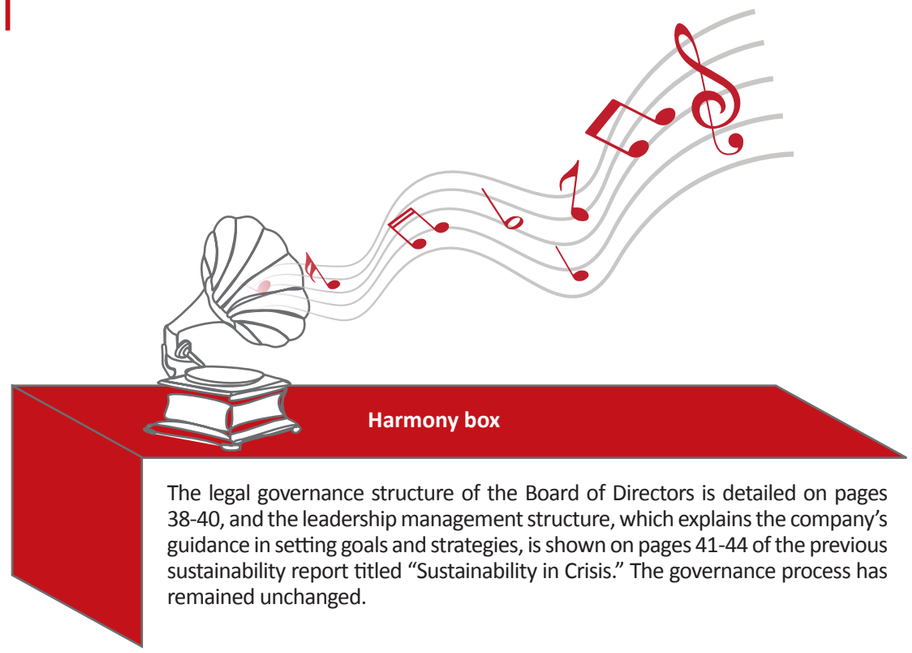
Veolia Company (France)
Designing desalination equipment

CNIM Company (France)
Designing Waste Incineration Boiler

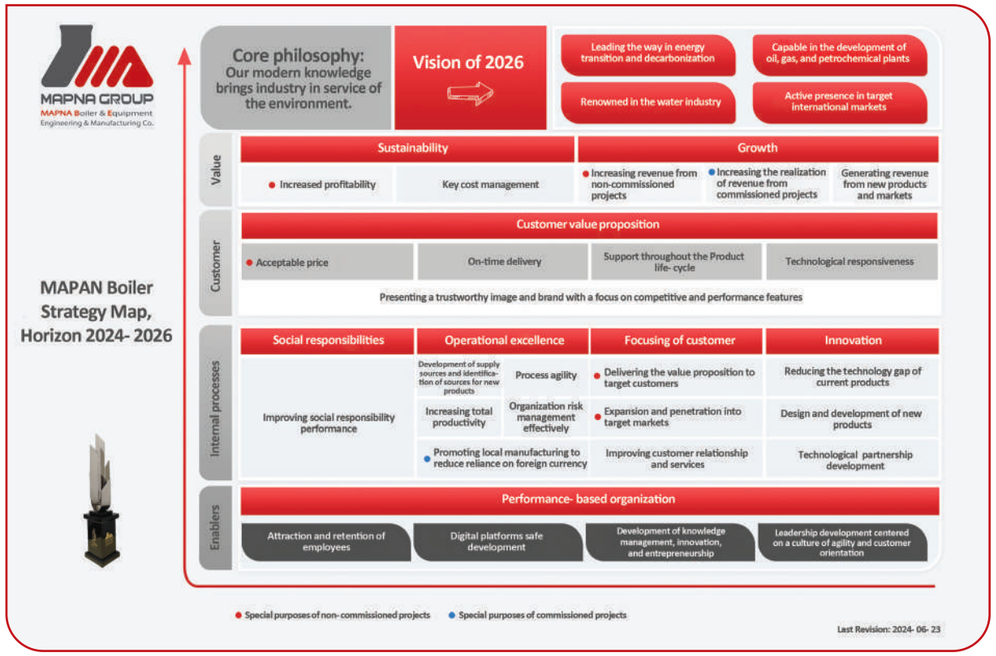
Mega Company (Czech Republic)
Designing and manufacturing EDI systems

ILF Company (Austria)
Designing wastewater treatment systems and MLD

Corporate Governance Aligned with Sustainability



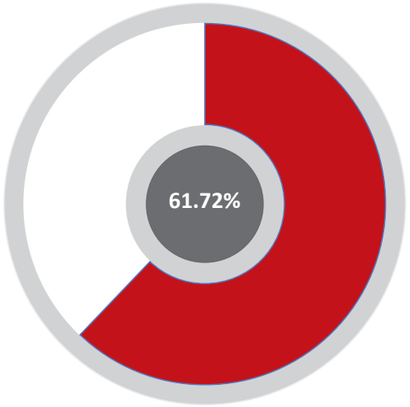
The legal governance structure of the Board of Directors is detailed on pages 38-40, and the leadership management structure, which explains the company's guidance in setting goals and strategies, is shown on pages 41-44 of the previous sustainability report titled "Sustainability in Crisis." The governance process has remained unchanged.



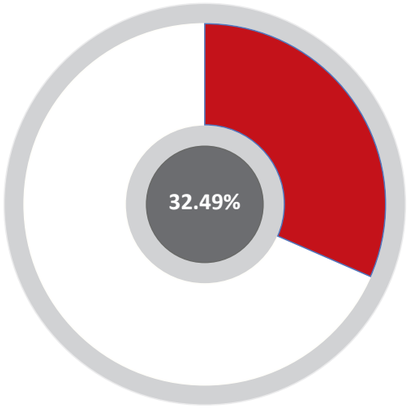
MAPAN Boiler Strategy Map, Horizon 2024- 2026

Shareholders Structure

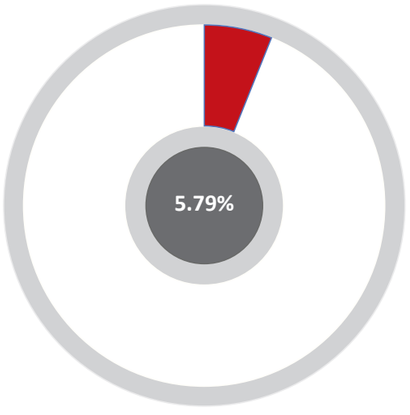
MAPNA Group Company



Neyr Perse Company



MAPNA Turbine Engineering and Manufacturing (TUGA)



Board of Directors

Mohammad Nabi Faraji

Chairman of the board of directors

Fardin Shahryari

Vice chairman of the board and CEO

Mohammad Hadi Faghihzadeh

Member of the board of directors

Ali Ashraf Kharamani

Member of the board of directors

Ali Kalantari Ghoreyshi

Member of the board of directors

Background of strategy planning and implementation in the company

Actions taken during the 2021- 2023

- Formulating annual scenario planning
- Developing functional and supporting strategies with yearly reviews
- Creating strategic management dashboards at both corporate and functional levels
- Setting three-year KPI targets aligned with the organization's strategic planning horizon
- Building a database to record key performance indicators and strategic program data
- Enhancing the products and services roadmap
- Developing a business model for four product areas
- Preparing a strategy implementation performance report based on SFO

The Melody of Sustainability in Organizational Governance

During this three-year reporting period, MAPNA Boiler Company has worked to shift from isolated social responsibility activities to integrating and aligning sustainability policies with its business strategies. This aims to create value while managing organizational impacts. MAPNA Boiler has incorporated its social responsibility strategic map into its functional strategy maps as part of this shift. This integration ensures that social responsibility strategies are viewed as a shared responsibility across all organizational units, not just one department. When developing and implementing its strategies, each unit should also address the sustainability-related needs, expectations, and concerns of its stakeholders, with a focus on impact management as the core mission of sustainability and value creation for all stakeholders.

During the previous reporting period, the communication management was responsible for developing and implementing social responsibility strategies. In the current period, the Human Capital and Support Vice Presidency was established, under which the Communication and Partnerships Office now leads sustainability initiatives within the organization. This unit, in collaboration with the Strategy and Organizational Excellence Department under the Planning and Systems Vice Presidency and with other functional units, incorporates sustainability concepts into the organization's strategies.

The Evolution of Sustainability at MAPNA Boiler -

1999-2009
Focused on core philosophy, MAPNA Boiler values, specific CSR actions, and adherence to legal accountability obligations

Preliminary

Collaborative

2010–2013
Developed strategic goals at the macro level, created a human resource strategy based on the SRP model, and communicated organizational values: 'From Me to We,' along with a comprehensive Code of Ethics.

Innovative

2014-2016
Developed macro-level functional strategies, promoted codes of conduct, established a Culture Committee, surveyed communication channels, considered stakeholders according to the Transparency Document, formed the MAPNA ECO Committee, developed the Social Responsibility System for MAPNA Boiler, and created the first CSR Map.

Innovative

2017-2019
Developed a comprehensive communication plan, established a Content Committee, systematized communication channels, and prepared the first sustainability report.

Innovative

2020
Translated the GRI2020 Standards and Transparency Document for stakeholders, engaged stakeholders, and enhanced stakeholder satisfaction through structured programs and interactions.

Innovative

2020- 2021
Improving the perceived brand image of the organization from the audience's perspective, Preparation of stakeholder cards

Integrated

2022-2023
preparation of a sustainability statement, identifying key sustainable development objectives, and establishing a communication and partnership unit within the Human Resources and Marketing Communication departments in the Sales and Business Development division

Integrated

2024-2026
Align sustainable development goals with organizational objectives, implement and monitor key sustainability targets, promote and deepen sustainability initiatives, focus on key stakeholder satisfaction, restructure the organization, and establish a Sustainability Manager position, while transitioning toward a circular economy

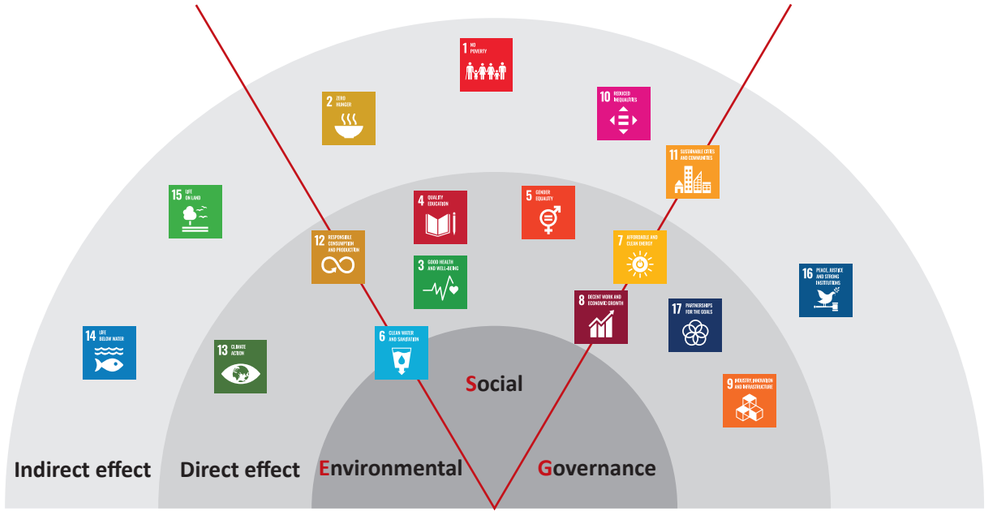
Transformational

2027-2029
Develop a sustainable business model canvas, maintain sustainability within a circular economy, and establish a strategic CSR communications approach

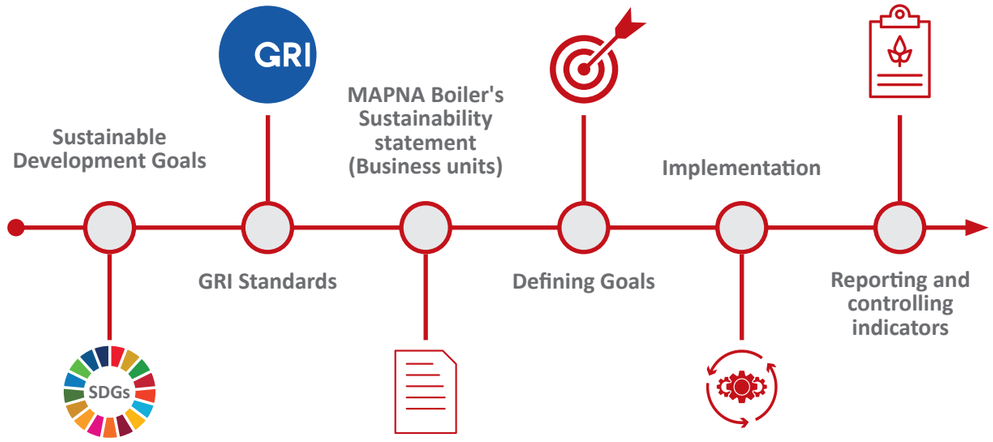
Golden Notes of Sustainability

The Sustainable Development Goals (SDGs), adopted by the United Nations in 2015, comprise 17 goals that address global issues such as poverty, inequality, climate change, environmental degradation, peace, and justice. These goals offer a comprehensive framework for creating a better and more sustainable future for everyone, and they can effectively give meaning to sustainability for us.

Key goals of sustainable development:
1. Ending poverty: Eradicate all forms of poverty.
2. Ending hunger: End hunger, achieve food security, and promote sustainable agriculture.
3. Health and well-being: Ensure healthy lives and promote well-being for all ages.
4. Quality education: Provide inclusive and quality education.
5. Gender equality: Achieve gender equality and empower all women and girls.
6. Clean water and sanitation: Ensure access to clean water and its sustainable management.
7. Clean and affordable energy: Access clean, reliable, and modern energy.
8. Decent work and economic growth: Promote sustainable, inclusive, and decent economic development.
9. Industry, innovation, and infrastructure: Build resilient infrastructure and support sustainable, inclusive industrialization.
10. Reduce inequality: Lessen inequality within and among countries.
11. Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient, and sustainable.
12. Responsible consumption and production: Promote sustainable consumption and production patterns.
13. Take action for climate: Take urgent action to combat climate change and its impacts.
14. Life below water: Conserve and sustainably use the oceans, seas, and marine resources for development.
15. Life on earth: Protect, restore, and promote the sustainable use of terrestrial ecosystems.
16. Peace, justice, and strong institutions: Foster peaceful and inclusive societies.
17. Partnership for goals: Strengthen implementation methods and revitalize global partnerships for sustainable development.



Addressing these goals can benefit companies in anyway, such as:
1. Improving public image: Companies aligned with sustainable development goals can strengthen their public image and earn the trust of customers, investors, and other stakeholders.
2. Risk Management: Tackling sustainability issues helps companies mitigate risks related to environmental, social, and governance (ESG) factors.
3. Innovation and efficiency: Sustainable practices often lead to innovation and operational efficiency, lowering costs and boosting profitability.
4. Market opportunities: Companies that adopt sustainability can access new markets and segments that favor ethical and sustainable products.
5. Attracting and retaining talent: A dedication to sustainability can draw and keep top talent, as employees want to work for responsible and purpose-driven organizations.
6. Regulatory Compliance: Aligning with the Sustainable Development Goals helps companies stay ahead of regulations and avoid potential fines and sanctions.
By incorporating the sustainable development goals into their strategies, companies support global sustainability efforts and strengthen their long-term resilience and success.
Based on this systematic approach, the key pillars guiding corporate social responsibility were first established, considering elements like the organization's core structures, the content of upstream documents such as the Sustainability Charter, and benchmarking best practices.
Next, key stakeholders were identified, and their needs and expectations were analyzed and categorized into material topics.
MAPNA Boiler Company, following the model below, identifies stakeholders' issues and concerns through engagement with them, then communicates these material topics to relevant departments to ensure they are incorporated into the goals and strategies of each organizational unit.



Sustainability Anthem: MAPNA Boiler's Sustainability Statement

At MAPNA Boiler and Equipment Engineering and Manufacturing Company, we are dedicated to positively impacting society, the economy, and the environment. As a responsible organization, we are committed to identifying and addressing the needs of all stakeholders, including shareholders, customers, suppliers, employees, and the community. We have established a comprehensive social responsibility system aligned with the company's strategic goals and international standards to achieve this. We have set ambitious targets to improve social accountability, economic activity, and environmental sustainability. By identifying and meeting local needs, allocating a portion of our resources for community benefit, and engaging employees in voluntary activities, we aim to enhance social well-being. Our goal is to improve business performance by fostering a culture of social responsibility at all levels of the organization.

We understand that sustainable development requires a collaborative approach, and the United Nations Sustainable Development Goals (SDGs) provide a valuable framework for these actions. Therefore, we have focused on our company's 10 most relevant and essential SDGs. These include Good Health and Well-Being (SDG 3), Quality Education (SDG 4), Gender Equality (SDG 5), Clean Water and Sanitation (SDG 6), Affordable and Clean Energy (SDG 7), Decent Work and Economic Growth (SDG 8), Industry, Innovation, and Infrastructure (SDG 9), Responsible Consumption and Production (SDG 12), Climate Action (SDG 13), and Partnerships for the Goals (SDG 17). Integrating the SDGs with the GRI reporting standards has involved all departments and processes in our sustainability efforts. We are committed to continuous improvement and transparency in our sustainability performance, and we publish our corporate social responsibility report every three years to share our progress with stakeholders.

At MAPNA Boiler and Equipment Engineering and Manufacturing Company, sustainability is at the heart of our business strategy, and we believe that by balancing economic, social, and environmental factors, we can create long-term value for our stakeholders and contribute to a more sustainable future.

Green Notes: Sustainability Policies of MAPNA Boiler

Environmental Monitoring and Protection Policy: We prioritize environmental sustainability by adopting effective resource management practices, lowering our environmental impact, and supporting preserving and protecting natural resources.

Business Ethics Policy: We maintain the highest standards of ethical business conduct, emphasizing transparency, integrity, and accountability in all our operations and dealings with stakeholders.

Supplier Diversity Policy: Our supply chain values diversity and inclusiveness. We aim to select suppliers who share our commitment to social and environmental responsibilities and promote fair, equitable business practices. Our performance aligns with the strategic goal of developing and maintaining sustainable supply resources.

Employee Voluntary Policy: We encourage and support employees to participate in voluntary activities and provide opportunities for our workforce to engage actively in social service projects, utilizing their skills and expertise to benefit the community.

Inclusion and Gender Equality Policy: We are dedicated to promoting gender equality and building an inclusive work environment that respects and empowers people of all genders, ensuring equal professional growth and advancement opportunities.

Quality Education Policy: We are dedicated to supporting high-quality educational programs that expand access to education, enhance educational infrastructure, and empower individuals with the knowledge and skills needed for success in today's world. This policy aligns with the strategic goal of attracting, retaining, and empowering employees.

Clean Water and Sanitation Policy: We prioritize sustainable water management practices by investing in technologies and infrastructure that increase access to clean and safe water, improve sanitation facilities, and reduce water waste.

Decent Work and Economic Growth Policy: We aim to create fair and inclusive job opportunities, promote equitable work practices, and support professional growth and economic development for the individuals and communities where we operate.

Innovation and Technology Policy: We promote innovation and technology as engines of sustainable development, investing in research and development, fostering entrepreneurship, and supporting technological progress that tackles social challenges. This policy supports our strategic goals of creating new products and closing the technological gap in existing ones.

Responsible Production and Consumption Policy: We promote responsible consumption and production practices by adopting sustainable procurement methods, reducing waste generation, implementing recycling programs, and optimizing resource use. We are progressing toward a circular economy. This policy aligns with the strategic goal of increasing material and production efficiency.

Climate Action Policy: We actively support climate action by cutting greenhouse gas emissions, using renewable energy sources, adopting efficient energy management, and encouraging resilience and climate adaptation strategies.

Partnerships for the Goals Policy: We actively form partnerships and joint initiatives with stakeholders, including government agencies, non-governmental organizations, and local communities, to leverage collective efforts and achieve the Sustainable Development Goals.

Material Topics

The Sustainable Development Goals and stakeholder concerns, needs, and expectations were identified as material topics through engagement with them and their representatives.

Material topics for stakeholders.	Sustainable Development Goal (SDG)
A safe and healthy work environment, employee well-being	SDG 3: Good Health and Well-Being
Employees' Education and Development	SDG 4: Quality Education
Organizational justice and equal opportunity.	SDG 5: Gender Equality
Water efficiency and ensuring safe water access for the community	SDG 6: Access to clean and safe water
Energy efficiency in workplaces and products	SDG 7: Affordable and Reliable Energy
Value creation and sustainable governance.	SDG 8: Promote decent work and economic growth.
Value creation and sustainable governance, resource efficiency	SDG 9: Industry, Innovation, and Infrastructure
Resource efficiency	SDG 12: Promote responsible production and consumption
Environmental Effects Management	SDG 13: Climate Action
Collaboration and cooperation for sustainability.	SDG 17: Partnerships for Goals

Social Responsibility Mission of MAPNA Boiler

Social accountability

Economic dynamics

& Environmental sustainability

MAPNA Boiler's Sustainability Vision for 2026

"MAPNA Boiler, as a model for sustainability in the industry, addresses sustainability challenges by deeply integrating sustainability principles into its organizational culture and business processes, helping to create a sustainable and responsible future."

Sustainability from Stewardship to a Sustainable Symphony

In the previous sustainability report, communication management was identified as the entity responsible for the organization's corporate social responsibility and for developing social responsibility strategies. In this regard, certain departments within the organization were introduced as collaborators in this area. In the current report, although the coordination of sustainability-related matters falls under the responsibility of the head of communications and partnerships within the human capital and support division, no single department is designated as solely responsible. Instead, the entire organization is accountable for sustainability. MAPNA Boiler has made efforts, through its sustainability statement, to engage all departments in the concept of sustainability, ensuring that all units and individuals manage sustainability impacts alongside their business activities. This comprehensive and inclusive approach guarantees that sustainability is institutionalized as a core principle in all organizational activities, with every member actively participating in achieving sustainability goals. To better govern sustainability within the organization, a sustainability committee-formed by merging the Corporate Social Responsibility and MAPNA Eco committees—has been established, taking responsibility for overseeing all sustainability-related matters.

High Committee for Sustainable Development

Mission: Policy-making, Planning, and Coordination for implementing sustainability-related activities.

The members of the High Committee for Sustainable Development include representatives from the following functional units:

- Human Capital and Support Division
- Management Office
- Water Projects Division
- Planning and Systems Division
- Design Division
- Research and Technology Division
- Sales and Market Development Division
- HSE Management

Below are the sustainability goals of different organizational departments, created in partnership with their respective units:

Human Capital and Support Division:

- Implementing diverse and inclusive programs to promote gender equality and balance (SDG 5).
- Providing education and development opportunities to improve employees' skills and well-being (SDG 3) and (SDG 4).

Strategic Goal:

- Attracting skilled personnel, empowering employees, and retaining talent.

Financial and Economic Division:

- Integrating Environmental, Social, and Governance (ESG) factors into Investment and Financing Decisions (SDG 12) and (SDG 17).
- Implementing responsible financial practices and transparency in reporting (SDG 16)
- Making timely payments of the company's financial obligations and taxes.

Strategic Goal:

- Implement responsible financial practices and ensure transparency in reporting.
- Make timely payments of financial obligations to stakeholders.

Planning and system division:

- Integrating sustainability considerations into long-term planning and strategy development, and transitioning towards a sustainable and resilient business model (SDG 9) and (SDG 12).
- Utilizing data analysis and advanced technologies to optimize resource efficiency and minimize environmental impacts (SDG 9) and (SDG 13).

Strategic Goal:

- Using data analysis and advanced technologies to move towards digital transformation (aiming to optimize resource efficiency and reduce environmental impacts.)

Health, Safety, and Environmental Management (HSE):

- Developing and implementing effective health and safety protocols to ensure a safe workplace (SDG 3) and (SDG 8), along with environmental management systems to reduce environmental impacts and promote sustainable practices (SDG 6) and (SDG 12)..

Strategic Goal:

- Responsible Production and Consumption: Adopting and implementing methods and policies, and providing practical and suitable solutions to optimize energy use.

Water projects division:

- Designing and creating water-efficient products and solutions to encourage responsible water use (SDG 6). Supporting access to clean water and sanitation services in underserved communities (SDG 6).

Strategic goal:

- Implementing sustainable project management practices
- Ensuring project compliance with health, safety, and environmental regulations

Design Division:

- Applying sustainable design principles to develop environmentally friendly and energy-efficient products (SDG 7) and (SDG 12)
- Considering product life cycle impacts and circular economy practices in design (SDG 12) and (SDG 13)

Strategic Goal:

- Optimizing designs with an environmental focus

Research and Technology Division:

- Conducting research and development projects focused on renewable energy, energy efficiency, and sustainable technologies (SDG 7) and (SDG 9).
- Collaborating with universities and other stakeholders to promote innovation for the development of sustainable solutions (SDG 9) and (SDG 17).

Strategic Goal:

- Applying sustainable design principles to develop eco-friendly and energy-efficient products
- Building partnerships with universities and research institutes

Procurement Division:

• Responsible sourcing methods that consider ethical and environmental criteria in supplier selection (SDG 12) and (SDG 15).
• Promoting fair trade and supporting suppliers and local communities (SDG 8) and (SDG 10).
• Designing and implementing collaborative programs with suppliers in the area of sustainability.

Strategic Goal:

• Designing and implementing collaborative programs with suppliers in sustainability.
• Responsible sourcing by considering ethical and environmental criteria in supplier selection.

Project Execution Division:

• Implementing sustainable project management practices, including stakeholder engagement, environmental impact assessments, and social safeguards (SDG 9) and (SDG 11).
• Ensuring that projects comply with health, safety, and environmental regulations (SDG 3) and (SDG 11).

Strategic Goal:

• Implementing sustainable project management practices
• Ensuring project compliance with health, safety, and environmental regulations

Sales and Business Development Division:

• We promote sustainable products and solutions to customers and educate them about their benefits (SDG 12) and (SDG 13).
• Identifying market opportunities for sustainable innovations and developing partnerships aligned with corporate social responsibility goals (SDG 17).

Strategic Goal:

• Sustainable products and solutions, along with customer education
• dentifying market opportunities for sustainable innovations and developing aligned partnerships.

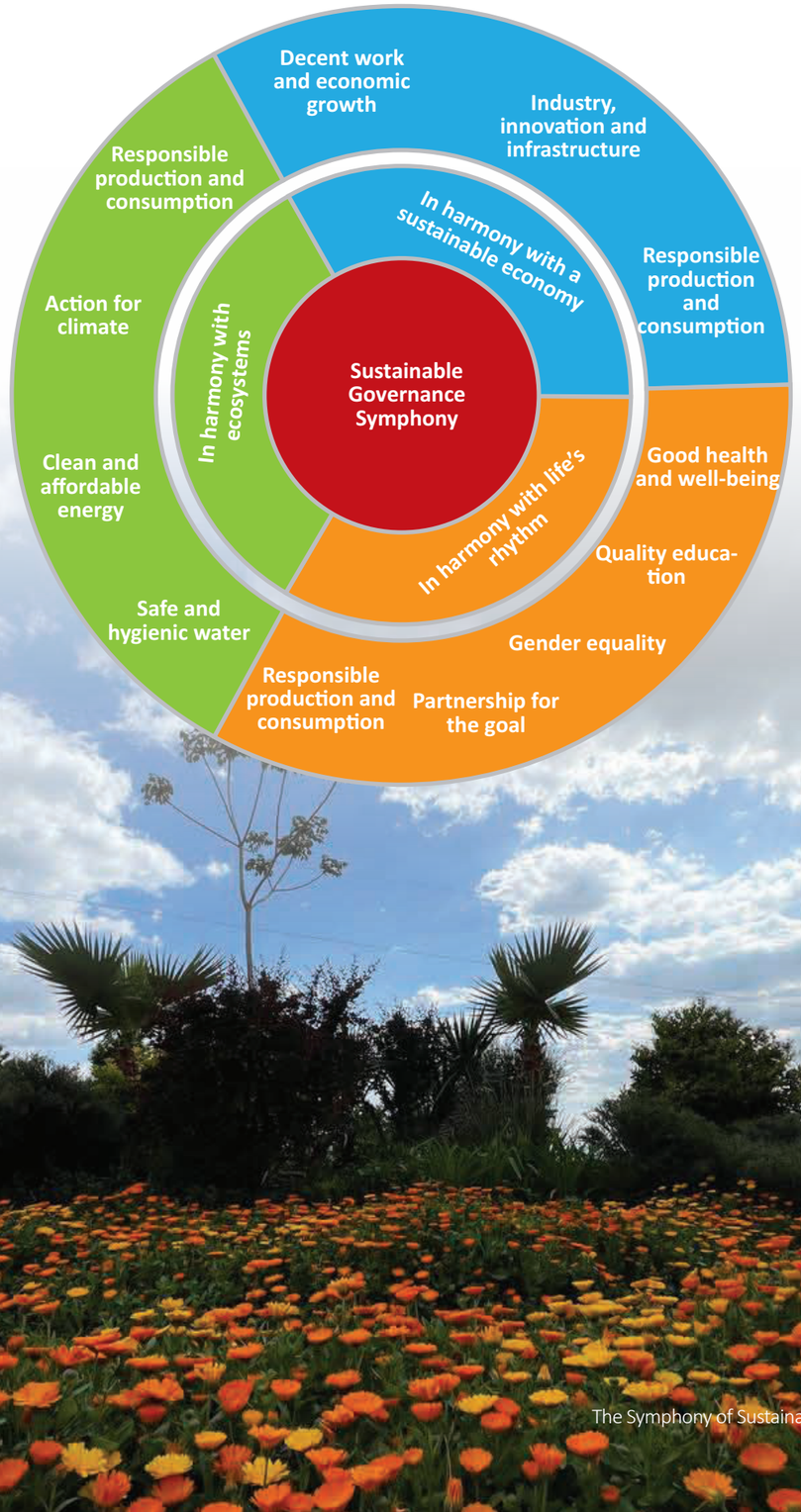
Production Division:

• Implementing efficient energy practices and optimizing resource use (SDG 7) and (SDG 12)
• Reviewing production and storage, and optimizing water consumption patterns at the Demin factory
• Applying responsible production and consumption methods (SDG 12)2)

Strategic Goal:

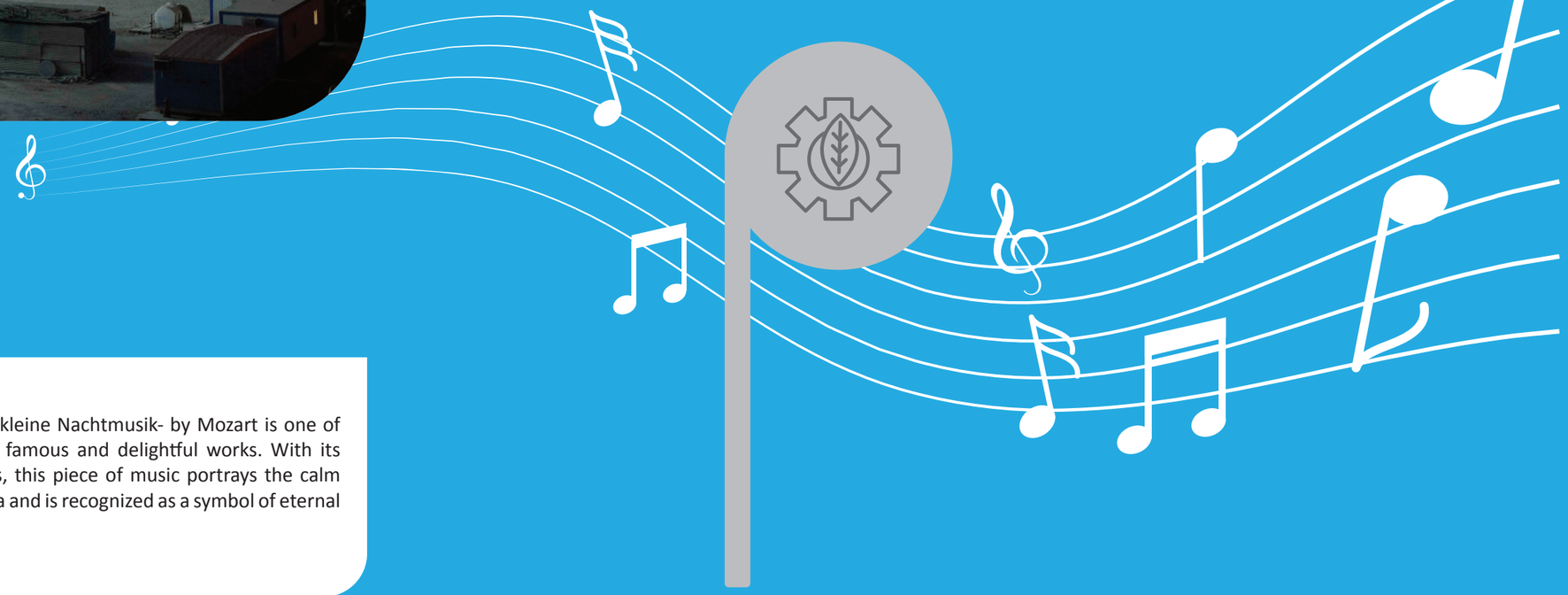
• Responsible production and consumption by adopting sustainable procurement methods and circular economy practices.

Based on the company's sustainability approaches, the sustainability model and reporting framework are outlined as follows:



Movement II:
In Alignment with the Sustainability Economy

In this chapter, we review the efforts of MAPNA Boiler Company in establishing and maintaining a sustainable economy. MAPNA Boiler Company, to support its vitality in a volatile environment, has planned and carried out various measures in response to economic challenges, international restrictions, and the country's needs. Developing products in the water sector and creating a Water Division during the reporting period, aimed at expanding business and meeting national needs, have been key initiatives in this area. Despite dollar fluctuations and challenges from global restrictions, the company works to address issues caused by disrupted international connections through bulk equipment purchases, expanding supply sources, and increasing domestic production. Additionally, despite economic constraints, MAPNA Boiler has managed to sustain an upward employment trend and avoid workforce downsizing. The company's efforts to localize, source domestically, and hire from the local community demonstrate its commitment to the regional and national economy. MAPNA Boiler's water projects play a vital role in providing industrial and drinking water across Iran. The company can supply water to underserved and remote areas of the country by utilizing desalination units and portable treatment plants. Furthermore, in the power industry, using boilers enhances the efficiency and energy use of power plants. Given current limitations, the company cannot expand into the global market but aims to maintain competitive pricing and enter the markets of neighboring countries. A reputable brand, fair pricing, technological adaptability, on-time delivery, and support throughout the product lifecycle are the core values that MAPNA Boiler offers to its customers.



"A Little Night Music"- Eine kleine Nachtmusik- by Mozart is one of this great composer's most famous and delightful works. With its lively and cheerful melodies, this piece of music portrays the calm and pleasant nights of Vienna and is recognized as a symbol of eternal harmony and beauty.

Directing a Sustainable Economy at MAPNA Boiler

The governance structure of MAPNA Boiler is responsible for leading the sustainable economy. The MAPNA Group has delegated this responsibility to the board of directors as the highest governing body of the company. The CEO, appointed by the board of directors as the highest executive authority, is responsible for leading the sustainable economy. The CEO operates within the defined organizational structure, including a functional and committee-based structure. At the top of this structure is the Executive Council, which makes the company's significant and critical decisions during urgent situations. Moreover, the strategy and organizational transformation committee is also part of this structure, responsible for high-level planning and goal-setting for ongoing programs and transformations in all areas, including the economic sector. This governance structure and related committees ensure that MAPNA Boiler continuously moves toward financial sustainability.

Mission	Name of Committee
Executive Council Committee	Planning, reviewing, and deciding on the company's major issues, as well as monitoring the implementation of those decisions.
The Strategy and Organizational Development Committee	The main goal of this committee is to establish the company's policies and primary objectives, develop and approve business-level strategies and functions, monitor strategic goals and programs, and plan at the macro level for MAPNA Boiler to improve overall performance. It also manages changes to transition from the current state to an ideal state aligned with approved strategies. This goal is achieved through approaches such as focusing on process improvement and organizational culture, strengthening participation and teamwork, considering the human and social aspects of activities, and simultaneously developing employees and the organization. The key tools for accomplishing this are strategy analysis, formulation, and implementation; the organizational excellence model; productivity management; integrated management systems; and other systemic and managerial methods.
Budget Consolidation	1. Reviewing the budget requests of organizational units involves evaluating the necessity of the program, its objectives, expected outcomes, and financial figures by asking the following questions: 2. Is the proposed program or activity necessary, and should it be implemented? 3. What are the objectives of these programs or activities? Are the objectives and programs appropriate and correct? 4. Why do we want the program to be carried out? Are there strong reasons to pursue this program? 5. Why does the organization need more money for personnel, equipment, or other items? Why are the costs for managing these items increasing? What is the cost of a new program?
Budget Committee	• Review and approve the organization's economic policies and guidelines from the budget consolidation committee. • Determine the organization's budget formulation policies. • Review the overall budget. • Review and provide opinions on policies and regulations related to implementing development actions and programs (such as procurement and development of machinery and equipment, infrastructure development, market development plans, system projects, etc.) with a view toward the organization's short- and long-term strategies. • Make decisions on issues and challenges in implementing plans and projects, as raised by deputies and direct managers. • Approve the principles and policies for capital and loan acquisition/disbursement, as the Financial and Economic Affairs Department proposed. • Review reports on the achievement of program objectives presented by deputies/direct managers. • Review and approve transformational actions in budget system maturity. • Review and approve incentive scenarios within the framework of the diamond model. • Approve expenditure allocations from revenue sources..
Directing Information Security	1. This committee is responsible for policy-making and monitoring major information security issues within the organization, including but not limited to the following: 2. Information security policies and primary objectives 3. Requirements issued by regulatory bodies and higher authorities 4. The scope of information security implementation within the organization
Directing Information Security	5. Major security policies and strategies 6. Control of information security risks with a "Very High" level of importance 7. Organizational changes impacting information security matters 8. Information security emergencies affecting the company's business 9. Issues related to service delivery impacting information security 10. Approval and oversight of the information security budget and plans 11. Awareness and training programs in the field of information security 12. Issues concerning the confidentiality and integrity of data and information 13. Issues related to the availability of services and IT systems
New Product Development and Improvement (Committee (NPDI	• Reviewing reports and considering the technological needs of the market based on studies, feedback, and suggestions resulting from the technology push, as one of the main inputs for NPDI. • Provided solutions and followed up on developing the product and service portfolio aligned with the company's missions and strategic objectives. • Supervising, controlling, and monitoring the progress of product, equipment, and service development and improvement projects. • Identify and determine responsibility for enhancing existing products through research and technology units or product design and development teams. • Making decisions and overseeing activities related to purchasing licenses and transferring technical know-how and technology in products and equipment; referring cases requiring reverse engineering and local manufacturing to the domestic production development committee when necessary. • Ensuring proper implementation of technology management within the company. • Reviewing and approving the final technology roadmap document and establishing its product prioritization and implementation approach. • Updating and approving the product roadmap to align with the approved product portfolio. • Defining and approving product development and improvement projects across all areas of the company, based on economic analysis reports and project prioritization
Knowledge Management Development	• Development of the knowledge management roadmap and its monitoring and control • Design and implementation of knowledge management programs and operational actions • Prioritizing knowledge areas to identify impactful experiences and ensure their effective and timely integration across the organization • Prioritization and decision-making regarding the allocation of resources for the implementation of actions • Planning and approval of the regulations and documentation required for the field of knowledge management • Developing infrastructure and ensuring the integration of knowledge-based approaches into processes (by utilizing knowledge management tools and methodologies to drive process improvement) • Leading cultural change initiatives to effectively advance knowledge management programs • Planning and executing necessary benchmarking activities in the field of knowledge management
Customer Satisfaction Management	• Decision-making related to the customer survey strategy (including identifying the list of projects to be surveyed, selecting the survey method, reviewing questionnaires, identifying the recipients within the customer organization, assigning a follow-up responsible within the company, conducting follow-ups, and providing feedback to customers) • Analyzing customer survey questionnaires • Reviewing received complaints and defining actions to address them • Offering suggestions and following up on actions that lead to increased customer satisfaction • Determining appropriate corrective actions to prevent the recurrence of complaints or dissatisfaction in other organizational projects
NCR Committee	• Verifying the accuracy, origins, and person-hours spent on disputed non-conformities. • Analyzing, reviewing, and providing corrective and preventive actions for all non-conformities related to design, procurement, manufacturing, installation, and commissioning processes. • Reviewing and approving analytical and consolidated reports of all non-conformities, based on reports from relevant departments, as outlined below. • Documenting non-conformities observed in procurement and production processes (Prepared by: Product Quality Assurance). • Documenting non-conformities observed in suppliers' fabrication workshops (Prepared by: Relevant Manufacturing Managers). • Non-conformities observed during project installation and commissioning processes (Prepared by: Technical Services – Installation and Commissioning) • Extraction of corrective and preventive actions and monitoring of planned measures • Submission of analytical non-conformity reports to the Strategy and Organizational Development Committee annually, to evaluate improvements resulting from committee actions aimed at reducing the occurrence of NCRs in current and future projects

Mission	Name of Committee
Infrastructure and Investment Committee	• Review and approve infrastructure development projects involving capital investments such as purchasing machinery, equipment, buildings, facilities, constructing new industrial units, acquisitions, and similar initiatives. • Review, estimate, and consolidate the non-project operational budgets for the following departments: Production Division, Information and Communication Technology Management, Services and Support Management, Warehouse Management, Product Quality Management, and the Project Execution Vice President's Office's
Development of Domestic Production	• Policy-making and decision-making regarding the increase of local manufacturing share and the prioritization of localization projects are based on two main criteria: 'need for manufacturing' and 'identification and development of domestic capabilities,' at the beginning of each year. Approval of local manufacturing programs shall be granted for one- to five-year periods per the group's communicated policies. • Review of the feasibility report, assignment of a project manager, and decision-making regarding the final report on local manufacturing's
Marketing and Sales Committee	• Policy-making and decision-making related to participation in tenders and received inquiries beyond the authority of the Vice President of Sales and Market Development: • Approving proposed pricing • Providing solutions for pricing strategies and contractual matters with clients • Making decisions on issues related to marketing and all transactions involving the sale of products and services
Transactions Committee	• According to the Transactions Regulation, Chapter 3, Article 5 – Duties of the Procurement Committee: • Review and verify evaluation documents for contractors, manufacturers, suppliers, and vendors involved in transactions with the company • Review the transaction process, received documents, and their compliance with the Transactions Regulation and relevant guidelines, following the applicable procedures • Open tender/inquiry documents and make decisions for all transactions meeting medium and higher thresholds

The following section discusses the Sustainable Development Goals and related key topics.

Sustainable Value Creation

Key Topics:

• Sustainable Value Creation and Governance - Resource Efficiency

Economic value creation in the company is achieved by providing the necessary infrastructure and defining and implementing appropriate processes to create value for customers. These values include a reliable brand, reasonable pricing, on-time delivery, support throughout the product lifecycle, and technological responsiveness. These actions lead to company growth through increased revenue, generating income from new products and markets, and sustainability through improved profitability and management of key costs. Therefore, the company can achieve its economic and sustainability goals by delivering high-quality products and services and responding to customer needs. The following section presents the organization's profitability indicators resulting from value creation.

Organizational Profitability and Investment Indicators

MAPNA Boiler, as one of the leading companies in the boiler and industrial equipment industry, emphasizes its enterprise's economic sustainability and profitability. The company has generated significant value for shareholders and society by focusing on strategic approaches. Smart investments and efficient resource management have been key to these achievements. MAPNA Group, as a publicly traded company, publishes all its financial and performance reports transparently and audits them on the Codal website. These reports include detailed information about profitability, board decisions, and other critical economic data, allowing shareholders and stakeholders to stay fully informed about the company's financial health and performance with confidence. They also provide comprehensive details about subsidiary companies like MAPNA Boiler. This level of transparency and thorough auditing fosters shareholder trust, supports improved performance, and enhances the company's economic sustainability. MAPNA Boiler aims to generate sustainable value and strengthen its position in both domestic and international markets by adopting multiple approaches to economic value creation.

Statistics Box: Financial and Economic Performance

Indicator	Description	2021	2022	2023
Organization Profitability Indicators	Percentage growth of gross profit compared to the base year 2019	289	328	494
	Percentage growth of net profit compared to the previous year	181	21	17
	Percentage growth of net profit compared to the base year 2019	320	387	453
	Operating revenues (Billion Rials)	17,353	26,033	30,859
	Dividends paid to shareholders (Billion rials)	277	335	589
Investment Indicators	Sales from intangible assets (Million Rials)	38,631	43,357	38,600
	Investment in infrastructure and tangible assets of the company (Million Rials)	151,096	439,987	924,384

Indicator	Unit	2023
Company's planned tonnage	Ton	10265
Company's real tonnage	Ton	9706
Net profit	Million Rials	3923954
Operating profit	Million Rials	5046433
Non- operational profit	Million Rials	431587
Tangible fixed assets	Million Rials	2493972
Intangible assets	Million Rials	255557
Long-term investment	Million Rials	73713
Asset	Million Rials	2600000

Indirect Economic Effects

In addition to its direct economic effects, MAPNA Boiler has substantial indirect economic impacts. These include paying taxes to the government, engaging domestic suppliers, creating jobs, and improving the skills and technical knowledge of the local workforce. By leveraging domestic supplier capabilities, MAPNA Boiler helps strengthen local industries and reduce reliance on imports. Furthermore, generating both direct and indirect employment opportunities aids in lowering the unemployment rate and raising household incomes.

The company promotes the technical growth of its employees through training and skill development, enhancing the expertise of the local workforce. Additionally, MAPNA Boiler supports environmental preservation and sustainable development through projects focused on clean energy and pollution reduction.

These topics are covered in this chapter, along with issues like job creation, in a section titled "In Harmony with the Rhythm of Life," to show how MAPNA Boiler's activities boost the country's economy and improve the quality of life and social sustainability.

Tax on MAPNA Boiler's Contribution to National Development

Taxation is a core pillar that provides governments with the financial resources to build essential infrastructure for sustainable development. Paying taxes is not only a legal obligation but also plays a crucial role in a country's economic growth and development. Governments can secure the funds necessary to support social, healthcare, educational, and infrastructure programs through taxation. MAPNA Boiler, which views taxation as a tool for national development, maintains constructive relationships with tax authorities in Iran. Transparency in tax reporting is one of the company's key principles, and MAPNA Boiler consistently aims to meet its obligations by fully adhering to tax laws and regulations. The company has also benefited from tax incentives that support its sustainability objectives. These incentives have been used to develop educational and sports facilities, including expanding the Maral building. In line with the sustainable development of the local community, the building's infrastructure, besides providing facilities for employees, will also be accessible to the local community and nearby residents, according to established regulations. It is important to note that, beyond these tax incentives, MAPNA Boiler has not received any government assistance and relies solely on its internal resources and capabilities to carry out its activities.

Statistics Box: Tax

Indicator	Unit	2021	2022	2023
All finalized and declared performance and value-added taxes.	Billion Rials	1,728,21	2,340,97	2,594/84
Tax exemptions on income are exempt from the value-added tax.	Billion Rials	602	130	0
Tax exemptions on income are exempt from taxation based on the income tax return.	Billion Rials	380	731	292

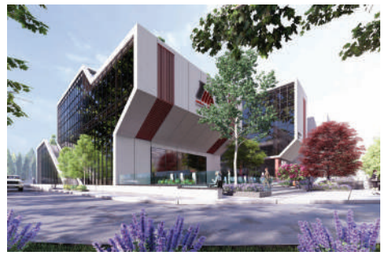
Strategic Project: Maral Building

In line with achieving the strategic objectives of "enhancing corporate social responsibility performance" and "attracting and retaining employees," the Maral Building strategic project has been defined with the following specifications:

Project start date: 2024- 05- 28

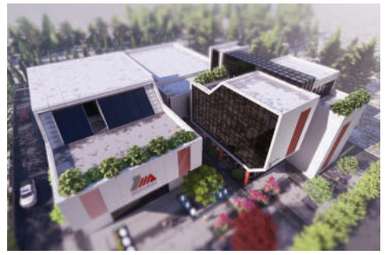
Project end day: 2026- 05- 27

Project objective: Construction of an administrative, welfare, and sports complex aligned with developing employee satisfaction and the local community.



Project area:

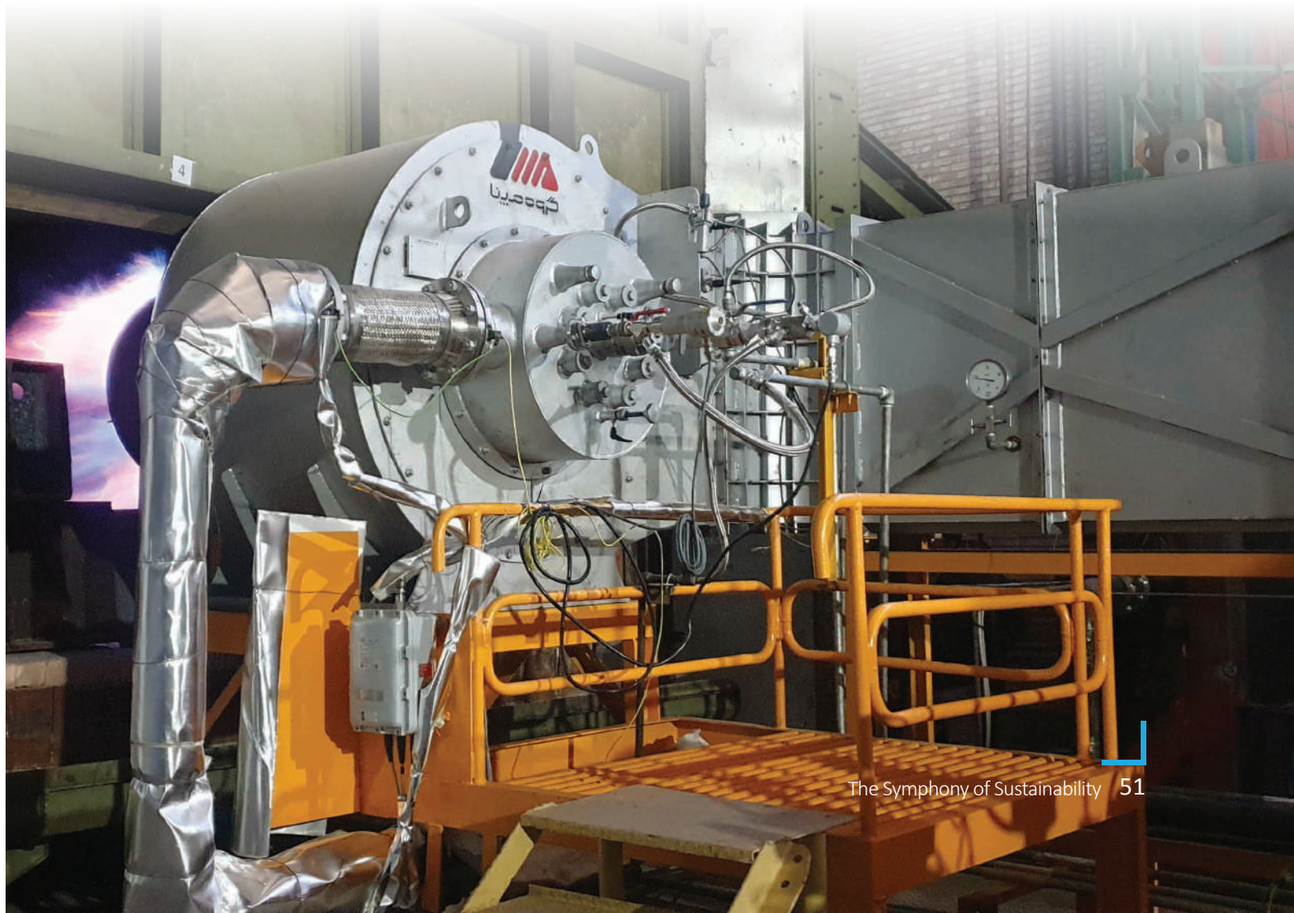
- Area: 4,300 m²
- Library with a think tank room
- Training hall with a capacity of 20 people
- Auditorium that seats 100, with a lobby, buffet, projector room with audio equipment, and rooms for makeup and rest
- Office hall with space for 100 people
- Three meeting rooms, each accommodating 20 people, plus a separate negotiation room
- Installation of a water tank suitable for the number of users
- Sports hall including a futsal court and fitness equipment



Localization and Domestic Supply

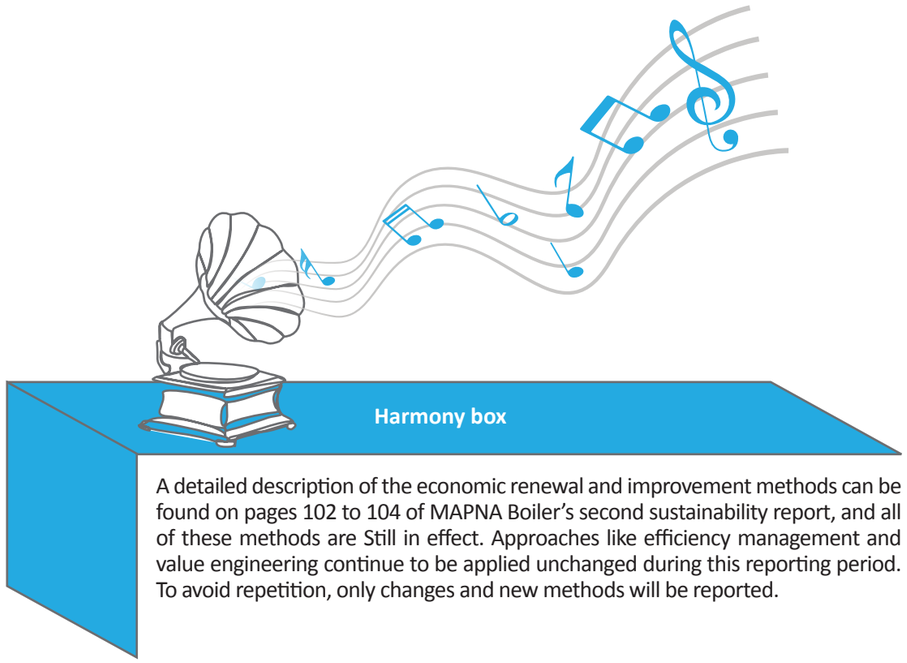
Localization and domestic equipment manufacturing are fundamental pillars in strengthening the national economy and reducing dependence on imports. This process contributes to job creation and the enhancement of domestic capabilities, results in foreign currency savings, and improves the country's economic security. MAPNA Boiler, as one of the major manufacturing companies within the MAPNA Group, has always strived to support domestic producers by maximizing the utilization of the country's internal capacities. Considering the capabilities of Iranian suppliers, the company aims to make maximum use of these capacities and has sourced 92% of the equipment for its projects domestically over the past three years. Products that were domestically manufactured during the reporting period:

2020	2021	2022	2023
Hp pump	Stack Damper	CFP	Burner
Cartridge filter	Silencer	VFD	Snubber
System N2	Containerized water treatment plant	Bicolor Level Gauge	BFP Orifice plate & Restriction Orifice



Economic Renewal and Improvement

MAPNA Boiler uses various methods to improve processes and mitigate risks to increase value creation, which will be discussed below. During the reporting period, MAPNA Boiler has also added approaches such as budgeting and innovation to its strategies in this area.



A detailed description of the economic renewal and improvement methods can be found on pages 102 to 104 of MAPNA Boiler's second sustainability report, and all of these methods are Still in effect. Approaches like efficiency management and value engineering continue to be applied unchanged during this reporting period. To avoid repetition, only changes and new methods will be reported.

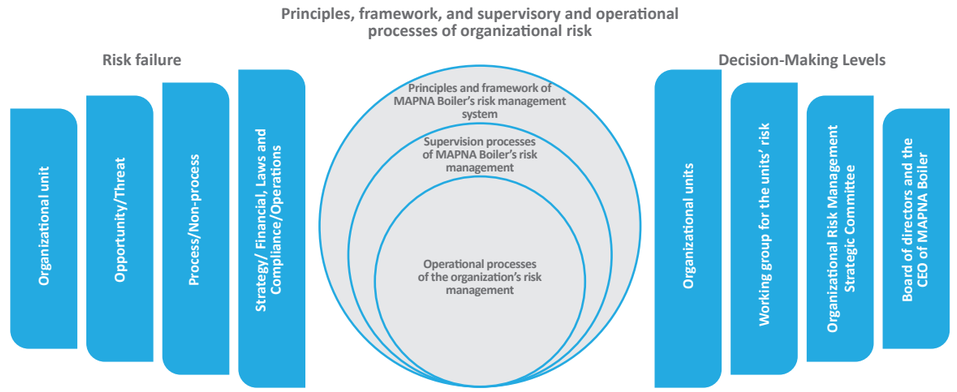
Risk Management and Scenario Planning

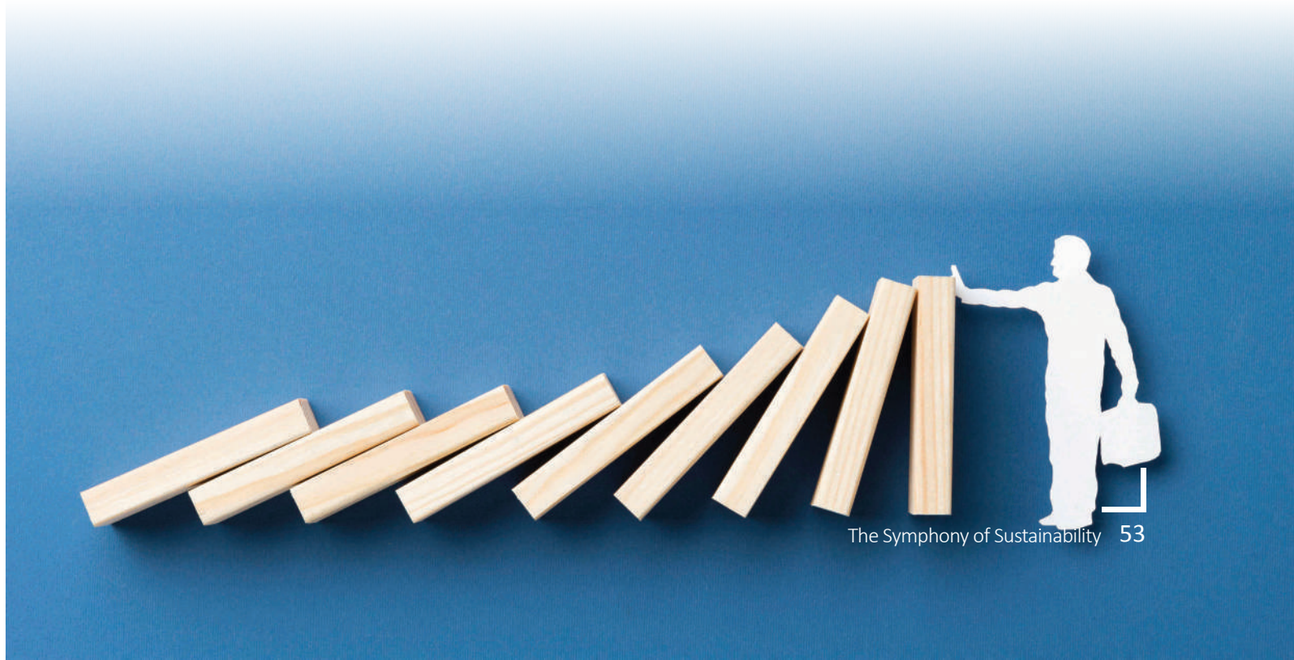
The MAPNA Group has communicated its risk management approach to its subsidiaries, including MAPNA Boiler. Based on this integrated approach, MAPNA Boiler aims to identify, analyze, respond to, and control all risks that could threaten the achievement of the organization's objectives. This risk management system enables the company to identify and systematically manage all potential threats and opportunities. By controlling the impact of environmental changes and dynamics on the organization, this system helps protect sustainable organizational value creation. The enterprise risk management system at MAPNA Boiler assesses and manages strategic, process-related, operational, and organizational project risks. This comprehensive system was established during the reporting period; previously, only risks related to organizational projects were assessed. Under the new approach, organizational risks are analyzed within functional units, and necessary solutions are developed and implemented. Scenario planning is also conducted on the organization's strategic objectives for various situations—optimistic, probable, and pessimistic. This planning allows MAPNA Boiler to prepare its strategic responses for different scenarios and potential future crises, particularly under pessimistic conditions. This integrated and structured approach to risk management helps the company effectively and sustainably address environmental changes and challenges, thereby supporting and strengthening organizational sustainability. MAPNA Boiler, in line with its strategic objective of "effective organizational risk management," and to deepen risk-based thinking, has identified all its strategic, financial, process-related, operational, HSE, project, and information security risks within a risk management framework. This approach has been designed by benchmarking MAPNA's risk management system and structuring a five-step risk management process, utilizing standards such as ISO 31000, PMBOK, the COSO model, and the BowTie method.

As part of implementing comprehensive risk management, a maturity assessment based on the IIRM RMMM model has been conducted within the organization. Since 2024, the risk management process has been designed and developed as part of the organization's strategic comprehensive risk management project, benchmarking MAPNA Group's risk management framework.

The enterprise risk management system at MAPNA Boiler reviews and manages various risks within the company. This comprehensive system was established during a transitional phase, whereas previously only project-related risks were assessed. Functional units analyze organizational risks identified through this approach, and necessary solutions are developed and implemented.

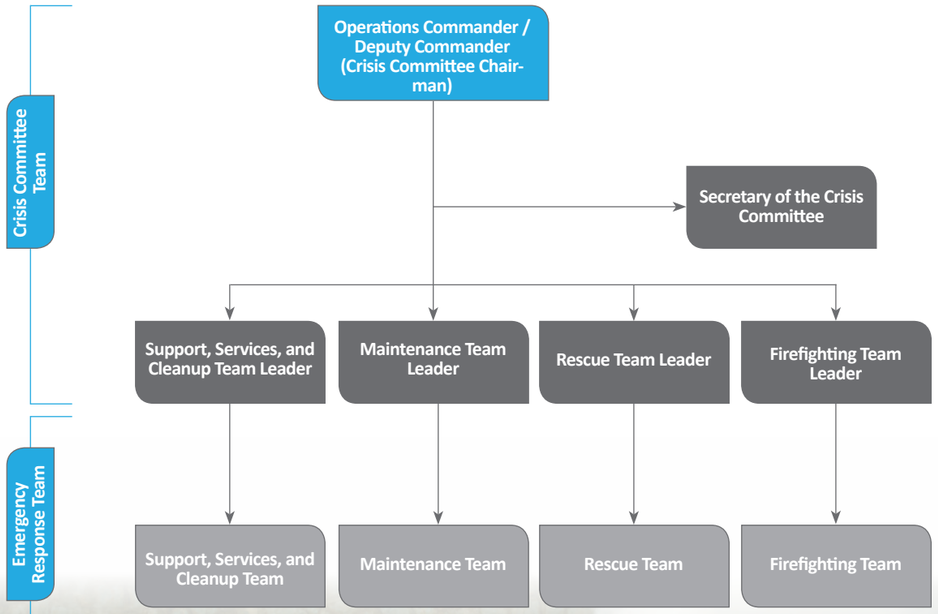
Scenario planning is also based on the organization's strategic objectives for different situations—optimistic, probable, and pessimistic. This planning enables MAPNA Boiler to prepare its strategies to address various scenarios and potential future crises, particularly in the pessimistic case.





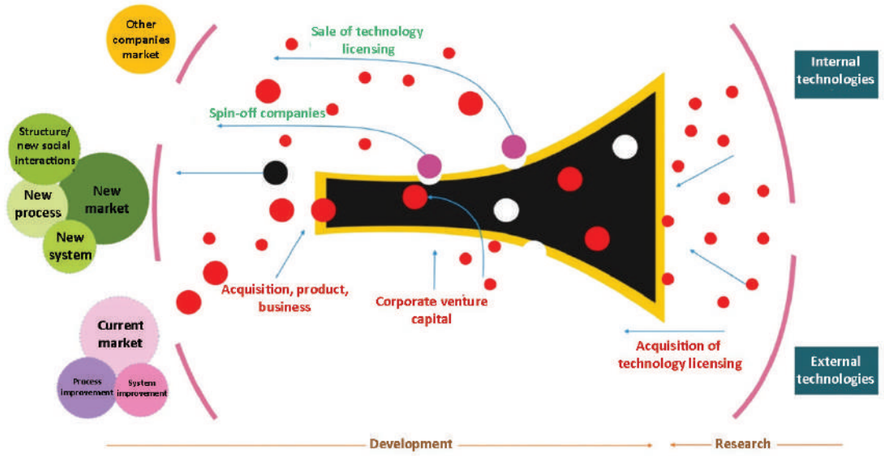
Crisis Management

MAPNA Boiler, by forming a crisis management team and preparing to address climate change risks and other unexpected hazards, aims to manage risks associated with potential incidents. This cross-functional team (CFT) has been established to identify risks and determine control measures to eliminate or reduce them. For this purpose, they engage in group or workshop sessions to identify and assess relevant risks, creating an opportunity for active participation within the company. By participating in emergency response teams—including rescue, firefighting, cleanup, and maintenance teams—employees receive general and specialized training in firefighting and rescue operations and act as frontline teams during emergencies and incidents. Although this program primarily focuses on environmental and social crises, such crises can have economic impacts if not properly controlled—for example, the COVID-19 pandemic. This comprehensive and participatory approach to risk management helps MAPNA Boiler effectively and sustainably address environmental changes and challenges.



Innovation and Product Development

Through innovation and the development of sustainable products, MAPNA Boiler plays its role in creating shared value with society. In the recent reporting period, MAPNA Boiler enhanced its innovation model and introduced several water and decarbonization products. Innovation and product development help improve the company's performance and efficiency and significantly contribute to environmental sustainability and better quality of life. MAPNA Boiler, focusing on reducing fossil fuel use and pollutant emissions, developed heat recovery boilers and Low NOx burners. These products help cut greenhouse gases and improve air quality. Given water resource scarcity, MAPNA Boiler created advanced industrial wastewater treatment and desalination systems to supply drinking and industrial water. Portable desalination packages were also designed for underserved areas and during natural disasters. Additionally, MAPNA Boiler advanced efforts to lower carbon dioxide emissions through developing carbon capture units and producing green hydrogen via water electrolysis. These actions assist in combating climate change and open new opportunities in renewable energy. These initiatives not only boost performance but also generate shared value with society and protect the environment. Furthermore, MAPNA Boiler, emphasizing creativity, innovation, disruptive thinking, and corporate entrepreneurship, supported the inaugural "BONOCUP" ideas competition. This event was inspired by academic institutions and supported systems like value engineering, technology management, knowledge management, suggestion systems, and idea management. During this reporting period, the company set up an Innovation Unit within the Planning and Systems Department to foster organizational and product innovation. It launched a comprehensive open innovation-based system. In 2024, idea mentoring was introduced as part of the BONOCUP process. MAPNA Boiler leadership regularly supported participation in learning networks and identified opportunities for creativity and innovation by encouraging patents, conference papers, book publications, strategic partnerships, benchmarking leading companies, participating in exhibitions, holding technical meetings with suppliers and end-users, analyzing global megatrend reports, and supporting value engineering, suggestion systems, and the BONOCUP event. These efforts enhance the company's performance, creating shared societal value and environmental protection.



Products	Society Need
Industrial treatment plants	Water scarcity for industrial processes
Desalination plants	Water scarcity for the drinking water supply
Portable desalination package	The need for temporary desalination units in underserved rural areas or during natural disasters
Horizontal and vertical heat recovery boilers (for combined cycle power plants)	Reduction of fossil fuel consumption and environmental pollutant emissions
Low NOx circular burners in industrial water tube boilers and thermal power plant steam boilers	
Modern cleaning technology for boiler heat transfer surfaces in combined cycle and steam thermal power plants	
Industrial heat recovery boilers in the steel industry	
High-pressure and low-pressure feedwater heaters for power plants	
Carbon capture units	Reduction of carbon dioxide emissions into the atmosphere
Steam silencers for safety valves and boiler vent lines	Noise pollution reduction
Green hydrogen production through water electrolysis	The substitution of fossil fuels with green/ renewal energy careers
Hydrogen gas consumption as fuel in industrial water tube boilers and recovery boiler burners duct	
Construction of a photovoltaic solar power plant at the MAPNA Boiler factory	

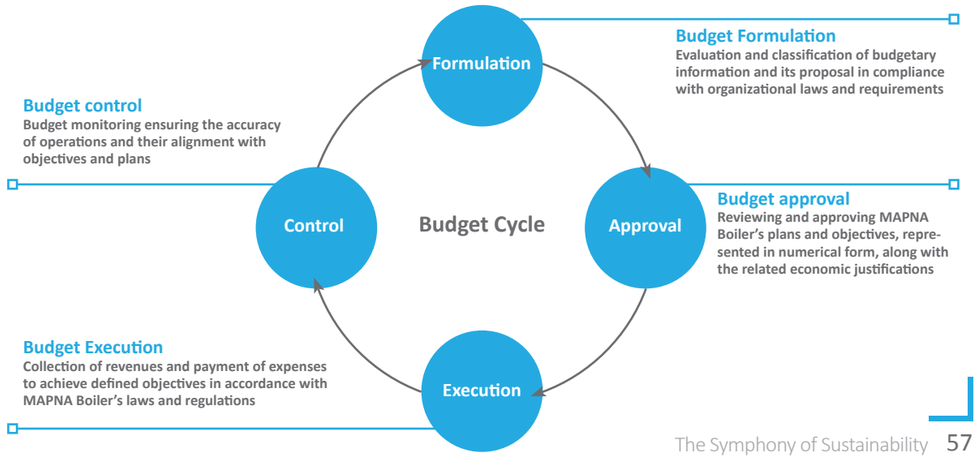
Investment

Investment is one of the ways to achieve sustainability for the company. MAPNA Boiler, focusing on evaluating and making investments based on sustainability principles, strives to improve shareholder value through infrastructure development and investments. To manage investments and available financial resources, MAPNA Boiler carefully conducts feasibility studies along with technical, financial, and economic evaluations to determine the necessary investment amounts. Updating infrastructure and both tangible and intangible assets is a key factor influencing the company's growth and sustainability. These updates lead to improved process execution within the organization and provide the needed resources. A portion of the company's profit has been allocated to investing in tangible and intangible assets, serving as an example of sustainability. The Investment and Infrastructure Committee reviews these investments to assess and determine the impacts and outcomes of each project, as well as their alignment with the company's strategies and comprehensive development plan. The Equipment and Development Committee is formed in accordance with the approved charter, and development projects, after being defined and their requirements announced by stakeholders, are presented to the committee for evaluation based on sustainability principles. During the reporting period, one of the actions taken was restructuring the Equipment Committee into the Investment and Infrastructure Committee, adding planning, finance, support, and procurement managers as members, and categorizing investment processes into three types: short-term, long-term, and project financing through BOO contracts. The company's investment reports are published on the website and Codal reports.

Operational Budgeting System

MAPNA Boiler, by establishing an operational budgeting and budget control system for the first time in this reporting period, has taken a significant step toward sustainability and optimal resource management. This budgeting system, managed by the Planning and Systems Department through the establishment of the Planning and Program Unit, plays a key role in guiding and controlling the company's financial resources.

Since 2021, the comprehensive budgeting project with a performance-based budgeting approach has been launched in two sections: non-project and project. In the non-project section, operational, capital, and strategic costs are estimated by responsible posts, while in the project section, equipment costs are estimated by the project manager and linked to revenue streams. This approach has been designed to reduce operational and support costs and streamline processes. The operational budget is prepared based on three scenarios: pessimistic, optimistic, and probable. This helps the Finance Unit manage resources with greater accuracy. In addition, the design of the budget dashboard and deviation analysis through problem-solving tools such as the Fish Bone diagram and the 4M method supports process and subsystem improvement, and necessary corrections are implemented through budget circulars and related processes. This budgeting and budget control system, by providing budget clearance reports, budget circulars, and trend and global economic change analyses, helps the company manage its resources more accurately and achieve its strategic goals. These measures not only improve the effectiveness and efficiency of the company but also play an important role in the sustainability and long-term growth of MAPNA Boiler.



Ethical Conduct in Economic Relationships

Adhering to ethics and maintaining sustainable engagement with stakeholders are fundamental principles for achieving economic sustainability. Due to the significance of this topic, MAPNA Boiler strives to uphold ethical standards in all its dealings with stakeholders. The following are some of the company's approaches and actions in this regard:

Rule of Law and Legal Compliance: Adherence to laws and regulations. Respect is a key ethical principle. By following this principle, MAPNA Boiler had no legal cases resulting in convictions during the reporting period. This demonstrates the company's dedication to complying with laws and regulations.

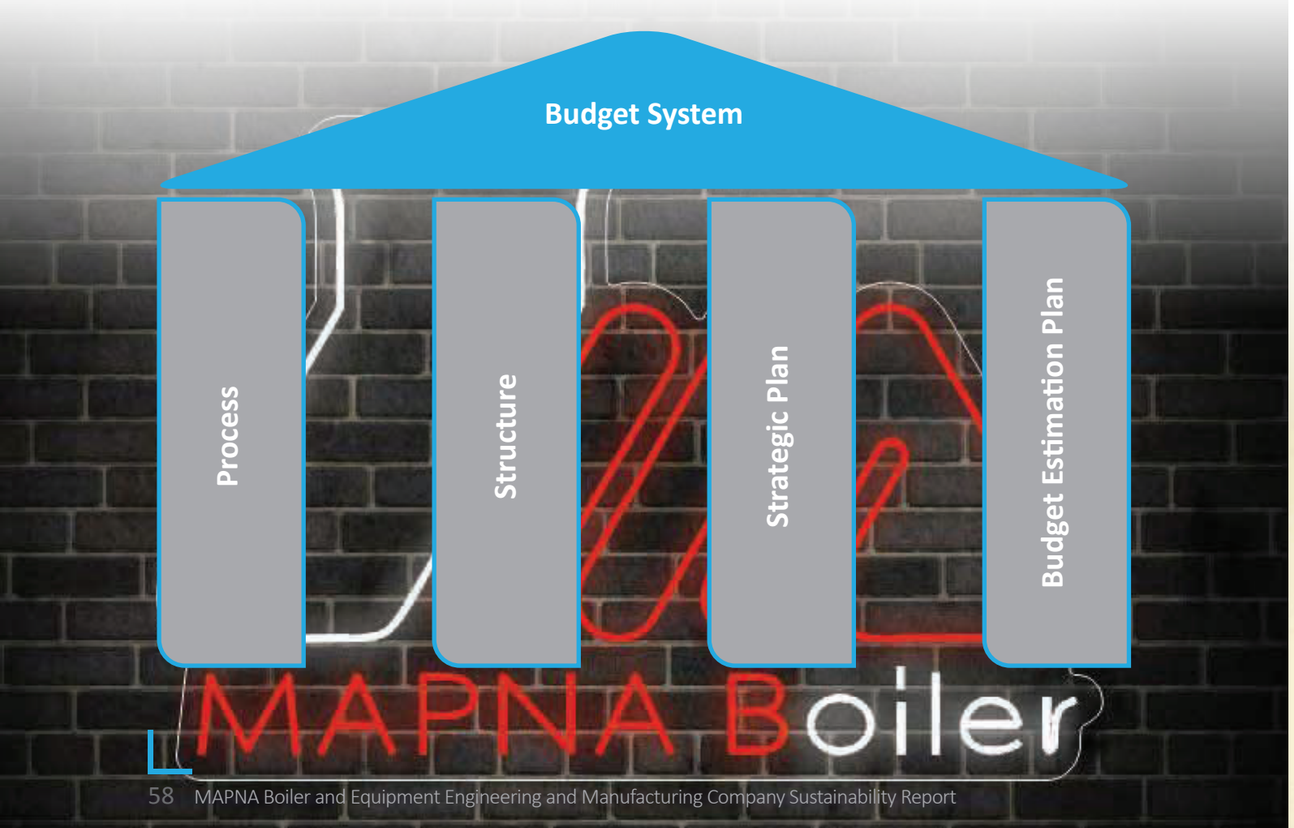
Privacy Protection: Safeguarding stakeholders' privacy, including customers, suppliers, and employees, is another essential ethical principle. MAPNA Boiler by following this principle, emphasizes the importance of protecting all its stakeholders' personal information and privacy.

Fair business relations: Maintaining fair business relationships and preventing monopolistic practices in dealings with customers are key actions for MAPNA Boiler. The company aims to establish transparent and equitable commercial relationships by providing essential information to customers through catalogs and emphasizing product safety.

Promoting sustainability concepts: MAPNA Boiler incorporates sustainability principles into every aspect of its operations, aiming to generate value for all stakeholders. This strategy enhances business relationships and supports the company's economic sustainability.

Accountability and complaint handling: MAPNA Boiler has implemented processes and mechanisms to address complaints from all its stakeholders. This demonstrates the company's dedication to accountability and resolving stakeholder concerns transparently and efficiently.

Transparency in reporting: Providing clear and transparent financial and performance reports to all stakeholders shows the company's commitment to transparency and accountability. This approach helps build trust and strengthen relationships with stakeholders.



Examples of Stakeholder Engagement

Shareholders: MAPNA Boiler is a private joint-stock company with a limited number of shareholders, appointed according to the policies of the MAPNA Group, its parent holding company. In contrast, MAPNA Group is a public joint-stock company with many shareholders, and its shares are traded on the Tehran Stock Exchange. The company's strategies for shareholder sustainability include driving sustainable profit growth, expanding products and markets, transparent reporting, and strengthening organizational sustainability to ensure continuous profitability for shareholders.

Employees: MAPNA Boiler has consistently gone beyond its legal duties to support its employees. Besides salaries and wages, the company offers various welfare benefits and incentives. These include paying wages above the legal minimum and regional standards on time, providing welfare packages and social security insurance, investing in employee development, offering supportive payments, and maintaining a strong employer brand.

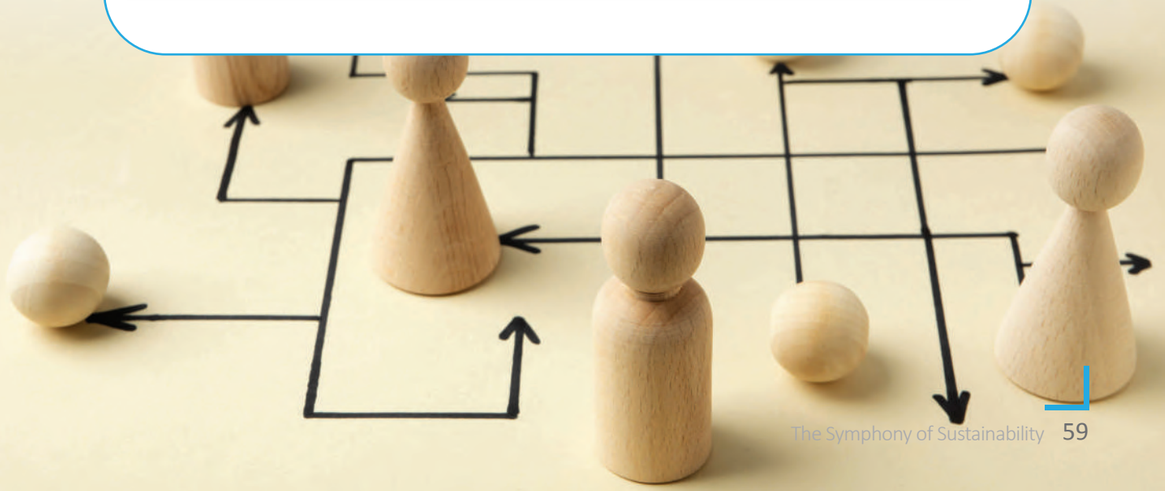
Customers: MAPNA Boiler Company, in line with its commitments, consistently works to strengthen economic sustainability through mutually beneficial interactions with its customers and to ensure their satisfaction and loyalty. Examples of the company's efforts to support its customers' financial sustainability include implementing various measures to guarantee product quality and on-time delivery, innovating and developing new products, providing maintenance and repair services, and offering technical consulting to clients.

Partners and Suppliers: Partners and suppliers are among the organization's stakeholders, and strengthening their economic sustainability can lead to mutual growth for the company. MAPNA Boiler enhances service quality and its financial sustainability by providing equal opportunities in evaluating and selecting suppliers, making prompt payments, localizing and expanding the use of partners and suppliers, and incorporating sustainability principles into collaborations, such as requiring environmental and safety certifications for cooperation.

MAPNA Boiler has attained financial sustainability and enhanced its stakeholder relationships by following these ethical principles..

Statistics Box: Stakeholder engagement

Indicator	Unit	2021	2022	2023
Overall, supplier satisfaction with the company	Percent	66	72	76
Overall community satisfaction with the company	Percent	75	80	96
Overall, employees' satisfaction with the company	Percent	58	58	64
Overall, customers' satisfaction with the company	Percent	82	80	84



Movement III:
In Harmony with the Rhythm of Life

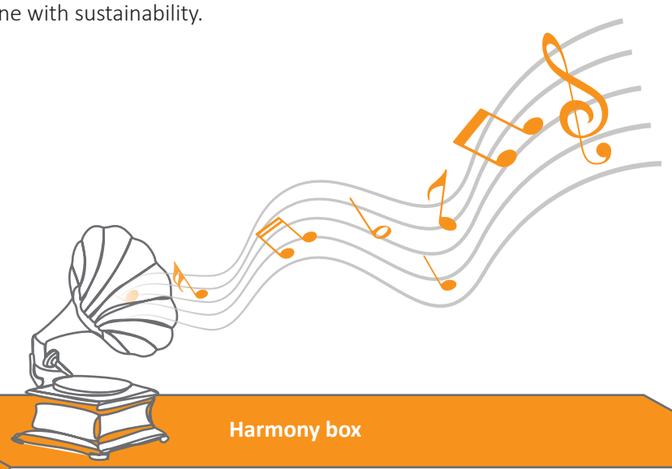
This chapter thoroughly examines our efforts to improve social welfare and balance social needs with organizational goals. Our approach is like a melody, with each note representing our dedication to the values, principles, and social standards for all stakeholders. We aim to build an ideal organization that extends beyond the workplace, seeking to enhance people's life experiences based on justice and ethics, aligned with the principles of sustainable development.

The fourth movement of Beethoven's Symphony No. 9, famously known as the "Ode to Joy," is one of classical music's most lasting and remarkable works. With its robust and lively melody, this movement delivers a message of happiness, unity, and brotherhood among people. In this piece, Beethoven, inspired by Schiller's poem, depicts noble ideals such as freedom, peace, and global solidarity.

Our Behavioral Notes: Examining Culture and Ethical Guidelines

Ethical culture and codes of conduct are vital for the sustainability of organizations. These frameworks guide professional and moral behavior, ensuring that all actions align with the organization's principles and values. MAPNA Boiler is dedicated to fostering an ethical environment that respects human dignity. Justice, equal opportunity, diversity, meritocracy, and adherence to moral principles are expected behaviors in the company's code of ethics and conduct.

The leadership of cultural development and the promotion of the code of ethics at MAPNA Boiler has been entrusted to the culture committee. This committee undertakes various activities, including creating and sharing cultural content through the company's communication channels, organizing events and ceremonies, conducting cultural surveys, and analyzing the results to enhance the company's cultural environment in line with sustainability.



Harmony box

A detailed account of the Code of Conduct book, which has been communicated and enforced throughout all MAPNA Group companies, and the application of the Denison Culture Model in the second sustainability report titled 'Sustainability in Crisis,' is provided on pages 102 to 104. The MAPNA Group's codes of ethics include policies for all stakeholders outlined in MAPNA Boiler's second sustainability report.

- Employees' Policy, page 88
- Community and Citizens' Policy, page 118
- Employees' Policy, page 124
- Suppliers' Policy, page 128
- Environment Policy, page 134

Why is culture important?

We are all part of a group that works together to reach specific goals and fulfill a shared vision.

Values serve as the guiding lights that lead us from what is to what should be.

The realization of values is possible only for those who have achieved a shared mental and emotional outlook and have become aligned and united in purpose.

Organizational culture is a system of shared concepts among members of an organization that distinguishes it from other organizations.

Preserving and enhancing culture: Organizations can shape, evaluate, and maintain their organizational culture to use it as a competitive advantage.

MAPNA Boiler Culture Roadmap

2013
- Identifying organizational values (From Me to We)
- Conducting business ethics training sessions

2015
- Assessing the current culture through the Denison method
- Publishing the first edition of the Code of Conduct booklet
- Establishing the Culture Committee

2017
- Monitoring the current culture using the Denison method (Dominant Culture: Mission- and Purpose-Driven)
- Conducting surveys on behavioral codes
- Integrating performance management with the code of conduct
- Developing programs and promotional activities related to the code of conduct

2019
- Assessed the current culture with the Denison method (Dominant Culture: Mission- and Purpose-Driven)
- Conducting behavioral code surveys
- Implementing programs and promotional activities for the code of conduct
- Identifying and engaging cultural advocates
- Integrating culture into the organizational strategy
- Recognizing cultural challenges

2021
- Developed and implemented programs to align culture with strategy.
- Introducing Value Custodians
- Continuing efforts to improve the code of conduct
- Monitoring the current culture using the Denison method (Dominant culture: mission- and purpose-driven)
- Analyzing the link between leadership style outcomes and organizational culture
- Developing competencies and defining the roles of cultural supporters

2023
- Conducting the third behavioral code survey
- Defining actions and creating a roadmap for value custodians
- Introducing an agile culture with a focus on customer orientation
- Identifying the desired organizational culture
- Recognizing and addressing cultural challenges

2024
- Enhancing employee awareness of the key elements of the desired organizational culture.
- Publishing the second edition of the Code of Conduct booklet
- Measuring the desired cultural maturity model using the AMAB questionnaire
- Building a connection between culture and employee experience
- Developing an integrated calendar for culture and sustainability

2025
- Establishing a connection between culture and organizational processes
- Developing leaders with a focus on agile culture and customer orientation, emphasizing the effective implementation of value custodians' programs
- Implementing the integrated culture and sustainability calendar

2026
- Achieving the organization's strategic goals
- Improving employee satisfaction and retention
- Developing an agile organizational culture

Agile Culture

1 Change Management

Change management focuses on helping employees accept, adapt to, and benefit from change and improvements at work. It includes the following:

- Teamwork: Maximizing outcomes by leveraging individuals' full potential, skills, and energy to drive change.
- Flexibility: Embracing change and the ability to respond to it promptly and efficiently.
- Inspiring others: Supporting early successes and visible progress.
- Creativity: The ability to discover new and innovative ideas, connections, and solutions to solve problems.

2 Organizational Learning

Organizational learning is the process of creating, preserving, transferring, and developing knowledge within an organization and involves the following:

- Continuous learning: Recognizing new areas for education, gaining new knowledge and skills, and reinforcing what has already been learned.
- Knowledge management: Using individual and collective experience and knowledge through creation, sharing, and application processes.
- Transparency: Sharing process-related information with relevant individuals to foster trust and accountability.

3 Customer orientation

Customer orientation requires making the customer the central point of all decisions about delivering products, services, and experiences to ensure satisfaction, loyalty, and customer advocacy. It includes the following:

- Customer experience management: Enhancing the management of the customer experience throughout the entire customer journey to achieve satisfaction and foster loyalty.
- Customer communication: Engaging with customers to understand their needs, gather feedback, and create opportunities for collaboration.

4 Digitalization

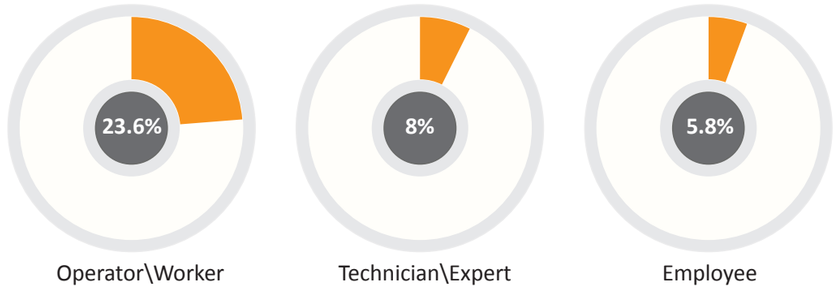
Digitalization is an agile approach to data-driven decision-making, new ways of working, and leveraging technology across the organization, resulting in increased speed, efficiency, and a better customer experience. It also includes the following:

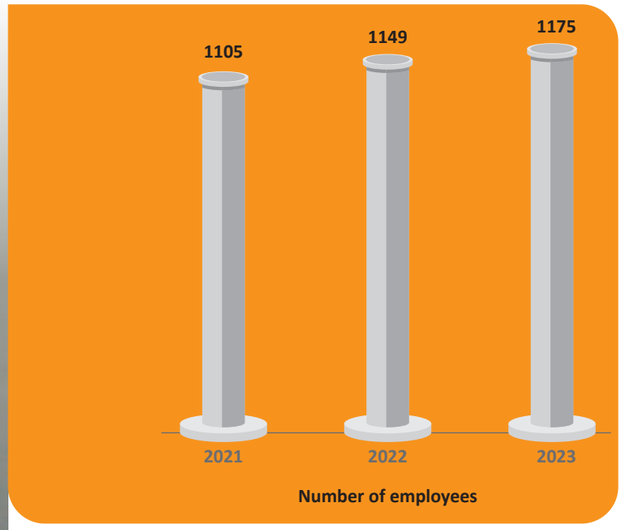
- Digital Empowerment: Providing individuals with the knowledge and skills to navigate the digital world, ensuring access to technology, and harnessing its potential for development.
- Data-driven agility: Leveraging data analysis for flexible, measured, and informed decision-making.

MAPNA Boiler, based on its guidelines, policies, and culture, observes the following in alignment with sustainability principles in its interactions with all stakeholders to ensure sustainability:

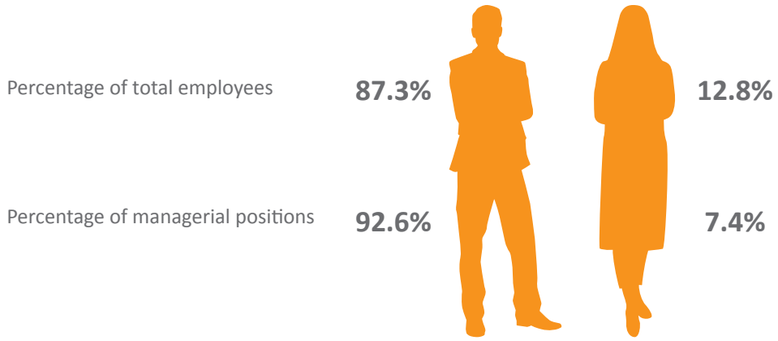
Approach	Description	Implementation Examples
Transparency	Provide transparent communication to all stakeholders according to communication plans and produce the content required by the stakeholders.	Informing employees - Developing customer product manuals, reporting to employees, and creating management dashboards.
Equity, equal opportunities, and avoiding monopoly and rent-seeking.	Fostering equal opportunities for all in stakeholder interactions	Equal opportunities in recruitment, selecting suppliers through transparent methods, avoiding market monopoly, participating in employer tenders, and managing appointment processes.
Considering environmental factors in interactions	Considering the environmental impacts when engaging with stakeholders	Reviewing environmental approvals during suppliers' selection and adhering to ecological criteria in product design and delivery to the employer.
Accountability	Establish proper communication channels for interaction and implement processes for managing complaints.	Embedding channels and processes for handling complaints, such as the Customer Satisfaction Committee.
Privacy protection	Protecting stakeholders' personal and confidential information	Creating confidentiality guidelines for the company
Rule of law and commitment to obligations	Adherence to general laws and mutual agreements	Compliance with laws and contracts in dealings with customers and suppliers—adherence to labor laws and MAPNA Group's governance policies concerning employees.

Employees, the Melodies of Life





Year/ Number	Permanent (Full-time)	Outsourced employee (Full-time)	Staff provided by a third party (Full-time)	Hourly and Consultant
2021	11	646	420	28
2022	8	715	391	35
2023	5	816	318	36



Employee Attitude Assessment

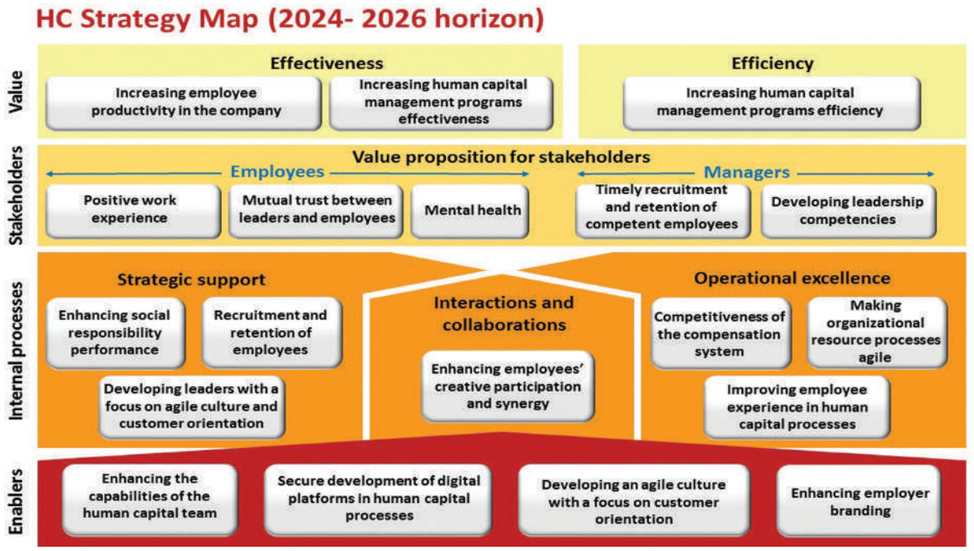
Components of employee attitude assessment	Utility percentage	
	2022	2023
A clear and promising orientation	64%	59%
Trust in the leadership team	56%	54%
Focusing on quality and customer	77%	77%
Attention, respect, and appreciation	56%	56%
Advancement opportunities	52%	51%
Salary, benefits, and rewards	47%	47%
Performance management	63%	64%
Authority and autonomy	58%	56%
Access to information and resources	63%	63%
Education	60%	60%
Cooperation	66%	64%
Work processes, methods, and conditions	55%	57%
Engagement/commitment	64%	66%
Enablement	61%	58%

A Strategic Approach to Human Capital

At MAPNA Boiler, we see human capital as a key pillar of organizational success and aim to provide our employees with a better quality of life. Our strategic approach to human capital focuses on aligning HR strategies and programs with the organization's overall goals and desired culture. These strategies are reviewed and updated annually, with ongoing efforts to improve them. Responsibility for this approach has been delegated to the Vice Presidency of Human Capital and Support to oversee and strengthen this area within the Human Capital Strategic System framework. During the reporting period, improvements include implementing a strategic dashboard with human capital indicators, revising process groups and the functional structure of the human capital department, and managing the implementation of strategic programs. We also incorporate survey results and employee feedback into SWOT analysis and planning to enhance our human resources strategies.

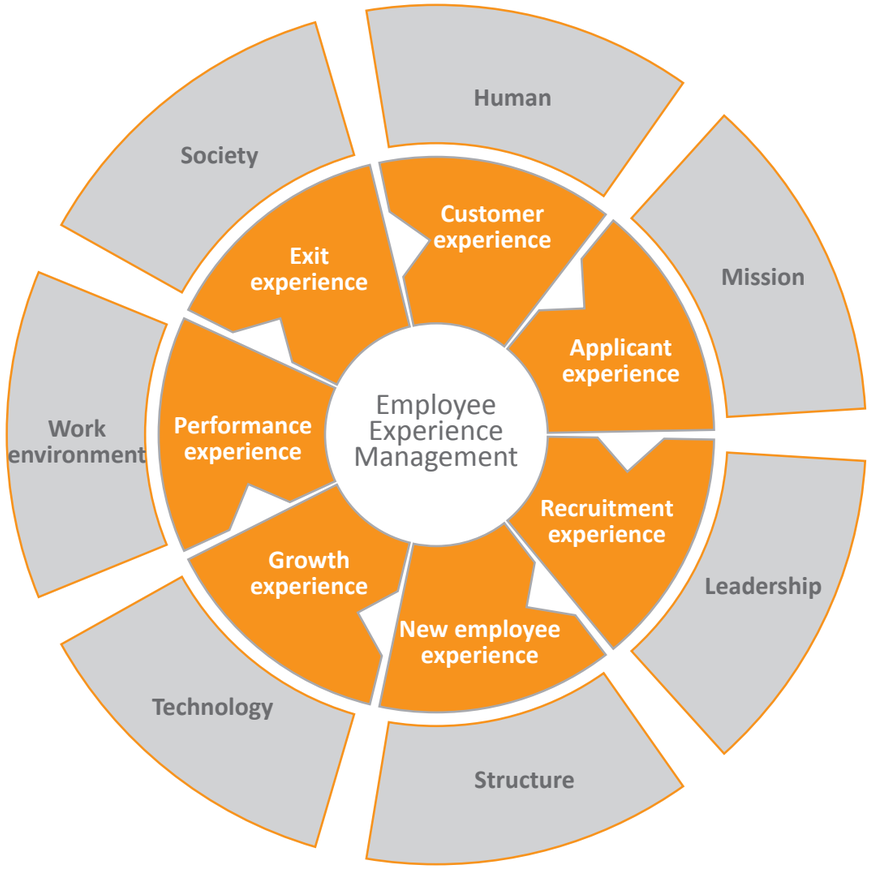
Our mission in the field of human capital

Improving human capital experiences in the employee journey map with the following objectives:
- Enhancing human capital productivity
- Developing and promoting an agile culture with a focus on customer orientation
- Improving employee retention, developing communications, and enhancing internal branding
- Developing transformative and culture-building leaders
- Enhancing the well-being of human capital



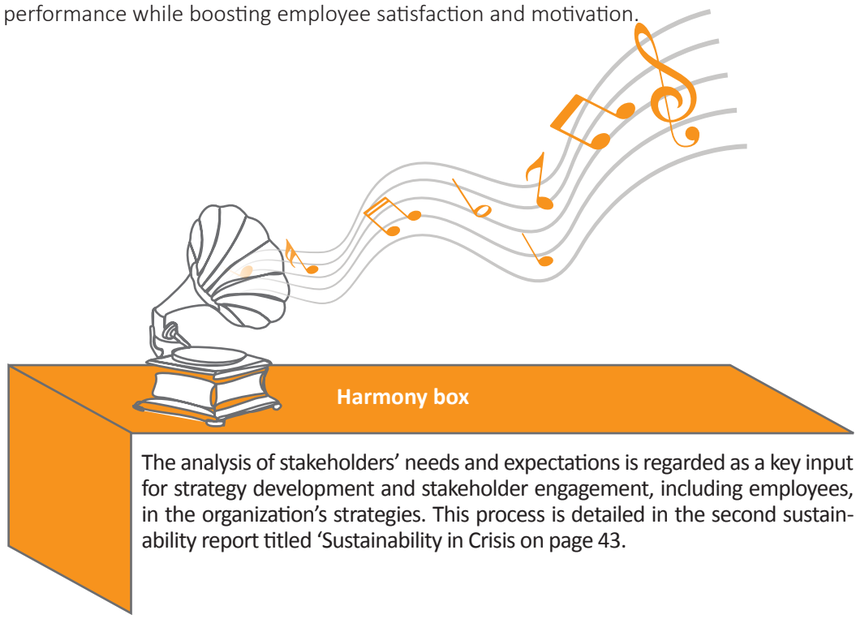
Employee Experience Management

MAPNA Boiler pays close attention to all the stages employees go through during their time with the company. It works to enhance employee interactions and experiences within the organization by identifying those experiences. This approach aims to increase employee satisfaction and a sense of belonging, improve the work environment, and create positive experiences for employees. MAPNA Boiler, considering employees' needs and feedback, strives to provide a supportive and motivating workplace, which leads to higher productivity and lower employee turnover. Focusing on employee experience contributes to economic sustainability by boosting productivity and reducing costs related to turnover, and to social sustainability by strengthening workplace relationships and promoting social responsibility.

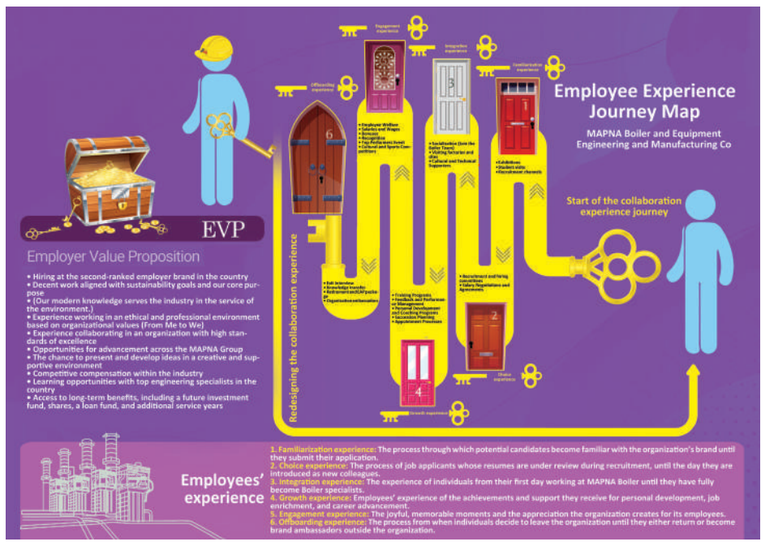


Collaborative Approach of Employees

We value employees' active involvement in developing and implementing strategies. By assessing their needs and expectations in stakeholder management, holding collaborative meetings, implementing a suggestion system, and conducting various surveys, we gather employees' opinions and suggestions and incorporate them into our planning processes. These surveys evaluate employee attitudes, organizational culture, and communication satisfaction. The results form the basis for our annual updates and revisions of human resources strategies. To ensure continuous improvement during the reporting period, we use automated systems like Porsline to conduct surveys and analyze results with artificial intelligence. Additionally, benchmarking successful companies and establishing a Human Resources Outlook are part of our other initiatives. This strategic approach to human capital helps improve organizational performance while boosting employee satisfaction and motivation.

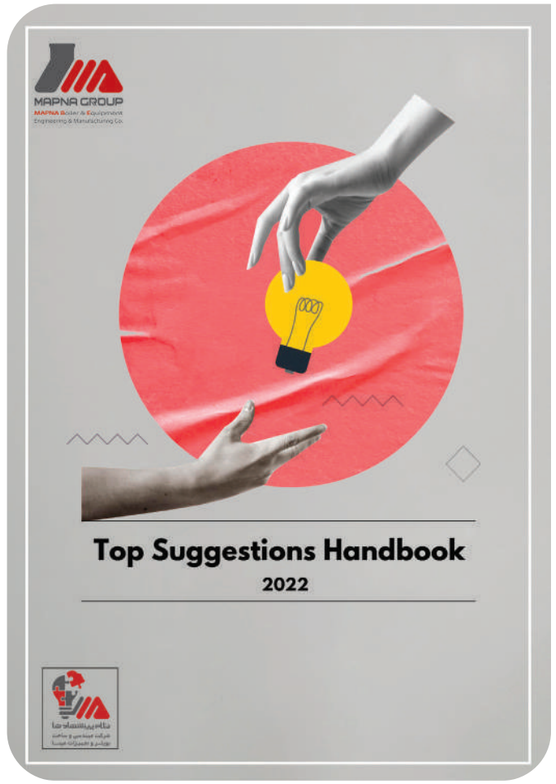


The analysis of stakeholders' needs and expectations is regarded as a key input for strategy development and stakeholder engagement, including employees, in the organization's strategies. This process is detailed in the second sustainability report titled 'Sustainability in Crisis on page 43.



Suggestion System

One of the approaches to collective employee participation in organizational decisions.



Statistics Box: Suggestions System

Indicator	2021	2022	2023
Number of suggestions	3475	4188	5027

Indicator	2021	2022	2023
Average number of submitted suggestions	3.51	3.14	3.63

Indicator	2021	2022	2023
Participation rate	35	65	80

Indicator	2021	2022	2023
Suggestion implementation rate	82	84	86

Indicator	2021	2022	2023
Suggestion acceptance rate	42	37	39

Indicator	2021	2022	2023
Percentage of group suggestion	59	54	60

Structures of Social Committees

MAPNA Boiler, by leveraging committee structures, seeks to create an environment for participatory decision-making and resolving stakeholder conflicts of interest. These structures, as one of the participatory management approaches, help the company improve organizational processes by incorporating diverse opinions and suggestions. Moreover, the diversity of employee representatives in these committees leads to better reflection of the views of different employee groups in the company's decisions. MAPNA Boiler Company has 33 committees and working groups in the social domain, 16 of which are dedicated to suggestion review groups. These committees and working groups with their diverse missions, ranging from evaluating employee qualifications to formulating overarching human resources policies, play a key role in advancing the company's goals. For example, the Promotion Committee for Supervisors and Managers evaluates and approves employees' qualifications for vertical advancement, while the Survey Management and Supervising Committee is responsible for decision-making regarding the strategies and methods of the company's internal surveys. These structures not only help improve the company's internal processes but also provide an opportunity for participation and collaboration, thereby strengthening organizational culture and enhancing employee satisfaction.

Name of Committee	Mission
Sustainable Development Committee	• Policy-making, planning, and coordination for the implementation of sustainability-related activities
Ethic Value Committee (EVC)	• Promoting and deepening desirable organizational values, ethics, and culture within the organization
Human Resource Committee	• Validation and approval of risks, strategies, and major human resources policies • Leadership of the succession planning program in the organization • Review and approval of process changes in the human resources domain • Other matters assigned by the CEO
Structure and Organization Committee	• Policy-making and decision-making regarding organizational structure changes
Education Committee	• Granting loans to employees based on the budget and employee needs in accordance with the loan policy (R23)
Recruitment Committee	• Final evaluation of job applicants at the expert level and above (excluding site positions), based on the results of specialized recruitment committees and employment tests • Final evaluation of job applicants at the technician level and below (across all company units), as well as those applying for expert, supervisor/ manager positions at sites, based on the results of employment tests.
Work and Family Committee	• Decision-making in line with the implementation of welfare policies (policy-making is handled by the Council of Deputies) • Estimation of the annual welfare budget • Determination of the type of items and the method of distributing gifts for special occasions • Determination of the type of items and the method of distributing cultural, Nowruz, hygiene, educational, Ramadan, sports, and travel packages
Workplace Disciplinary Committee	• Handling employee disciplinary violations
Suggestion System Committee	• Developing appropriate guidelines and policies for the development and improvement of the suggestion system
Survey Management and supervision Committee	• Decision-making regarding the strategy and methods of the company's internal surveys • Supervision of the creation, review, and updating of internal survey forms • Supervision of the distribution, collection of survey forms, and analysis of their perceptual and performance-related results • Review and approval of defined objectives and improvement and corrective action plans • Follow-up on the effective implementation of planned improvement programs • Decision-making regarding how to communicate survey results
Supervisors and Managers Promotion Committee	• Review, evaluation, and approval of employee qualifications for vertical promotion to supervisory and managerial positions
Work Measurement Subcommittee (under the Structure and Organization Committee)	• Review of conducted work measurement reports and ensuring the alignment of human resources with the volume of tasks and the organizational structure

Name of Committee	Mission
Content Committee	• Planning and preparing content for the company's communication channels from organizational units and publishing them on the channels in coordination with the Communications Management, as well as monitoring policies and safeguarding the company's brand image within organizational units
Promotion Committee	• Review, evaluation, and approval of qualification criteria, competencies, and capabilities of employees for vertical promotion or appointment to positions at the managerial level and above
EN, HSE Committee	• Defining and formulating strategic HSE and energy management policies • Providing solutions to improve and enhance safety, health, environment, energy efficiency, and workplace organization within the company • Reviewing major HSE incidents, energy management issues, and workplace organization system challenges

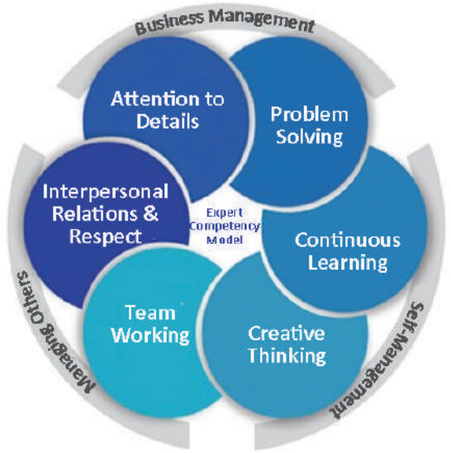
Joining MAPNA Boiler

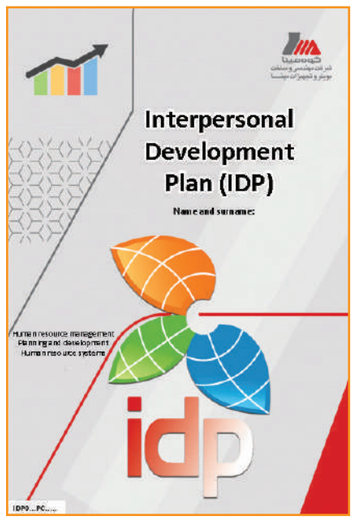
We take pride in job creation as one of our most significant achievements. MAPNA companies, including MAPNA Boiler, with their strong employer brand, continuously strive to attract and retain talent based on merit and capability. Using a comprehensive and strategic approach, we oversee the recruitment and hiring process. Since the company's founding, we have worked to add individuals to our team by utilizing modern recruitment channels, conducting competency-based and psychological interviews, and employing online assessments. At MAPNA Boiler, we are dedicated to establishing fair conditions and equal opportunities in recruitment. By expanding our hiring channels, we prevent information monopolies and avoid discriminatory practices, making every effort to ensure a fair selection process for qualified candidates. Our priority is to hire local, skilled professionals to support sustainable regional development. Creating competency profiles for all organizational roles is another key initiative that demonstrates our commitment to meritocracy and equal opportunity. We continually seek to improve our recruitment and hiring procedures. During the reporting period, updates included revising psychological assessments, streamlining recruitment stages for university talent, and launching a new recruitment software platform. These measures aim to enhance the employee experience at critical touchpoints and increase satisfaction. Additionally, we regularly analyze employee entry and exit data and conduct exit interviews to support continuous improvement of sustainable employment.

Employee Competency Models

Competency definition: Competency is the combination of knowledge, skills, and attitude that leads to high and successful job performance.
Importance: After implementing the competency model, achieving organizational goals becomes much easier. Competency models help all individuals in the organization align on a common path and also provide valuable data for their daily decision-making.
Application: More efficient recruitment, targeted training, performance management, 360-degree evaluation and feedback for employee development, and effective implementation of promotion processes within the organization.
Method and Approach for Revision: The Dan McCarthy method includes reviewing strategies and values, analyzing competency models of successful organizations, and creating a competency bank. Prioritization involves input from experts; at MAPNA Boiler, this process includes contributions from vice presidents and key personnel.

Indicator	2022	2023
Progress percentage of IDP programs	80	82
Progress percentage of PDP programs	---	80





Social and Employee Risk Approach

MAPNA Boiler's approach to managing social and employee-related risks is based on creating a healthy, safe, and motivating environment for employees and enhancing social interactions. By identifying and assessing risks and implementing appropriate contingency programs, we strive to minimize negative impacts while increasing productivity and the satisfaction of employees and stakeholders.

(Risk description (causes- risk- effects	Related strategic objectives	Contingency program
Cause: The external nature of the motivators in participatory systems Risk: Unreal employee participation Effects: Reduced effectiveness of suggestions	Enhancing the level of creative participation of employees	Implementation of improvement programs for the suggestion system
Cause: Weakness in the retention and motivation system for key employees Risk: Decline in commitment and engagement of key employees Effects: Decrease in productivity, turnover	Enhancing employee engagement and utilizing their capabilities	Review of the retention guidelines, preparation of an analytical report on terminations, holding meetings with deputy managers, and revising the motivation policy
Cause: Lack of agility in the recruitment process Risk: Prolonged hiring time Effects: Dissatisfaction of requesting units	Improving recruitment and employment, timely supply, and retention of qualified employees.	Making agile the recruitment process
Cause: Lack of use of scientific methods in recruitment and hiring Risk: Ineffectiveness of selection tools Effects: Dissatisfaction with the performance of newly hired employees	Improving recruitment and employment, timely provision, and retention of qualified employees.	Developing interview questions based on CBI (Competency-Based Interviewing) and reviewing selection tools.
Cause: Organizational training is not focused on managerial levels Risk: Reduced effectiveness of managers' individual development programs Effects: Decline in the performance of leaders and managers	Development of managerial and leadership competencies, Succession planning development	Development of leadership competencies
Cause: Appropriate culture-building for employee participation Risk: Increased effectiveness of employee participation Effects: Improved utilization of ideas and creativity	Enhancing the level of creative employee participation	Developing and implementing a comprehensive internal communications program, Designing a comprehensive stakeholder communication approach
Cause: Employees' perception of unfairness in performance evaluations Risk: Ineffectiveness of the performance management system Effects: Dissatisfaction and decreased productivity	Improving employees' performance	Feasibility study and updating of the performance management software system
Cause: Designing welfare packages without considering workforce diversity Risk: Ineffectiveness of welfare packages Effects: Employee dissatisfaction	Increasing the effectiveness of the employee compensation system	Analyzing welfare surveys and diversifying welfare packages
Cause: Lack of familiarity with SAP software and shortage of specialists Risk: Difficulties in software support and development Effects: Reduced software efficiency and occurrence of errors	Development of integrated informational, operational, and decision-support systems	This risk can be deleted.
Cause: Ineffectiveness of the succession planning program Risk: Departure of critical and sensitive positions without successors Effects: Disruption of the related unit's activities	Development of succession planning for targeted positions	Succession planning development for key positions
Cause: Decreased competitiveness of compensation Risk: Dissatisfaction with the level of remuneration Effects: Employee turnover and decline in performance	Recruitment, retention, and empowerment of employees	Revision of the horizontal promotion policy and improvement of the compensation package
Cause: Insufficient attention to organizational culture Risk: Misalignment of culture with strategy Effects: Increase in cultural issues	Enhancing leadership skills and organizational culture aligned with strategies	Designing and implementing a comprehensive culture management program, conducting organizational culture training courses, and developing and executing a sustainability calendar.

Alignment with Community Sustainable Development

Engagement with the community, legal institutions and relevant stakeholders has always been a key priority in MAPNA Boiler's activities. We are committed to aligning our activities with the needs of the community and legal institutions in pursuit of the country's sustainable development. By leveraging the goals of sustainable community development, MAPNA Boiler strives to play an effective role in improving the quality of life in society. In addition to other stakeholders, the community-including governmental and legal institutions as well as the general public, with a priority on the local community- can contribute to strengthening the company's sustainability across all economic, social, and environmental dimensions. The company views engagement with the community as a win-win approach that can lead to sustainable development for society and sustainable growth for the company. In this regard, MAPNA Boiler identifies the needs and expectations of community-related stakeholders and relevant institutions through methods such as surveys and stakeholder engagement, and incorporates them into its strategic management system as goals and operational programs. The Human Resources and Support Vice Presidency serves as the functional structure that leads this approach within MAPNA Boiler. Community engagement has been delegated to the Communications and Partnerships unit within this vice presidency.

The following is a summary of the community stakeholders' needs and expectations from MAPNA Boiler:

MAPNA Boiler's engagement with the community and various institutions- especially within the local community- has enabled the company to benefit from the support of these organizations across multiple dimensions. In dealing with governmental organizations such as the Tax Administration, Social Security Organization, banks, and other public institutions, the company fulfills its obligations in order to benefit from their services. Within the local community and among neighbors, the company strives to build a trust-based image, fostering mutual positive impacts and enhancing satisfaction with the company. The company also indirectly strengthens the economy at both local and national levels, thereby having a positive impact on the lives of individuals in society through economic development. Promoting domestic production and localization of foreign equipment is another key approach the company actively pursues in this regard. Localization of equipment leads to increased domestic production and has a positive impact on the national economy. The direct employment of local community members in the province where the company's factory and active sites are located, as well as the creation of indirect employment opportunities through sourcing items from local suppliers, are considered significant economic contributions at the local community level. Another impact of the company is the development of the areas where its factories are located. The company has undertaken activities such as tree planting, revitalizing the region, road construction, and the utilization of developed sports and educational facilities at the regional level. Taxes constitute a portion of the company's income, which-driven by its economic activities- are used to support the development of national and local capital resources.

Some examples of the company's indirect economic impact are as follows: To ensure the sustainable supply of its required materials on one hand, and to support suppliers, boost domestic industries, and create sustainable employment on the other, the company follows a strategy of maximizing procurement from domestic suppliers and developing sustainable cooperation with them to meet its material needs. In this way, it creates a win-win relationship that contributes to the development of the national economy. In this regard, the company prioritizes domestic suppliers as much as possible in providing the materials, parts, and equipment it requires.

Service and financial interaction with legal institutions

- Rule of law and fulfillment of commitments
- Transparency and communication of activities
- Proper interaction and responsiveness to complaints
- Diversity and the creation of equal opportunities
- Recruitment of local workforce

Indicator	2021	2022	2023
Recruitment percentage of the local workforce	77	77	81

The table below shows the impacts of the company on stakeholder groups and examples of activities during the reporting period.

Stakeholder group	Related effects	Approaches and examples of impact by MAPNA Boiler
Local community	Direct and indirect job creation	• Priority in hiring local workforce • Maximize procurement from local suppliers • Collaborate on developing infrastructure in operational areas • Develop green spaces • Support vulnerable groups and engage in charitable and volunteer activities
Society	Improvement of energy efficiency	• Improving energy efficiency in internal processes and products • Providing power plant boiler products aimed at improving energy efficiency
	Provision of clean industrial and drinking water through the development of related products	• Establishment of the Water Department and construction of industrial, urban, and portable wastewater treatment plants
	Controlling negative environmental effects	• Reduction of gas emissions in power plants through boiler construction • Strengthening HSE approaches in controlling pollutants
	Providing solutions for national crises	• Manufacturing portable water purification products for deprived areas and natural disasters • Rapid production of products in emergencies, such as oxygen generators during the COVID-19 outbreak
	Developing domestic industries and job creation	• Localization and maximum sourcing from domestic suppliers
	The country's economic development	• Paying taxes and manufacturing products related to the country's needs
Scientific and industrial community	Enhancing the country's knowledge and technology	• Knowledge collaboration with reputable companies such as ILF Belgium
	Transfer of knowledge and experience	• Organizing benchmarking sessions for companies
	Attracting and employing academics	• Organizing company tours, internships, and recruitment
Employees and retirees' families	Improving the quality of life, development, and awareness-raising	• Development of health and welfare services • Organizing events such as Boiler Family • Utilizing retirement counseling services

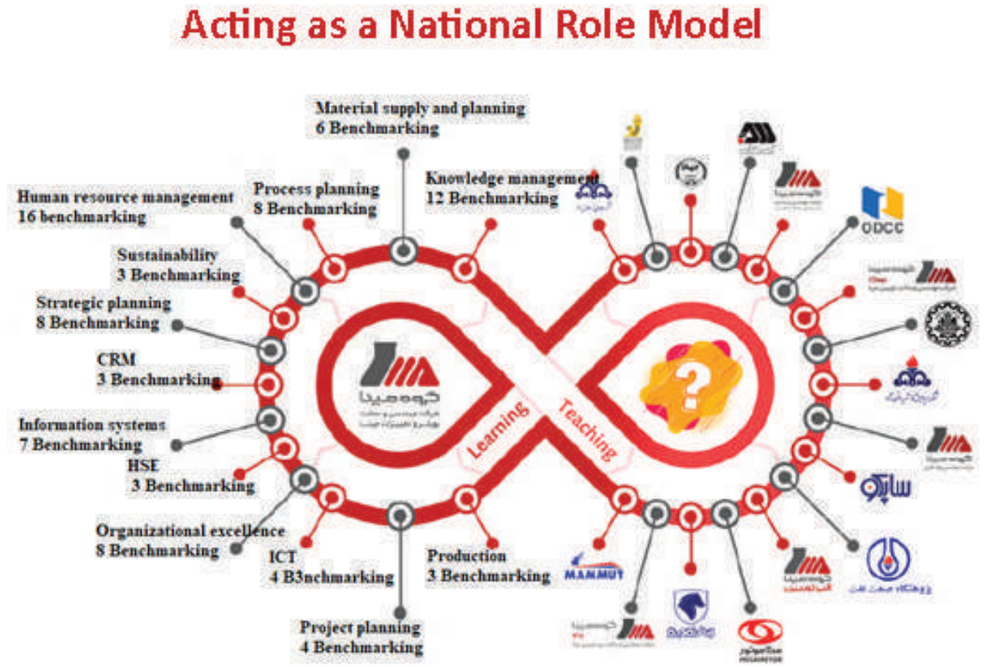
Statistics Box: Community satisfaction with the organization

Indicator	Unit	2021	2022	2023
Community satisfaction	Percent	75	80	96
Brand image and reputation	Percent	84	87	85
Impact on the local economy	Percent	85	86	82
Transparency and accountability	Percent	79	87	94
Rule of law and adhering to regulations	Percent	80	90	91
Social outcomes	Percent	75	79	79
Environmental impacts	Percent	75	71	89
Supporting cultural activities	Percent	76	84	88
Responsible citizen	Percent	81	93	89

The table below shows the impacts of the company on stakeholder groups and examples of activities during the reporting period.

Acting as a National Role Model

MAPNA Boiler aspires to become a learning and teaching organization, aiming to serve as a national role model through an open approach. By institutionalizing the benchmarking process based on the EFQM model, it has gained attention from benchmarking applicants across various sectors. To support this, MAPNA Boiler has organized excellence tours, active benchmarking sessions, and participated in conferences and specialized presentations. The diversity of benchmarking applicants includes MAPNA Group companies, academic and research institutions, and industries such as manufacturing, mining, oil, and gas. These activities have enhanced internal processes and created opportunities for others to learn from the company's experience and technical expertise. The best practices at MAPNA Boiler are shared with applicants to help them develop and improve. In doing so, MAPNA Boiler contributes to national growth and promotes a culture of benchmarking and innovation nationwide.



Good Health and Well-being

Key Topics:

- Employee well-being
- Safe and healthy work environment

Employee Compensation and Welfare

We view employee compensation and well-being not only as a moral obligation but also as a crucial strategy for boosting productivity and job satisfaction. Our aim is to foster a dynamic and supportive environment for employees by providing fair pay and comprehensive welfare programs. At MAPNA Boiler, employee compensation is a fundamental principle for attracting and retaining talent. To increase employee satisfaction and motivation, we have developed a diverse and comprehensive pay system that includes performance-based bonuses, incentives, recognition programs, and various welfare benefits tailored to different needs. MAPNA Boiler regularly reviews and updates its compensation system based on employee feedback and periodic assessments. These updates may include flexible welfare packages, occasional and performance-based bonuses, and supportive loan programs. We are also launching initiatives to support career growth and expand welfare benefits to contract workers. By gathering insights from internal and external feedback and surveys, we continually refine our compensation system to enhance employee satisfaction and motivation.

One of MAPNA Boiler's core principles is promoting creativity and diversity in its welfare programs. Considering current economic challenges and inflation, we have worked to improve the quality of welfare packages and replace items with ones that counter inflation's effects. For example, low-interest loans have been offered at appropriate levels to better meet employees' financial needs. Through these initiatives, MAPNA Boiler not only boosts organizational performance and productivity but also creates a lively and supportive workplace for its employees. In this section of the sustainability report, we will review the company's initiatives and programs related to employee compensation and well-being, along with the outcomes of these efforts. Our goal is to maintain a sustainable balance between organizational demands and employee expectations, shaping a future built on empathy and teamwork.

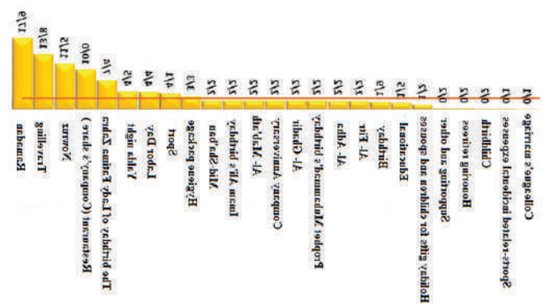
Statistics Box: Employee Compensation and Welfare

Indicator	Unit	2021	2022	2023
Welfare per capita in the MAPNA Group	Million Rial	200	310	475

Indicator	Unit	2021	2022	2023
Allocated loan	Number	198	67	178

Indicator	Unit	2021	2022	2023
Amount of loan disbursed	Million Toman	4681.6	6608.5	18739.6

Indicator	Unit	Official and contractual	Supplying workforce	Other
Distribution of welfare package amounts among employees	Percent	71	26	3



Supporting the Sports Activities

Supporting sports activities is a key part of the welfare and health system, helping to improve employees' physical and mental well-being. In 2022, MAPNA Boiler's futsal team earned third place in the Alborz Province Workers' Tournament. In 2023, the futsal team secured second place in both the Alborz Province Workers' Tournament and the Alborz Provincial Government Departments Tournament. Additionally, in 2023, during the Alborz Province competitions, MAPNA Group's men's volleyball team finished second, and the women's table tennis team placed third. Internal competitions at MAPNA Boiler include individual events such as physical fitness, darts, table tennis, and swimming, as well as team events like futsal, volleyball, tug of war, and table football. These activities demonstrate the company's commitment to enhancing employee well-being and health, as well as fostering a vibrant and healthy work environment.

Statistics Box: Sports Activities

Indicator	Unit	2021	2022	2023
Sports competitions held at the MAPNA Boiler	Number	728	739	441

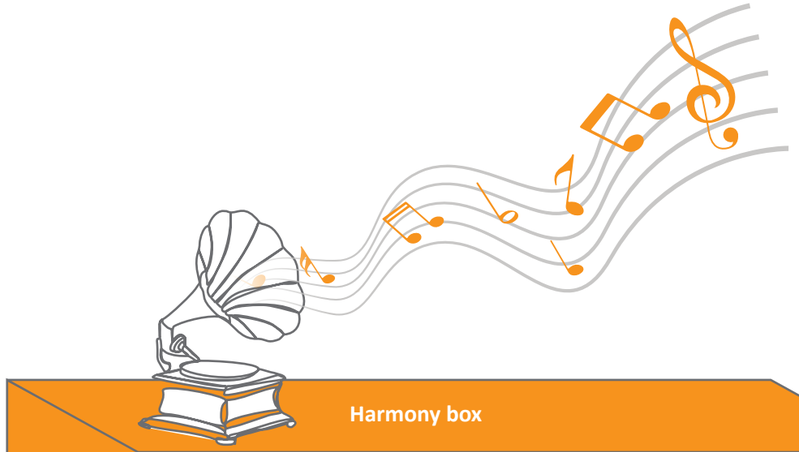
Supporting the Employees' health

At MAPNA Boiler, all employees are covered by social security, liability, fire, and supplementary health insurance plans, which are fully paid by the company. The supplementary health insurance covers up to 90% of employees' medical expenses and is available not only for employees but also for their dependent family members. Employees can also activate supplementary insurance services for their parents, if needed, by paying the relevant fees. Retirees are eligible for these insurance services as well. Through partnerships with insurance companies, MAPNA Boiler offers options such as installment payments for various insurance types, including home fire and car insurance. In addition to physical health, the company prioritizes mental well-being by conducting periodic medical check-ups and regular testing to monitor employees' health.

Statistics Box: Insurance Services

Indicator	Unit	Supervisor	Spouse	Child	Mother	Father	Total
Insured individuals	Number	1264	937	1151	421	262	4035
	Percent	31	23	29	10	6	100

Indicator	Unit	Dependent	Non-dependent
The Insured	Number	2109	662
	Percent	52	16



Harmony box

Work-life balance is a key strategy that MAPNA Boiler uses to improve employee welfare. Details on this effort are found in the second sustainability report titled "Sustainability in Crisis" on page 100. Leave statistics, which support this strategy, show that parental leave last year totaled 932 days for four female employees and 119 days for 37 male employees.

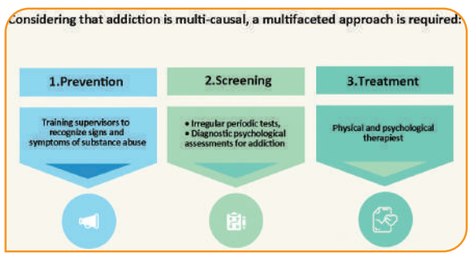
Mental Health Melody

To promote health, empowerment, and employee growth, MAPNA Boiler provides psychological services through the Employee Assistance Program. These services aim to support employees' mental health and reduce violations. Additionally, needs assessments and the development of communication channels with psychologists have been established to improve communication and deliver better services. Enhancing the psychological aspects of job descriptions is another key step. Moreover, providing counseling for succession planning and offering guidance to newly hired employees within Human Resources are ongoing initiatives. These efforts aim to foster a healthier work environment, increase employee satisfaction, and boost productivity. Simultaneously, they contribute to improved employee well-being, development, and empowerment. The company also reviews and enhances psychological assessments used in recruitment, promotion, and appointment processes, incorporating developmental recommendations. Engaging clinical psychologists to reduce violations, support employees' mental health following trauma exposure, and provide intervention and treatment for those facing various challenges are other important initiatives. An annual mental health assessment is conducted, with appropriate solutions proposed at the organizational level based on the findings. These may include group training workshops aimed at improving employees' mental well-being.

Number of individual psychological sessions	Number of individuals	Man- hours	Session duration
97	33	97	2022
64	42	64	2023
230	120	73	2024

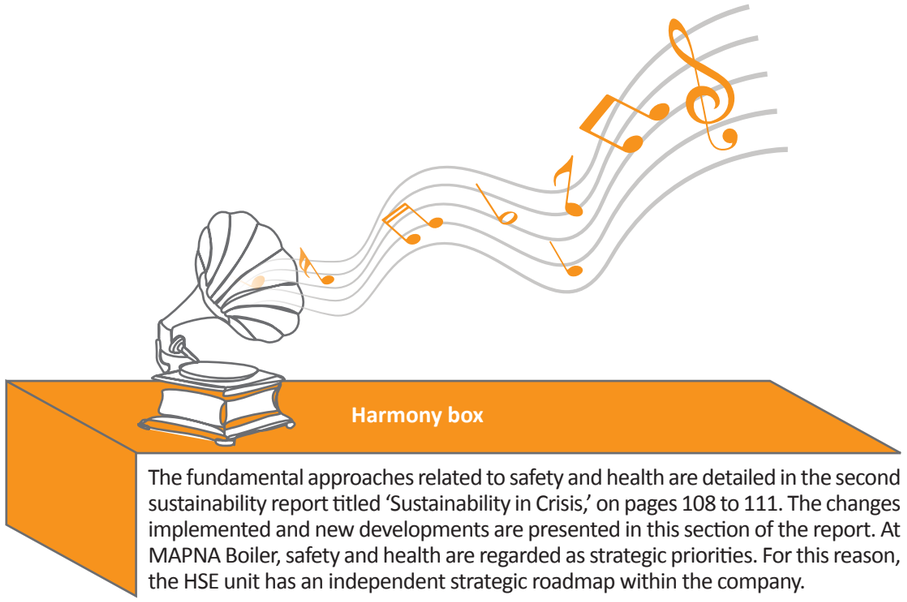
Feasibility assessment of interventions for substance abuse treatment

Proposed treatment program for employees involved with substance abuse



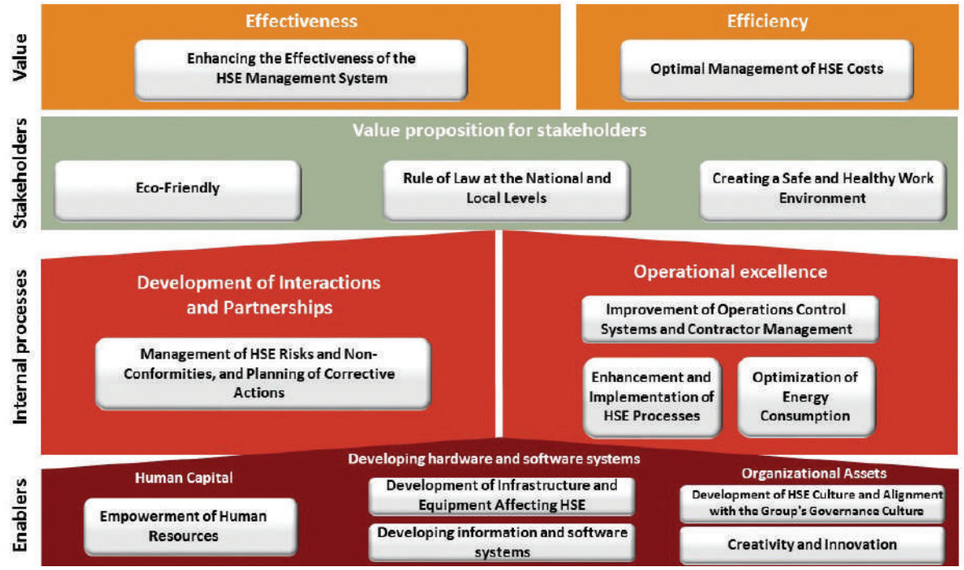
Safety and Health Melody

Workplace safety and health are key pillars of sustainability in any organization. Creating a safe and healthy environment not only boosts satisfaction and motivation but also improves productivity and efficiency. Reducing workplace accidents and occupational illnesses results in lower healthcare costs and fewer absences, showcasing the company's commitment to high standards. Safety is one of MAPNA Boiler's six core values, and the "Melody of Safety and Health" at MAPNA Boiler reflects our dedication to cultivating a safe and healthy environment for all stakeholders. In the previous reporting period, due to the need for protection and response to the COVID-19 pandemic, the HSE (Health, Safety, and Environment) management was placed directly under the CEO to effectively handle the crisis. Currently, the responsibility for managing safety and health activities has been delegated to the HSE management. This unit, now part of the Vice Presidency of Human Capital and Support, directs related activities with support from the HSE Committee.



The fundamental approaches related to safety and health are detailed in the second sustainability report titled 'Sustainability in Crisis,' on pages 108 to 111. The changes implemented and new developments are presented in this section of the report. At MAPNA Boiler, safety and health are regarded as strategic priorities. For this reason, the HSE unit has an independent strategic roadmap within the company.

The strategy for building a safe and healthy work environment in this roadmap aims to create a secure and healthy setting for all stakeholders, based on the following strategic objectives.



The strategy for building a safe and healthy work environment in this roadmap aims to create a secure and healthy setting for all stakeholders, based on the following strategic objectives.

Sustainable development objectives	Strategic objectives	Defining the strategic objectives	Indicator	Related programs
3 GOOD HEALTH AND WELL-BEING	Healthy workplace	Enhancing employee health by measuring harmful factors	Reducing the percentage of undesirable NCS stations	Measurement of harmful workplace factors, design and implementation of ventilation systems for production halls, improvement of lighting systems, and design and implementation of ergonomic systems
		Comprehensive Health Plan	Follow-up on HI referrals, metabolic index	Conducting occupational health examinations at pre-employment, periodic, and case-specific intervals; monitoring and screening for blood pressure-related diseases; health calendar planning; continuous provision of general and emergency medical services to employees; offering nutrition programs and dietary plans; and providing physical medicine and rehabilitation services to employees

Health and Well-being of Employees and Their Families

Regarding the commitment to improving employees' and their families' physical and mental health, a comprehensive range of health and wellness initiatives was implemented during the reporting period. These measures aimed to enhance quality of life and foster a healthier work environment for all employees. One key action was extensive vaccination of personnel and their families to prevent infectious diseases. Additionally, the launch of the Healthy Line system provided counseling and health services, making it easier for employees to access necessary information and advice. In response to the COVID-19 outbreak, the company procured rapid test kits and conducted regular testing for suspected and infected staff, which greatly aided in early virus detection and containment. Furthermore, pre-employment and periodic occupational health exams, along with specialized tests for personnel in sensitive areas such as radiography, shot blasting, and painting, were performed to identify and prevent occupational illnesses. Efforts to improve employees' physical health included planning for physical medicine and rehabilitation services, including corrective exercises. The company also enhanced health and medical services at Elahiyeh clinic and other sites by purchasing a new ambulance and medical equipment. To maintain health standards, health cards were issued for personnel involved in food preparation and catering. A comprehensive health plan was also introduced, covering screenings for diabetes, blood pressure monitoring, and blood donation programs to promote overall employee health.

Improving the Safety, Process, and Equipment Management

Improving safety management, processes, and equipment is crucial because these measures help protect employee health and safety while also boosting efficiency and productivity at work. Our strategies in this area include identifying and assessing risks, enhancing work processes, upgrading equipment, and developing management systems.

To improve management in this area, MAPNA Boiler Company has held risk management meetings and planned HSE actions. These meetings aim to identify and address HSE non-conformities and enhance the overall performance of the HSE management system. Additionally, management dashboards have been developed to enable ongoing monitoring and assessment of HSE performance.

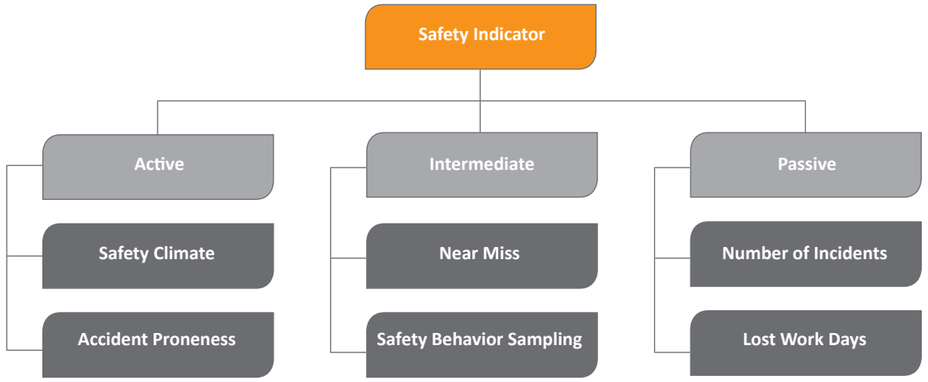
Improving processes and equipment is also a priority for MAPNA Boiler Company. For example, designing and manufacturing a safe manifold for transferring gas from pressurized cylinders and developing a Decoiler Machine for uncoiling sheet coils are initiatives aimed at increasing efficiency and safety in production. Moreover, ergonomic production seats were designed and produced to address ergonomic issues and reduce employee fatigue. Approximately fifteen actions have been taken in this area, making it impractical to list them all.

Furthermore, many safety measures have been implemented to decrease hazards and improve safety at work. These include installing lightning rods on the Elahiyeh warehouse and factory, building two safe stairways for access to maintenance corridors, and purchasing fire extinguishing capsules and mobile foam units. Anti-collision systems for cranes and an intelligent load monitoring control system (LMI) have also been installed to prevent accidents and improve workplace safety. About twenty-five activities have been completed in this area, but due to their volume, they cannot all be listed here.

Another key step we have taken is securing our sites, which are points of interaction with customers and contractors. We aim to create a safe, accident-free environment by installing suitable safety equipment and conducting regular training sessions. Additionally, at MAPNA Boiler, we emphasize product safety through product lifecycle management. This includes designing, manufacturing, installing, and maintaining products to the highest safety standards. To ensure safe product use, we provide detailed manuals containing comprehensive guidelines on installation, usage, and maintenance.

Incident Management

Incident management involves a set of processes and actions designed to prevent accidents and reduce their impact on employees and the workplace. Its role in ensuring employee safety is crucial, as effective implementation of these procedures can prevent accidents and, if an incident occurs, lessen its consequences. At MAPNA Boiler, incident management is carried out systematically with a comprehensive approach. Efforts focus on both decreasing the likelihood of incidents and ensuring the company is prepared to respond effectively if incidents do happen.



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Hours without accidents resulting in fatalities or amputations

Statistics Box: Safety

Indicator	Unit	2021	2022	2023
Lost Time Case (LTC)	---	0.51	0.36	0.19

Indicator	Unit	2021	2022	2023
Lost Work Days (LWD)	Day	12.45	10.01	5.83

Quality Education

Key Topics:

- Employees' education and development

4 QUALITY EDUCATION

Employee Development and Empowerment

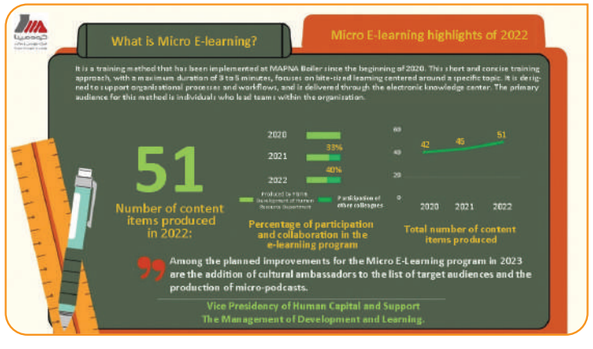
The development and empowerment of stakeholders, especially employees, is considered one of the most important concepts in sustainability standards. MAPNA Boiler views this as a key strategy in its operations and addresses it through various methods such as training, personal development, and succession planning. Employee empowerment involves enhancing their abilities and skills, which leads to better performance and increased organizational productivity. This process not only helps employees become more resilient in facing challenges and crises but also allows the organization to better adapt to environmental changes and sustain itself. At MAPNA Boiler, different strategies are used to develop and empower employees. These include offering specialized and general training courses to improve their technical and managerial knowledge and skills; implementing personal development programs like career counseling, mentoring, and ongoing learning opportunities; identifying and nurturing internal talent for future key roles; creating an environment that encourages employees to share innovative and creative ideas; and providing regular, constructive feedback to enhance performance and identify strengths and areas for improvement.

Training

At MAPNA Boiler, training is a core priority. Assessing employees' current skills and knowledge and identifying gaps are among our main activities. Our training methods include the use of modern technologies and interactive techniques. We hold virtual courses such as mental health, safety training, and comprehensive social responsibility programs, reflecting the company's commitment to continuous improvement in employees' skills and knowledge. These courses allow employees to access education anytime and anywhere. Additionally, MAPNA Boiler employs a variety of training methods using both internal and external instructors. Specialized courses are conducted with international trainers, and the company benefits from educational facilities at universities and other organizations. It also utilizes reputable domestic and international learning platforms like Hamamooz and LinkedIn Learning. To improve training effectiveness, we plan and conduct multiple group and centralized meetings with the participation of training coordinators. The company also emphasizes strategic courses such as product development sessions, as well as problem-solving and operational challenge courses. Before each course, multiple meetings are held with coordinators and instructors to identify the topics and ensure training needs are accurately met. One recent initiative is implementing modern virtual training and "Moj-e-No" digital learning programs. MAPNA Boiler also emphasizes microlearning to enhance employee education. Recently, product roadmap training has been added to the training programs.

Micro E-Learning

At MAPNA Boiler, modern training methods such as Micro E-Learning have been adopted as new approaches to employee development. This method delivers educational content in small, manageable segments, enabling employees to focus on learning within short periods. It aims to improve the speed of transferring essential information and data within the organization to both new and existing employees. The electronic content is uploaded to the LMS platform, giving employees easy access. This content includes brief, practical training modules that are regularly updated. The advantages of using Micro E-Learning at MAPNA Boiler include increased productivity, shorter training times, and more effective learning. This method helps employees acquire new skills and knowledge more quickly.

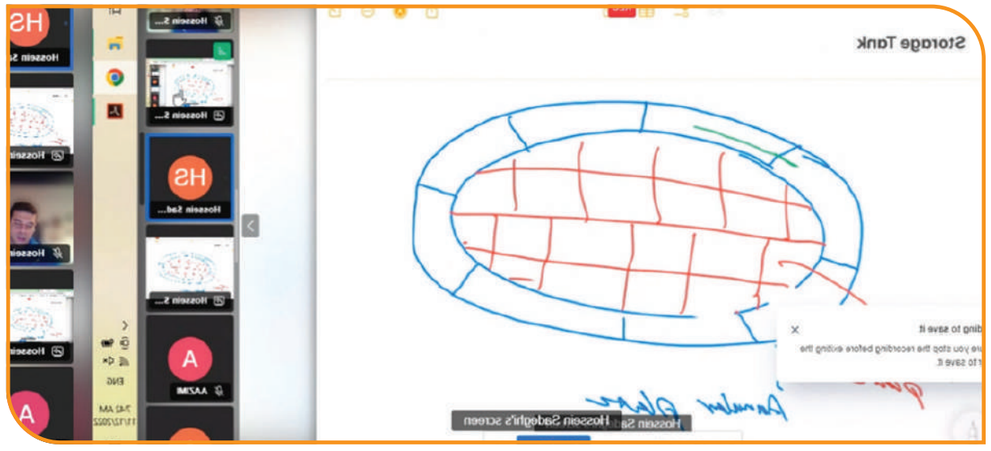


Statistics Box: Safety

Indicator	Unit	2021	2022	2023
Man-hours of training	Man-Hour	22400	31258	41736

Per capita training by organizational level	Unit	2021	2022	2023
Senior managers, Middle managers	Man-Hour	18	28.9	68.9
Chief	Man- Hour	32	44.4	66.1
Officers, Supervisors, and Experts	Man- Hour	30	36.3	43.5
Operators	Man- Hour	6	13.1	12.2

Indicator	Unit	External to the organization	Internal to the organization
Investment in training	Rials	7,732,736,987	4,909,021,184



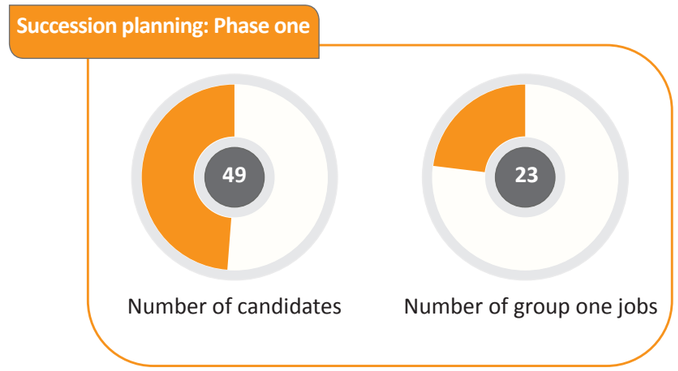
MAPNA Boiler, aiming to boost sustainability and social responsibility, has carried out a series of trainings and related activities. These trainings include courses on the social responsibility approach in community engagement, helping newly hired employees understand the principles and foundations of social responsibility and apply them in their daily work. Additionally, the company creates and shares content about sustainability to raise public awareness and encourage a culture of sustainability. Moreover, MAPNA Boiler delivers sustainability-focused training courses, such as those on HSE (Health, Safety, and Environment) and employee interaction protocols for physical security staff, which help improve areas related to sustainability, like reducing safety risks. Continual training programs and information sharing among employees and managers foster a stronger culture of sustainability and accountability within the company.

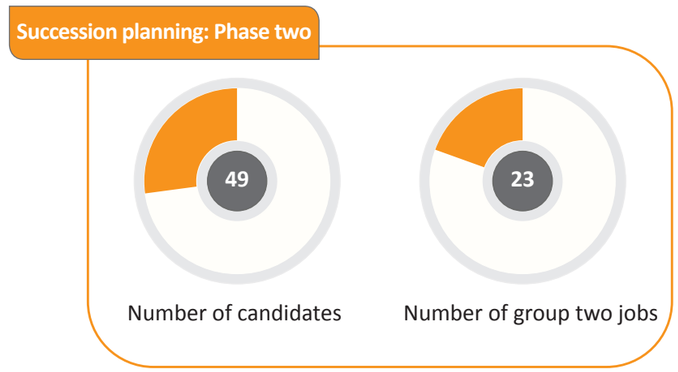
Be Part of the Boiler Team

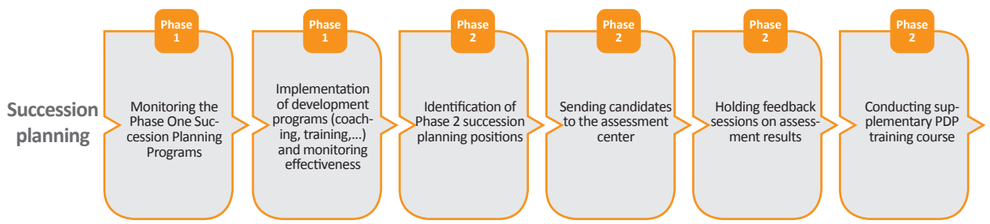
Onboarding is a crucial strategy for developing and empowering newly hired employees at MAPNA Boiler. The process aims to quickly and effectively transfer essential organizational information and data to new team members. To support this, electronic content is developed and produced to enable a more agile information transfer. This content is uploaded to the LMS platform, making it easily accessible for new employees. Regular onboarding courses are conducted over four days, with training modules regularly reviewed to improve their effectiveness. These modules cover topics such as work-related laws and regulations, promotion processes, and mental health. In addition, onboarding modules about the MAPNA Group, its products, and projects utilize value-based models. Topics like sustainability and corporate social responsibility activities are also included in the onboarding content. On the first day, new employees receive a Welcome Pack containing useful information and resources. The cultural support form has been revised, and new employees are encouraged to participate in surveys and the "Mehr-Afarinan" fund. The assessment processes are also reviewed to enhance accuracy and efficiency. Development programs are regularly monitored, and the onboarding process's effectiveness is evaluated to ensure new employees familiarize themselves with the work environment and organizational culture, allowing for quick integration into their teams. These efforts demonstrate MAPNA Boiler's dedication to empowering employees from the very start of their employment.

Talent Management and Succession Planning

At MAPNA Boiler, talent management and succession planning are key processes for developing human capital. This process aims to retain employees in strategic roles and build leadership skills within the organization. Its different stages include: monitoring succession planning efforts, implementing development activities like coaching and training, identifying critical positions for succession, sending candidates to assessment centers, holding feedback sessions based on assessment outcomes, and organizing training courses to support the completion of Personal Development Plans (PDPs). These steps help ensure candidates are prepared for future roles and improve the overall effectiveness of the succession planning process.

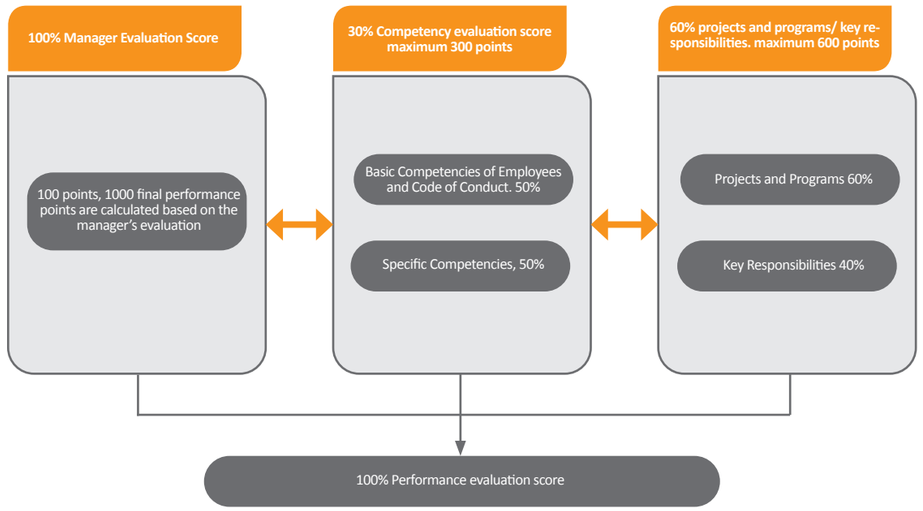






Performance Development

At MAPNA Boiler, the compensation system is structured so that salaries are based on the type of job. Additionally, welfare packages are distributed fairly and evenly among all employees to promote equity in employee benefits. Regarding organizational rewards, the company uses a scoring system that evaluates job competencies, the quality of employees' task performance, and the direct manager's assessment. This system not only ensures fairness in reward distribution through a systematic approach but also motivates employees to improve their performance and the quality of their work.



Managers and Leaders Development Program: A 360-Degree Assessment

The 360-degree evaluation program and the development of individual development plans are key tools used to enhance employee performance at MAPNA Boiler. This program is conducted every three years, in line with the organization's evaluation schedule, for managers and supervisors who oversee at least one subordinate. These evaluations are designed and executed based on the job competency model. Their goal is to identify the strengths and weaknesses of management at different levels and provide constructive feedback to improve both individual and organizational performance. After completing the evaluations, feedback sessions are held to present the results to managers and to create a Personal Development Plan (PDP) for each person. These programs include training, coaching, and other growth activities that help employees improve their skills and prepare for future roles. This process promotes ongoing performance improvement at management levels.

The average scores evaluated based on competencies in the layer of managers and officials with subordinates

Indicator	Continuous improvement	Communication skills and interpersonal behavior	Agility	Responsibility and accountability	Analytical thinking and problem-solving	Human resource management	Planning and organizing	Organization values and ethical codes
Average score	4	4.1	4	4.2	4	3.9	4	4.3

Enduring Melodies of MAPNA Boiler – A Description of a Creative Approach

At MAPNA Boiler Company, the “Thank You Card” initiative is a creative way to promote a culture of appreciation and foster teamwork among employees. Each month, every employee receives three Thank You Cards, which they can fill out and place in designated boxes. This method boosts motivation and morale while reinforcing the culture of appreciation and collaboration within the company. At the end of each month, the Thank You Card boxes are opened, and the messages of appreciation are reviewed by management. Employees who receive the most Thank You Cards are recognized in special ceremonies and awarded prizes. This initiative not only improves employee motivation and satisfaction but also significantly boosts morale and productivity.

9 Stakeholders’ Development and Empowerment

In addition to focusing on the development and empowerment of its employees, MAPNA Boiler also places special emphasis on the growth and empowerment of other stakeholders, including customers, suppliers, and the community. These approaches are designed to create added value for all stakeholders and to achieve sustainable development goals. The following sections provide a detailed overview of the development and empowerment strategies for each of these stakeholder groups.

Stakeholder	Development and Empowerment Approaches
Customers	• Awareness-Raising Through the Development of Booklets and Guides • Training and Consulting for Customers • Sharing Experience with Customers
Suppliers	• knowledge and technology transfer for the localization supply • Technical and Engineering Support • Experience Sharing
Society	• Organizing site visits for knowledge transfer and company benchmarking • Internships and empowerment programs for university students • Interactive sessions and experience sharing with academic and research institutions

Gender Equality and Reducing Inequality

Key Topics:

- Organizational justice and equal opportunities

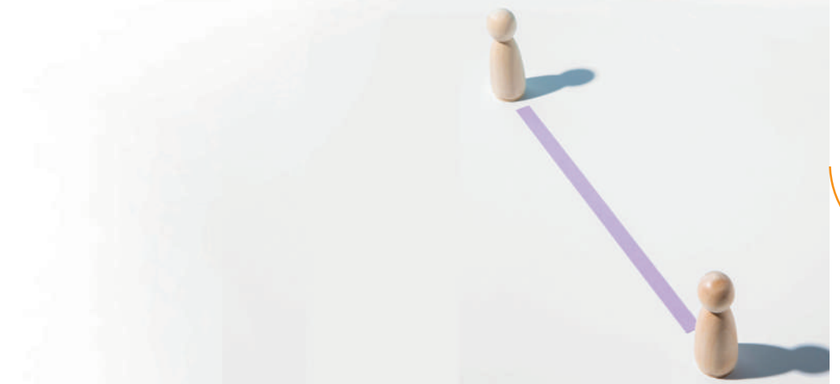
Equity and Equal Opportunities

At MAPNA Boiler, we are committed to promoting equity and equal opportunities for all stakeholders. This commitment extends to employees, customers, the community, suppliers, and business partners. We address the needs and expectations of our employees by establishing transparent and fair processes for recruitment and promotion, providing training and professional development opportunities, and ensuring equitable compensation. Additionally, by providing transparent and accurate information to customers, establishing effective feedback systems, and setting fair contracts with suppliers, we strive to strengthen equity and equal opportunities across all aspects of our business.

Stakeholders	Approaches
Employees	• Meritocracy-based recruitment with a systematic approach • Education and Development, and Fair Compensation Based on a Systematic Approach • Performance-Oriented Monitoring • Horizontal Promotion • Competency-Based Appointments • Organizational Competitions • Competency-Based Excellence Selection
Customers	• Transparency in Communication with All Customers • Providing Training and Consulting Services for All Customers • Addressing Needs and Potential Complaints Based on a Systematic Approach
Society	• Providing Equal Services to All Segments of Society • Creating Equal Opportunities in Recruitment and Hiring
Suppliers and Business Partners	• Selection and Collaboration with Suppliers Through Competitive Tendering and Based on Capabilities • Fair Contracts • Equal and Regulation-Compliant Payments in Partnerships

Statistics Box: Equity and Equal Opportunities

Indicator	Unit	2021	2022	2023
Satisfaction with Equal Opportunities and Diversity in the Company	Percentage	73	71	79



Enduring Melodies of MAPNA Boiler: An Overview of an Event

Early in the morning, female colleagues of the company enthusiastically gathered in the dining hall. The breakfast tables were set, and the sound of laughter and friendly conversations filled the air as everyone eagerly awaited the start of the event. After breakfast, a session was held with management and human capital experts present. During this session, female colleagues shared their experiences and challenges in the workplace and society, as well as their career advancement journeys and encounters with the glass ceiling. Their inspiring stories and personal experiences created a warm and empathetic atmosphere.

One colleague, referring to her own experiences, said: “I always felt that I had to work twice as hard to reach higher positions. But today, after hearing your stories, I realized that I’m not alone. We are all facing similar challenges.”

At the end of the session, the Human Capital Manager thanked the participants for their presence and engagement, emphasizing the importance of creating equal opportunities for all employees. He assured that MAPNA Boiler is fully committed to removing obstacles and promoting equality across the organization. Afterwards, the female colleagues took a commemorative photo with a symbol of gender equality in sustainable development. This moment symbolized hope and the company’s support, showing that their voices are heard and that the company stands with them on their journey toward achieving their goals.

This event was not only an opportunity to express concerns and challenges but also a powerful reminder to female colleagues that their voices are heard and that MAPNA Boiler stands with them in their pursuit of goals. “Above the Glass Ceiling” has become one of MAPNA Boiler’s enduring melodies—a memory that will stay in their hearts for years to come.

Partnership for Achieving Goals

Key Topics:

- Partnership and collaborations for sustainability

MAPNA Boiler, with the aim of deepening the concept of sustainable development, strives to actively engage with all stakeholders to contribute to society's improvement and sustainability. Through establishing the "Boiler Mehr-Afarinan Charity," the company supports its employees and the community across various charitable fields. Additionally, by organizing environmental and social camps and events, it helps promote a culture of sustainability and environmental protection. MAPNA Boiler, through membership in various associations and ongoing engagement with community stakeholders, exchanges knowledge and experiences, enhancing its relationships and collaborations with society. Furthermore, the company improves the knowledge and skills of its employees and managers in areas of sustainability and social responsibility by creating content and organizing awareness-raising events and camps related to sustainability. The strategic approach to community engagement and the volunteer activities of Boiler Mehr-Afarinan are overseen by the company's Sustainability Committee, which is responsible for planning and executing volunteer campaigns.

Melody of Kindness: Boiler Mehr-Afarinan

Boiler Mehr-Afarinan Charity is an internal charity within MAPNA Boiler, established with the aim of collecting voluntary donations and allocating them to employees and the community, with a primary focus on supporting employees. Through its efforts, this charity successfully engaged 37% of the company's employees in charitable participation in 2023. The charity's sources of income include financial contributions from the company, voluntary donations from employees, loan repayments, paper sales and recycling, and occasion-based donations. The expenditures of this charity include support for healthcare costs, living expenses, housing rent and deposits, medical treatments, debt payments, home renovations, educational expenses, and compensation for losses. These efforts reflect MAPNA Boiler's commitment to supporting its employees and the community, striving to create an atmosphere of empathy and cooperation that contributes to improving the quality of life and well-being of both employees and society. With its message of compassion, Boiler Mehr-Afarinan Charity works toward building a brighter and more sustainable future for all.

Charitable participation status by the end of the year 2023

Number of beneficiaries:		Number of participants:	Participation rate:
Female	136	47	35
Male	1064	392	37
Total	1200	439	37

Statistics Box: Charitable activities and donations

Percentage of donations	Unit	2023
Accident compensation allowance	Percent	0
Employee medical allowance	Percent	1
Funeral allowance for immediate relatives	Percent	3
Marriage allowance for immediate relatives	Percent	3
Educational allowance	Percent	3
Housing purchase allowance	Percent	3
Home renovation allowance	Percent	5
Debt repayment allowance	Percent	8
Medical allowance for immediate relatives	Percent	14
Living expense allowance	Percent	14
Housing deposit and rent allowance	Percent	21
Healthcare allowance	Percent	28

Indicator	Unit	2021	2022	2023
Number of loans	Grant	29	14	11
	Regular	34	24	33

Indicator	Unit	Loan	Occasion-based charities
Amount and withdrawal percentage	Amount	21073569567	163783313
	Percent	93	7

Tunes for Sustainability: An Overview of MAPNA Boiler's Voluntary Campaigns

MAPNA Boiler aims to promote sustainability and responsible corporate citizenship through a series of voluntary and charitable campaigns. These campaigns are categorized to support various Sustainable Development Goals, emphasizing the importance of participation in reaching these goals. Initiatives that increase public knowledge and awareness align with Goals like Quality Education, playing a crucial role in building an informed and active society. Such activities help raise awareness and enhance education within the community. Efforts supporting environmental protection and sustainable habits contribute to conserving natural resources and biodiversity, reflecting the company's commitment to environmental stewardship. Additionally, initiatives aimed at community support and reducing inequalities help improve living conditions for those in need.
These actions demonstrate the company's dedication to community support and local development. Another focus includes initiatives that foster a healthy work-life balance, strengthen family ties, and create a supportive environment for employees and their families, thereby improving overall work-life harmony. These campaigns underline MAPNA Boiler's commitment to sustainable development and highlight the importance of active participation in achieving the Sustainable Development Goals. Through collaboration and solidarity, we can help build a brighter and more sustainable future for everyone.

Environmental Support Campaigns

Name of Campaign: **A battery and lots of adventures**
Purpose: **Collecting batteries to reduce environmental harm and contribute to charitable goals.**
Partnership: **Employees- Nikan Mammut Charity**
Sustainable Development Objectives: **Action for climate, Life on earth, Ending poverty**

Campaign Description:
Since batteries are classified as highly hazardous waste, their recycling has been conducted at battery recycling centers for many decades following specific standards. The rapid growth of portable devices and digital gadgets has increased the use of various types of batteries, leading to a rise in hazardous waste that poses environmental risks. Some batteries contain toxic substances like cadmium, mercury, lead, and lithium, which can cause serious health and environmental issues if not disposed of properly. Nowadays, many manufacturers are working to significantly lower the levels of these harmful materials. One effective way to reduce these risks is through the recycling of used batteries. Nikan Mammut Charity has started producing battery recycling stands to collect and recycle batteries, with the goal of donating prosthetics to those in need. This initiative not only encourages recycling of hazardous waste but also directs the proceeds toward supporting patients. In partnership with this charity, MAPNA Boiler collects and recycles used batteries from the company and its employees for reuse and donation.

Environmental support campaigns

Name of Campaign: **Wheels of Kindness**
Purpose: **Collecting plastic bottle caps to reduce environmental harm and support charitable goals**
Partnership: **Employees – Ra'ad Al-Ghadir Institute**
Sustainable Development Objectives: **Action for climate, Life on earth, Ending poverty**

Campaign Description:
A plastic bottle cap collection campaign has been launched in the MAPNA Boiler restaurant with the aim of reducing environmental damage and helping people in need. Plastics, due to their very low biodegradability, are one of the greatest threats to the environment. They can remain in nature for hundreds of years and harm various ecosystems. The Ra'ad Al-Ghadir Charity collects plastic bottle caps and sells them to recycling workshops, using the proceeds to purchase wheelchairs for people in need. This joint effort between employees and the Ra'ad Al-Ghadir Institute not only helps reduce plastic pollution but also supports people with disabilities to have a better life. This campaign, by installing plastic bottle cap collection stands in various locations, including the MAPNA Boiler restaurant, aims to increase public participation and raise employee awareness about the importance of recycling and environmental protection, encouraging them to take action toward sustainability.

Environmental Support Campaigns

Name of Campaign: **Plant sapling**
Purpose: **Planting saplings for cultural awareness and respect for the environment**
Partnership: **Senior managers**
Sustainable Development Objectives: **Life on earth, Action for climate**

Campaign Description:
The sapling planting event by senior managers of MAPNA Boiler takes place on Arbor Day to promote environmental protection and expand green spaces within the company. During this event, the company's senior managers plant saplings in a designated area as a way to foster environmental awareness and demonstrate the company's commitment to social responsibility and sustainability. This initiative not only improves air quality and helps counteract climate change but also enhances the workplace's beauty and creates a more pleasant environment for employees.

Work-life balance campaigns

Name of Campaign: **Boiler Family**
Purpose: **Work-life balance and introducing families to the MAPNA Boiler environment**
Partnership: **Employees- Employees' families**
Sustainable Development Objectives: **Health and well-being, Sustainable cities and communities**

Campaign Description:
This campaign aims to strengthen the bond between employees' families and the workplace at MAPNA Boiler. During the event, employees' families are invited to visit the company to see their parents' work environment and meet other family members. The company's activities are explained in simple terms, and families are welcomed with refreshments. A lively atmosphere is created by setting up play areas for children, providing a space for kids to play and enjoy themselves.
This campaign not only fosters stronger family ties but also promotes a better work-life balance. By introducing families to the company's environment and activities, it encourages greater understanding and support from families toward employees, which can lead to higher job satisfaction and an improved quality of life for staff. Through this initiative, MAPNA Boiler shows its commitment to work-life balance and creating a friendly, supportive environment for its employees.

Work-life balance campaigns

Name of Campaign: **Family Outing**
Purpose: **Improving work-life balance through nature trips and travel**
Partnership: **Employees- Employees' family**
Sustainable Development Objectives: **Health and well-being, Sustainable cities and communities**

Campaign Description:
This event is organized to boost morale and promote work-life balance for MAPNA Boiler employees and their families. During the event, employees and their families go on short trips and nature excursions. This initiative not only improves work-life balance but also provides opportunities for joy and recreation. On these trips, families get to know each other, creating a warm and friendly atmosphere that strengthens relationships between employees and their loved ones. This year, the Boiler Family Outing was held in Kashan, where participants enjoyed the city's natural and historical beauty and shared joyful moments. The event helped foster a positive spirit and a greater sense of unity among employees and their families.

Awareness-raising campaigns

Name of Campaign: **Nab cast**
Purpose: **Promoting awareness and personal development**
Partnership: **Employees**
Sustainable Development Objectives: **Quality Education**

Campaign Description:
This event aims to promote a culture of reading while enhancing personal development and mental well-being among MAPNA Boiler employees. Employees are encouraged to read books focused on personal growth and mental health. After finishing their readings, each employee is expected to create a podcast or micro-e-learning content based on their insights and share it with colleagues. This event not only broadens employees' knowledge and awareness but also provides a platform to share experiences and new learnings. By developing educational and motivational content, employees can improve their personal and professional skills while also focusing on their mental well-being. Through this initiative, MAPNA Boiler demonstrates its commitment to supporting the personal development and mental health of its employees, aiming to foster a dynamic and supportive environment for their overall growth and progress.

Awareness-raising campaigns

Name of Campaign: **Autism, My Different World**
Purpose: **Promote awareness about autism**
Partnership: **Employees - Iran Autism Association**
Sustainable Development Objectives: **Quality Education – Reducing Inequality**

Campaign Description:
The "Autism: My Different World" campaign was launched by MAPNA Boiler in collaboration with the Iran Autism Association. The goal of this campaign is to raise awareness about autism and how to interact with individuals affected by this condition. It also helps in identifying young children who may show early signs of autism. In this campaign, employees with young children are provided with essential information and training about autism. This includes recognizing early signs of autism and learning appropriate ways to interact with children affected by the condition. With increased awareness and early recognition, parents can contribute to the early diagnosis and treatment of autism, which can have a significant positive impact on children's lives. Through this initiative, MAPNA Boiler demonstrates its commitment to the mental and physical well-being of employees' children and families, aiming to create a supportive and informed environment for everyone.

Awareness-raising campaigns

Name of Campaign: **Photography for Sustainable Development**
Purpose: **Promote awareness and foster a culture of sustainable development**
Partnership: **Employees**
Sustainable Development Objectives: **Quality Education**

Campaign Description:
This event was organized by MAPNA Boiler to raise awareness and encourage action in sustainable development. During the campaign, employees were encouraged to use their cameras to capture moments that highlight efforts and achievements related to sustainability. These photos could showcase themes such as environmental protection, resource efficiency, renewable energy, and socially responsible actions. After collecting the photos, a panel of judges selected the top entries and honored the photographers. The recognition included awards and displaying the top works through the company's internal channels. This campaign not only increased employees' awareness of the importance of sustainable development but also provided a chance to express their creativity and personal views on the subject.

Dear Colleagues,
Following the photography contest on the theme of Sustainable Development Goals held in celebration of World Photography Day (August 19), we are pleased to announce that a total of 72 submissions were received from 18 colleagues. After evaluation by the judging committee based on criteria such as aesthetics, photography technique, concept, and relevance to the Sustainable Development Goals, the creators of the top entries have been selected as follows.

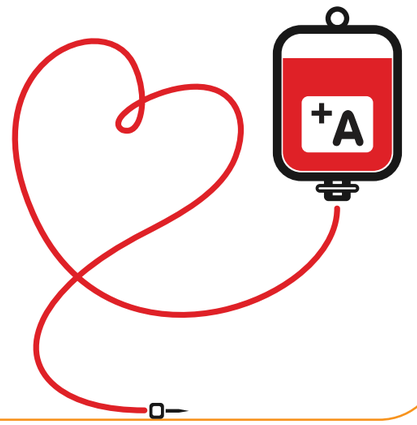
It is worth mentioning that all participants in this contest will receive a certificate of appreciation and gifts as a token of gratitude for their efforts and attention to the Sustainable Development Goals. The winning entries will be published shortly through the company's portal and WhatsApp channel.

Communications Management

Community Support and Local Development Initiatives

Name of Campaign: **Blood Donation**
Purpose: **Promote community health and encourage ethical behavior**
Partnership: **Employees of Blood Transfusion Organization**
Sustainable Development Objectives: **Health and Well-being**

Campaign Description:
MAPNA Boiler's blood donation event is one of the company's regular and important initiatives aimed at encouraging employee participation in volunteer activities. This program, held twice a year, is organized in partnership with the Blood Transfusion Organization and managed by the HSE unit. During each event, mobile teams from the Blood Transfusion Organization visit the company premises to collect blood from volunteer employees. Although the program was paused during the COVID-19 pandemic to protect employee health, it has now resumed with strict health protocols in place. Each year, around 150 liters of blood are donated by MAPNA Boiler employees to the Blood Transfusion Organization, demonstrating the company's and employees' commitment to social responsibility. This event not only helps meet the blood needs of patients but also provides an opportunity to strengthen the spirit of solidarity and cooperation among employees.



Community Support and Local Development Campaigns

Name of Campaign: Healing Through Support
Purpose: Supporting Public Health and Promoting Ethical Values
Partnership: Employees - Kahrizak Charity Foundation
Sustainable Development Objectives: Ending Poverty - Improving Health and Well-Being - Responsible Consumption and Production

Campaign Description:
The "Healing Through Support" Campaign is an initiative by MAPNA Boiler aimed at helping under-privileged people and promoting a circular economy. In this campaign, employees were encouraged by the company to bring their unused household medications. These medicines were reviewed by expert teams, and their expiration dates were checked. Usable medicines were collected and donated to the Kahrizak Charity Foundation, while expired ones were removed from circulation. With the participation of 88 employees, a total of 26,805 units of medication were gathered for those in need, and 6,700 expired units were eliminated from circulation. By promoting reuse within the circular economy, this campaign successfully reintroduced surplus medicines into the consumption cycle and helped improve the health of disadvantaged individuals. This effort highlights MAPNA Boiler's dedication to social and environmental responsibilities. The wide participation of employees demonstrates solidarity and teamwork toward charitable and sustainable goals.


in The Name of God

MAPNA Boiler and Equipment Engineering and Manufacturing Co.,
Respected Benefactor,

We sincerely thank your colleagues for their kindness and generosity in supporting the noble goals of this charitable foundation. We are pleased to inform you that ۱۰ cartons of medicine donated by your company's employees have been received by the charity's beneficiaries.

We pray to God for your continued bounty and good health.

Respected philanthropist: MAPNA Boiler and Equipment Engineering and Manufacturing Co.
Philanthropy Code: 1724031 Bill Number 21

تهران


نیکوکار محترم شرکت مهندسی وساخت بویلر و تجهیزات مینا

Community Support and Local Development Campaigns

Name of Campaign: Small Hands, Big Dreams
Purpose: Supporting Underprivileged Children and Promoting Ethical Values
Partnership: Employees- Association for the Protection of Child Labor
Sustainable Development Objectives: Ending Poverty, Quality Education and Well-Being, Responsible Consumption and Production

Campaign Description:
This campaign is one of MAPNA Boiler's valuable initiatives supporting child labor issues and promoting a culture of social responsibility. In this campaign, company employees collected their unused or surplus new stationery items. With the participation of 50 employees, a total of 1,353 stationery items were gathered and donated to the Association for the Protection of Child Labor. This effort helped meet the educational needs of underprivileged children. The implementation of this campaign, aligned with circular economy strategies for sustainable development, reflects MAPNA Boiler's commitment to social and environmental responsibility. The employees' participation clearly demonstrates solidarity and cooperation in pursuit of charitable and sustainable goals.

Community Support and Local Development Campaigns

Name of Campaign: **Mutual Support for Khoy**
Purpose: **Assisting Earthquake Victims and Promoting Ethical Values**
Partnership: **Employees**
Sustainable Development Objectives: **Ending Poverty and Building Sustainable Communities**

Campaign Description:
Following the earthquake in Khoy County and the damages suffered by the local residents, MAPNA Boiler launched a campaign to gather both cash and in-kind donations from its employees to help the earthquake victims. This campaign was warmly supported by the staff, many of whom contributed money and non-cash aid to assist their affected fellow citizens. Employees collected essential items such as blankets, warm clothing, food, and hygiene products, which were sent to the earthquake-affected areas. Additionally, MAPNA Boiler made a financial donation, demonstrating its role as a responsible organizational citizen in supporting the earthquake victims. All donated aid was quickly delivered to the people impacted by the Khoy earthquake. This effort showcases MAPNA Boiler's commitment to social responsibility and helping fellow citizens during times of crisis.

Melodies of Life Reflected in Water Industry Products

In the central district of Chabahar, with a population exceeding 150,000 people and two rural districts, access to safe drinking water has become a major challenge. The residents face difficult conditions and are forced to purchase tanker water at high costs ranging from 200,000 to 500,000 Iranian tomans. Currently, Chabahar's water supply comes from desalination and several wells, which are insufficient for the city's population. As a result, many people have turned to using "Houtags"—water reservoirs that collect rainwater. Alongside livestock, locals also use this water for personal consumption. These conditions pose serious health and safety risks for the community. Sometimes, children who go to fetch water near ponds and Houtags do not return, falling prey to "Gando"—short-snouted crocodiles. Deploying a BWRO desalination system in this region can help provide people with access to safe and sanitary drinking water. This project will not only improve the quality of life but also prevent unfortunate accidents and life-threatening dangers.
Another example of product development is the sustainability of the Lian Bushehr desalination project, with a capacity of 35,000 m3. Utilizing membrane technology (SWRO), this project has successfully provided safe and sanitary drinking water for the people of Bushehr. These projects demonstrate MAPNA Boiler's creation of shared value by addressing societal needs. By implementing similar initiatives in Chabahar, we can contribute to achieving sustainability goals and enhancing the quality of life for residents. These efforts not only ensure access to safe and clean drinking water but also reduce living costs and improve residents' safety. MAPNA Boiler, by leveraging innovative technologies and committing to social responsibility, has taken effective steps toward improving people's living conditions.

Movement IV:
In Harmony with Ecosystem

This chapter offers a detailed overview of our efforts to protect and improve the ecosystem, aiming to balance environmental needs with organizational goals. Iran faces major environmental issues like water shortages, air pollution, and the depletion of natural resources. In this context, MAPNA Boiler Company, committed to its social responsibility, has taken various actions to reduce negative impacts and generate positive effects on the environment. The company manages its environmental responsibilities through Health, Safety, and Environment (HSE) management and relevant committees, including the Sustainability Committee and the HSE Committee. Its boiler products, water desalination systems, and industrial and drinking water treatment units are crucial in decreasing water use and enhancing water and air quality. Furthermore, the company works to lessen environmental impacts in its operations and protect the environment by optimizing its processes.

The first movement of Beethoven’s Symphony No. 6, called the “Pastoral,” is a gentle, nature-inspired piece that expresses peace and a strong bond with nature. Through soft melodies and rich orchestration, this symphony brings to mind the simple and beautiful moments of rural life and the natural world for the listener.

Environmental Leadership at MAPNA Boiler

MAPNA Boiler emphasizes the importance of managing environmental impacts as a key part of its sustainability efforts. The company carefully oversees both the positive and negative aspects of its operations. For negative impacts, MAPNA Boiler implements measures such as controlling gas emissions, managing waste, and optimizing energy and water use. Responsibility for managing these impacts has been assigned to the HSE Department under the Department of Human Resources and Support. This department, supported by various specialized committees and a participatory management approach, oversees this area. During the previous reporting period, due to the COVID-19 crisis, the department was placed under the direct management of the CEO to effectively respond to the pandemic. In the current reporting period, it has been moved back to the Department of Human Resources and Support. Additionally, the Energy Management unit, formerly part of the maintenance and repairs department within the production deputy, has been transferred to the HSE department to ensure integrated management of environmental impacts.

In terms of positive impacts, MAPNA Boiler emphasizes creating shared value and offering solutions and products in the energy and water sectors. The company's core philosophy revolves around providing solutions to improve the ecosystem, which directly contributes to positive environmental impacts. Additionally, its mission and vision include two key elements related to this: leading in the energy transition and decarbonization, and being a prominent player in the water industry. These efforts are especially vital in a country like Iran, facing water scarcity, and MAPNA Boiler actively engages in creating mutual value with society in the water sector. During the previous reporting period, the Executive Deputy was responsible for projects related to power, oil and gas, and water industries. In the current reporting period, recognizing the growing importance of providing water-related solutions and products, a dedicated Water Deputy has been established and is now operational. These deputies, along with the HSE department, the deputy of design, and Research & Development, which oversee product design and manage environmental impacts, serve as representatives of the environmental domain within the company's sustainability committee, the highest governing body on sustainability matters. The mission of the sustainability and related committees is detailed in the participatory management section of the chapter titled "In Harmony with the Rhythm of Life." Moreover, there is a Waste Materials and Disposal Sales Committee focused on waste management, responsible for managing and selling scrap and waste materials to improve waste handling processes. Additionally, an Energy Management task force was created during this period to oversee energy consumption in the company's operations and products. One of the company's main strategies is enhancing social responsibility efforts to mitigate negative environmental impacts. Based on these responsibilities, relevant departments are assigned specific tasks. Developing solutions, products, and positive impacts in this area is also aligned with the goal of designing and developing new products. These efforts have led to high stakeholder satisfaction within the community regarding MAPNA Boiler's environmental performance.

Statistics Box: Environmental Performance

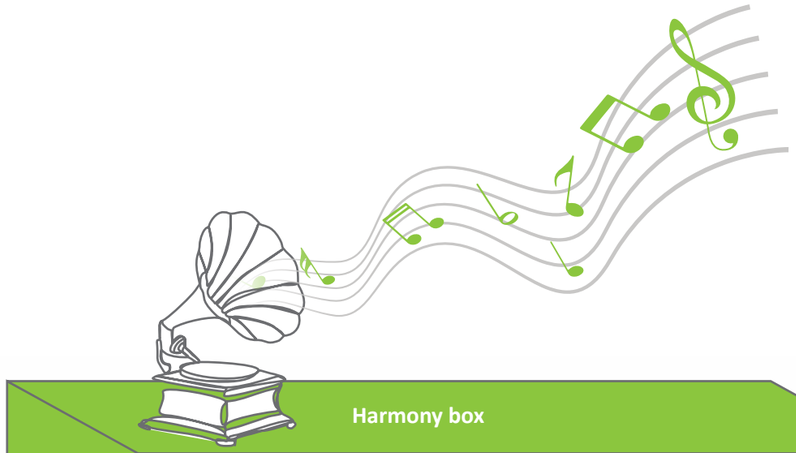
Indicator	Unit	2021	2022	2023
Satisfaction with environmental outcomes	Percentage	75	71	89

Below, the chosen sustainable development goals and the main social issues related to these goals at MAPNA Boiler will be reported.

Water Consumption Management

Key Topics:

- Efficient water use and supply of sanitary water for the community
- Management of environmental impacts



Harmony box

The previous sustainability report, titled 'Sustainability in Crisis,' detailed the company's water consumption management and water treatment facility on pages 146 to 149. Changes made during the current reporting period are described in this report.

Water Consumption Management

Various measures were implemented during the reporting period in water consumption management. All water usage has been identified, and actions are underway to reduce consumption. The daily water intake per employee is estimated to range from 60 to 90 liters, with an average of about 59 m3 per day per person. Additionally, the company's current chillers consume approximately 30 m3 daily, bringing the total to 89 m3. Actions such as replacing air-cooled chillers, reusing backwash water from the treatment plant in sanitary flush tanks, and enhancing green space irrigation practices are part of efforts to optimize water use at MAPNA Boiler. Moreover, efforts include identifying hidden leaks, installing water meters before and after the reservoir, repairing fire protection pipelines, and constructing a treatment plant at the Elahiyeh complex, which improves water recycling in production. The company is also reviewing the remodeling of the demineralized water cycle to optimize consumption and conducting feasibility studies for rainwater harvesting for green space irrigation. Returning water from the rolling machine to the treatment plant and analyzing past and future production and testing processes are additional measures being taken. With the deployment of a monitoring system for the factory's water pumping station and deep well, along with a reduction in water leak detection time, water wastage has decreased in recent years. These actions demonstrate MAPNA Boiler's commitment to sustainable water resource management and continuous improvement in reducing consumption and enhancing efficiency.

Statistics Box: Water management

Indicator	Unit	2021	2022	2023
Amount of Treated and Used Demineralized Water Consumption	Cubic meter	345	367	342
Average water consumption per ton of product	Liter	394	372	368

Water projects deputy:

- Implementation of water treatment projects and providing solutions for efficient water use to promote responsible water consumption (SDG 6)
- Supporting access to clean water and sanitation in underserved communities (SDG6)

Monitoring and improving water quality:

- Monitoring chemical and microbial indicators in drinking water and measuring the level of free chlorine.
- Developing and implementing programs for monitoring drinking water quality, disinfection, and flavor adjustments across different seasons.

Creating Shared Value by Providing Water for the Community

Creating shared value involves generating benefits for both the company and society. This idea is rooted in the belief that companies can enhance their economic performance while addressing social and environmental needs. MAPNA Boiler exemplifies this approach by creating products and services that meet society's essential needs. It supports the supply of drinking and industrial water in water-scarce and drought-affected regions through water treatment systems, such as water desalination (SWRO, BWRO), wastewater treatment, and recycling. These efforts not only improve people's quality of life but also reduce health risks and boost public welfare. MAPNA Boiler's containerized water desalination packages can quickly supply drinking water during emergencies like earthquakes and floods, demonstrating a strong commitment to social responsibility. Additionally, monitoring and analyzing the chemical regimes of water and steam help improve water quality and reduce health hazards. These services promote public safety and reflect MAPNA Boiler's dedication to creating a healthier and more sustainable environment.

MAPNA Boiler's water industry products are designed and manufactured by the Design, Research, and Technology Department. Projects in this area are managed, installed, and delivered to customers by the Water Deputy. The types of products in this field include:

- **Water Desalination Systems:** These products are used for water desalination (sweetening) and the production of drinking and industrial water, and they are widely utilized in areas that have access to seawater.
- **Portable water desalination packages (containerized):** These packages are designed for small-scale water desalination (sweetening) and are portable. They can be used to supply water to villages and in emergencies such as earthquakes and floods.
- **Wastewater treatment and recycling:** In these systems, various types of wastewater are treated, and the water produced from this process can be reused for beneficial purposes such as agriculture, drinking water supply, groundwater recharge, industrial processes, and environmental restoration. Considering the water scarcity and the water supply crisis in the country, as well as the need to adapt to this shortage, wastewater is the most reliable and certain water source. Therefore, wastewater treatment and water recycling are very important. When used water reenters natural water sources, it can still benefit ecosystems, plant growth, and other water supplies, providing an alternative to existing water resources. Additionally, given the importance of environmental issues and the value of water as a foundation for sustainable development, health, industry, welfare, agriculture, energy, and tourism, implementing such projects can reduce problems caused by environmental hazards and turn this challenge into an opportunity for the country's growth and progress toward sustainability.

Additionally, MAPNA Boiler offers the following services:

- **Supervision of installation and launching:** This service includes overseeing the installation and startup of water treatment systems, such as water desalination units (water sweetening systems) and wastewater treatment and recycling, ensuring these systems operate properly.
- **Monitoring and analyzing water and steam chemical regimes:** These services help improve water and steam quality in water treatment systems and power plants.
- **Study, analysis, troubleshooting, and improvement of the water and steam cycle, as well as significant and minor boiler repairs:** These services help enhance the efficiency of water and steam systems and decrease water usage wastage.
- **Supply of materials and equipment (in the boiler field):** These services include supplying the necessary materials and equipment for water treatment systems and boilers.

Lian Bushehr desalination project (SWRO Water Desalination

This project has been one of the most significant initiatives in recent years in Iran for water supply through seawater desalination. With a capacity of 35,000 m3, it was commissioned near Bushehr in February 2023. Considering the development plan, the water intake capacity is 150,000 m3 per day. The process includes seawater intake, pre-treatment, primary treatment, and post-treatment—all designed, supplied, and implemented by MAPNA Group in accordance with the highest international standards. The EPC contractor for this project is a consortium of MAPNA Boiler Company and Nasb Niroo Company, and the project consultant is Monenco Iran Consulting Engineers, all subsidiaries of the MAPNA Group. Given the region's freshwater shortage and urgent need for drinking water, this project plays a vital role in meeting the water needs of Bushehr's residents. With this project's commissioning, water rationing in Bushehr has ended, providing residents with a stable supply of drinking water. Utilizing advanced and local technologies, this project contributes to the region's sustainable development and showcases domestic capabilities in water technology. MAPNA Boiler Company, as the EPC (Engineering, Procurement, and Construction) contractor, has played a key role in the project's design, equipment supply, and implementation. It employs membrane technology (SWRO) for seawater desalination, one of the most advanced methods available globally. This project has helped address the region's water issues and demonstrated the country's technical and engineering capabilities in executing large, complex projects.

Ongoing projects in the water industry sector

Name of projects	Production capacity (day/m^3)	Produced water	Project implementation
Makran Desalination Plant	48,000	Water with TDS < 20 from the Oman Sea	Pre-treatment (DAF and MMF), 2-pass- RO system
Lian Bushehr Desalination Plant	35,000	Drinking water from the Persian Gulf desalination plant	Water intake and wastewater discharge (intake and Outfall), Pre-treatment (DAF & MMF), RO system, post-treatment (CO2+CaCO3)
Dayr desalination plant	3,750	Drinking water from the Persian Gulf desalination plant	Water intake and wastewater discharge (Intake & Outfall), pre-treatment (DAF & MMF), RO system, Post-treatment (CO2+CaCO3)
Charak desalination plant	8,000	Drinking water from the Persian Gulf desalination plant	Water intake and wastewater discharge (Intake & Outfall), pre-treatment (DAF & MMF), RO system, Post-treatment (CO2+CaCO3)
Advanced treatment of Parand city wastewater for the production of industrial water required by the Roudshour power plant	600	Production of demineralized water from domestic sewage	Coagulation, Ozone, UF, RO, EDI
Advanced treatment of the MAPNA Boiler factory and demineralized water production	60	Production of demineralized water from wastewater	UF, RO, EDI
Design, supply, manufacturing, and installation of equipment for upgrading the wastewater treatment package and sludge separation and disposal at Saipa Diesel Company	75	Production of treated water for the irrigation of green spaces	DAF, De-Oiling, UF, ACF
Deoiling and CPP package, Phases 15 and 16 of South Pars	60	Production of treated water	AC + Coalescing package
Design, supply, and construction of the (WTP) for Roudshour Power Plant using domestic sewage	1,032	Production of demineralized water from domestic sewage	UF, RO, EDI
Design, supply, and construction of the WTP for Zanjan Power Plant	480	Production of demineralized water	UF, RO, EDI
Design, supply, and construction of the WTP for KhorramaBad Power Plant	768	Production of demineralized water	UF, RO, EDI
Design, supply, and construction of the WTP for Torbat Heydarieh Power Plant	576	Production of demineralized water	UF, RO, EDI
Design, supply, and construction of the (WTP) for Sabzevar Power Plant	576	Production of demineralized water	UF, RO, EDI
Design, supply, and construction of the (WTP) for Rumaila (Iraq) Power Plant	1,608	Production of demineralized water	UF, RO, EDI

Energy Consumption Management

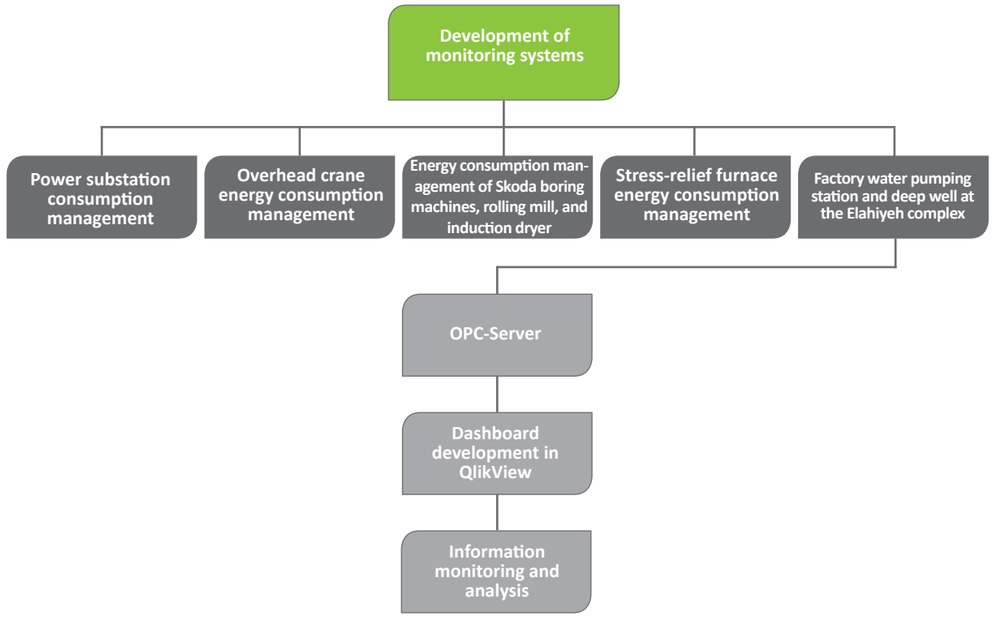
Key Topics:

- Energy efficiency in the workplace and product

Energy Consumption Management

In the energy management department of MAPNA Boiler Company, various initiatives have been undertaken to optimize energy consumption. These include forming an energy management working group and developing an energy baseline for equipment. Additionally, the company has identified and analyzed the energy aspects of each device, monitored and measured parameters and energy consumption, and defined and implemented corrective and preventive actions for machinery and equipment as part of their energy management efforts. Upgrading and overhauling equipment has also been done to reduce energy use. In lighting and cooling systems, measures such as installing glass skylights in production halls to utilize natural light, upgrading and optimizing electrical lighting panels, using energy-efficient lamps in some production and office areas, and locally shutting off lighting in the office building have been implemented. Furthermore, the scheduling of burner control panel adjustments and overhauls is planned. Other steps include optimizing capacitor bank steps for better reactive power control, mechanizing hydrostatic testing to decrease repeated tests, installing drives for high-power motors and fans in overhead cranes, and installing systems to monitor and measure energy consumption in administrative areas and the high-voltage substation to identify potential energy savings. Inverters have also been installed on the longitudinal and transverse screw systems, as well as on fans of the shot blast equipment, and the vibration of overhead crane motors has been measured and balanced as needed.

In the gas section, efforts included reducing the temperature of the central boiler room from 85°C to 65°C, shutting off one of the two boilers in the central boiler room after working hours to save energy, lowering the temperature of the office building boiler from 65°C to 55°C, and scheduling the shutdown of radiant heaters in the halls after hours during cold seasons. Finally, to monitor electricity consumption more effectively, a project was initiated to develop an energy management dashboard on the QlikView platform, starting in July 2021, to enable widespread online access to collected data.



Statistics Box: Energy Management

Indicator	Unit	2021	2022	2023
Gas energy carrier	Kwh	18305830	17055420	13878970

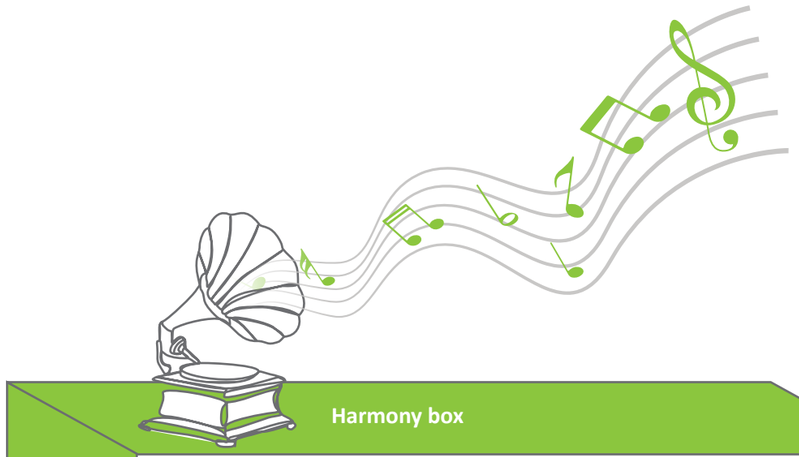
Indicator	Unit	2021	2022	2023
Intensity of energy carrier consumption	Kwh/ton	4905	2306	2829

Indicator	Unit	2021	2022	2023
Electricity consumption	Kwh	4389729	6124524	5257911

Indicator	Unit	2021	2022	2023
Total gas consumption of the factory	1000 m^3	1690	1731	1430

Factory	Power reduction (Kw)	Percentage decrease relative to the average consumption of 1.3 MW
Inverter installation	225	%18,75
Replacement and installation of a new motor	19,64	%1,6
Servicing and winding of old motors	8,41	%0,7
Total saved power	252	%21

Elahiyeh complex	Power reduction (Kw)	Percentage decrease relative to the average consumption of 1.8 MW
Inverter installation	-	%0
Replacement and installation of a new motor	4,17	%0.1
Servicing and winding of old motors	170,346	%9,5
Total saved power	174,516	%9,6



Harmony box

The Tehran office building of MAPNA Boiler is a green building that uses solar panels. It was designed with an energy management improvement approach. This was detailed in the previous sustainability report titled 'Sustainability in Crisis,' on pages 142 and 143. MAPNA Boiler, through its power plant products like waste heat boilers, helps improve energy efficiency in power plants. This is discussed in the previous sustainability report titled 'Sustainability in Crisis,' on pages 138 and 139.

Responsible Production and Consumption

Key Topics:

- Resource efficiency
- Management of environmental impacts

In this regard, MAPNA Boiler has planned and implemented multiple activities to manage environmental impacts and improve resource efficiency. The following sections will address these activities.

Waste Management

Waste management at MAPNA Boiler is carried out in accordance with the principles of the circular economy. This approach is based on the results of identifying and assessing environmental aspects and legal requirements, aligned with the company's organizational values (safety and environmental friendliness). It is implemented through the operational plan of the comprehensive waste management program and is monitored and evaluated using the indicator of waste generated per ton of product. Management of all ordinary, industrial, and special wastes is carried out through identification, segregation, and separation, as well as contracting with trusted environmental companies and the municipality for waste collection, transportation, and disposal. All activities are recorded in the Iran Environmental Management Portal (Iran EMP).

Among the actions taken are contracts with trusted environmental companies for the transportation and disposal of sewage sludge from the treatment plant, grease trap waste from the restaurant, and infectious medical waste. Additionally, the use of production waste for manufacturing necessary equipment and tools, as well as the management of electronic waste, are also noteworthy. Additionally, infectious waste is sent to authorized and agreed-upon centers, waste information is recorded in the Iran EMP system, industrial treatment plant waste is disposed of through authorized centers, and contracts for the collection, transportation, and disposal of infectious waste and company garbage have been renewed. These are among other actions carried out. Chemical risk assessment is conducted using the group's established method by the Center for Occupational Chemical Agents and Pesticides to ensure that all chemicals are managed safely and in accordance with environmental standards. The sale of some recycled materials, collection of bottle caps and batteries are part of the waste management efforts, and the income generated from these activities is allocated to charitable works through the internal charity, Mehrafarinan Boiler. This is described in the chapter In Harmony with the Rhythm of Life.

Waste type	Waste categories	Disposal method
Industrial waste	Iron scraps, metal swarf, soap water, stainless steel, wires and cables, aluminum, electrode stubs, hydraulic oil, oily cotton fabric, cotton yarn, oil, and diesel	Delivered to a company approved by the Department of Environment; saleable and recyclable.
Special waste	Infectious waste, sewage sludge, wastewater, and electronic equipment	Delivered to a company approved by the Department of Environment, which is recyclable
Domestic and ordinary waste	Fin tube caps, paper and plastic, food waste, plastic, construction debris, green waste, and shot blast waste.	Disposal at a site approved by the Waste Management Organization

Statistics Box: Energy Management

Indicator	Unit	2021	2022	2023
Waste generated	Kg	210656	203070	630771

Indicator	2021	2022	2023
Waste generated per ton of product	0.18	0.17	0.13

Establishing a suitable area for storing and warehousing metal materials within the factory premises

Establishing a suitable area for storing and warehousing metal materials within the factory premises

Air Quality and Gas Emissions

MAPNA Boiler consistently prioritizes air quality and greenhouse gas reduction. The company performs seasonal measurements and monitors air quality parameters through indicators and self-reporting. In line with its environmental goals, MAPNA Boiler minimizes its emissions and tracks indicators related to greenhouse gases. These parameters have consistently remained within standard limits, often well below them. By converting the gas cycle to a combined cycle and adding a steam unit to the power plant circuit, electrical energy equivalent to a gas turbine is generated without additional fuel use or pollutant emissions. Integrating HRSG boilers into the power plant cycle reduces NOx and CO gas emissions. By adjusting speed settings and controlling fuel input, temperature, and oxygen levels, the levels of pollutants in boiler emissions and other parameters are kept under control and remain below permissible standards. Confidence exists that pollutant levels will continue to stay within these limits in the future. MAPNA Boiler manages the fuel amount, oxygen, and pollutant levels in boiler emissions through regular servicing, maintenance, and adjustments to hot water boiler speeds, ensuring they stay below the permissible limits. These actions help maintain optimal air quality and minimize greenhouse gas emissions. Additionally, MAPNA Boiler monitors workplace pollutant levels and works on improving non-compliant stations (NCS) based on harm factor measurements. The company has implemented measures such as designing and installing arm ventilation, upgrading exhaust ducts, ventilating the paint room, and installing a shot blast filter box to improve air quality. Furthermore, continuous monitoring of copper blast particulate emissions is performed to prevent pollutant release.

Statistics Box: Gas Emission

Indicator	Unit	2021	2022	2023
Methane gas savings in boilers	GigNm^3	20.9	16	16

Indicator	Unit	2021	2022	2023
Annual cumulative reduction of NOx	1000 tons	36.4	46	52

Indicator	Unit	2021	2022	2023
Annual cumulative CO emission reduction	1000 tons	13.6	17	19

Indicator	Unit	2021	2022	2023
Amount of CO emission	PPM	17.7	32	30

Indicator	Unit	2021	2022	2023
Amount of NOx emission	PPM	54.8	73.7	73

Changing design methods to improve environmental performance

In line with sustainability and enhancing product sustainability at MAPNA Boiler, several actions are being taken:

1. Designing improvements from an environmental perspective:

• Enhancements are made following the principles of ISO14001:2015, which are monitored and revised annually.

• The number of improvements achieved according to the principles of ISO14001:2015 will be reported after the first year of monitoring, based on the program's results.

2. Reducing the footprint and material use of recovery boilers:

• The ratio of the upgraded boiler's weight to that of a standard boiler with the same steam capacity is reviewed annually.

• The client's plot size is optimized for each waste heat boiler project.

3. Reducing the footprint and material consumption of industrial boilers:

• The ratio of the weight of upgraded industrial boilers to similar boilers with the same steam capacity is reviewed annually.

• The client's plot size is optimized for each industrial boiler project.

4. Minimizing footprint and material use in water projects:

• Achieving a 10 to 20 percent reduction in space needed,

• Maximizing use of well-like cavities such as Felman wells,

• Improving water quality concerning insoluble impurities,

• Converting CBD and IBD load tanks to pipe systems.

5. Using CPH Recirculation pumps:

• The reduction of flue gas temperature from the HRSG stack to the environment in gas turbine diesel mode will be announced after the first year of monitoring, based on the program results.

6. Increasing steam turbine output in single-boiler winter cases:

• Results will be announced after the first year of monitoring, based on the program results.

7. Redesigning electrical equipment to lower energy consumption:

• Replacing conventional lighting with LED systems in the plants.

• Installing solar panels to generate electricity for internal factory use.

Environmental Risk Management

To protect the environment and minimize the negative effects of industrial activities, MAPNA Boiler continuously identifies and manages risks.

Leaks and liquid pollution:

- Existing controls:
  - o Regular inspections of connections, continuous servicing, and maintenance of machinery and equipment
  - o Concrete flooring and the installation of drip trays to prevent leaks into the soil
  - o Training and proper use of containers for transporting and handling chemicals and oils
  - o Use of fuel tanks with appropriate fittings and connections

Waste and garbage:

- Existing controls:
  - o Ensuring proper employee training and care to reduce waste
  - o Properly collecting and disposing of trash in designated containers with ongoing supervision
  - o Sorting trash by providing separate bins and transporting it to appropriate disposal sites
  - o Managing waste by establishing collection and storage areas for electronic waste

Air pollution:

- Existing controls:
  - o Vehicle control by the Machinery Unit, with continuous monitoring and troubleshooting if needed
  - o Installation of filters on exhaust chimney outlets and use of silencers
  - o Environmental training for drivers and ongoing supervision by the HSE unit
  - o Production hall ventilation system

Energy and resource consumption:

- Existing controls:
  - o Training operators and drivers to optimize electricity and water use
  - o Implementing low-consumption valves, LED lighting, and solar panels
  - o Ongoing inspection and monitoring of energy efficiency in devices and equipment

Industrial processes optimization:

- Existing controls:
  - o Reduction of flue gas temperature from the HRSG stack to the environment
  - o Installation of waste collection pallets in the submerged arc welding process
  - o Daily cleaning of production halls and conducting safety training sessions

Harm Only of Thought with Ecosystem

MAPNA Boiler, emphasizing environmental importance, has extensively promoted environmental awareness and cultural initiatives. The company fosters a culture of environmental protection by planting trees and saplings and by giving eco-friendly gifts such as seedlings. Although there is no officially designated environmental protection area at the factory, MAPNA Boiler respects biodiversity and honors various species of animals and plants. The company has also established safe zones for animals within its premises to protect them and prevent their entry into hazardous areas. Environmental education is integrated into the company's comprehensive training programs, and environmental codes and policies are included in the company's code of conduct, demonstrating MAPNA Boiler's commitment to environmental stewardship. Senior managers serve as role models by planting trees and advocating for environmental awareness. All plantable areas on-site have been turned into green spaces, and the company also participates in tree planting beyond its premises, such as planting saplings in the mangrove forests of Bushehr Province. MAPNA Boiler actively engages with stakeholders on environmental issues, maintaining effective communication with the Department of Environment to align its processes with environmental standards, and organizing events during Environment Week. The company also aims to extend its environmental practices to suppliers; environmental certifications are required for inclusion in the MAPNA Group's vendor list. These initiatives exemplify MAPNA Boiler's commitment to sustainability. Outcomes include obtaining ISO14001 certification, the Department of Environment recognition, and the Silver Trophy for Green Industry. These achievements underscore MAPNA Boiler's dedication and ongoing efforts in environmental protection and raising environmental awareness.

Enduring Melodies of MAPNA Boiler – Forest Companion

MAPNA Boiler, dedicated to environmental preservation and sustainable growth, runs a project called 'Forest Companion.' In this program, a sapling is planted in the mangrove forests of Bushehr Province for every guest and visitor to the company. A certificate confirming the planting is given to the guest. This method shows MAPNA Boiler's strong commitment to environmental issues. The company not only follows environmental principles in its operations but also aims to promote a culture of respect for the ecosystem among everyone.

Forest Companion

Mangrove Sapling, Serial No. C 10922, in the name of Omid Anvari, sponsored by MAPNA Boiler and Equipment Engineering and Manufacturing Co., was gifted to the earth in Mordad 1403 (July/August 2024).

Planted and Maintained Roostagol.ir

Location: Bushehr Province, Delvar County
Habitat: Marine Mangrove Forests

28.774328 ,51.040272

سازمان حفاظت محیط زیست
اداره کل حفاظت محیط زیست استان البرز

تاریخ : ۱۴۰۳/۰۱/۱۸
شماره : ۱۴۰۳/۲۴۵/ص

Certificate of Appreciation

Respected CEO of Mapna Boiler & Equipment Engineering & Manufacturing Company,

Greetings,

Striving to protect the environment is a sign of commitment to the vital values granted to humanity by the Almighty. In recognition of your unit's dedication and active participation in wastewater management and treatment, recycling, and real-time (online) monitoring, we extend our appreciation to you.

May your efforts in the realm of the country's progress, growth, and development herald prosperity and health for today's society and embody justice in the field of environmental protection in our country.

Majid Daragi

Director General of the Alborz Province Department of Environment

Appendix:
GRI Standards

MAPNA Boiler, Supporter of the Maral Deer

The Maral, or Hyrcanian red deer, is one of the easternmost subspecies of the red deer. The Maral is regarded as a symbol of agility and swiftness.

GRI Standards

Standard Number	Title	Indicator referencing (page number/status)
1-1	Objective and structure of GRI standards	1
1-2	Using GRI standards for sustainability reporting	1
1-3	Reporting principles	1
1-4	Sustainability reporting requirements	1
1-5	Reporting in accordance with GRI standards	1
1-6	Claims related to the use of GRI standards	1
2-1	Organizational details	25/19- 15/ 9/ 7- 6
2-2	Entities involved in the organization's sustainability reporting	1
2-3	Reporting period, frequency and touch point	1
2-4	Information review	1
2-5	External assurance	No approach
2-6	Activities, value chain and other business relations	21- 16
2-7	Employees	68
2-8	Staffing agency personnel	68
2-9	Governance structure and composition	46-25, 38, 44
2-10	Nomination and selection of the highest governance body	46- 25, 38, 44
2-11	Chairperson of the highest governance body	46-25, 38, 44
2-12	The role of the highest governance body in supervising impact management	46, 69, 74, 78, 124- 38, 44
2-13	Delegation of impact management responsibility	46,69,74,78,124-38,44
2-14	The role of the highest governance body in sustainability reporting	38
2-15	Conflict of interest	74
2-16	Communication of crisis concerns- Confronting critical issues- Critical issues considered by the governing body	54
2-17	Collective knowledge of the highest governance body	95- 94
2-18	Performance assessment of the highest governance body	99-25, 98
2-19	Compensation policies	85- 84
2-20	Compensation determination process	86- 84
2-21	Ratio of total annual compensation	87- 84
2-22	Sustainable development strategy statement	40- 32
2-23	Political commitments	41- 32
2-24	Application of political commitments	42- 32
2-25	Processes for compensating negative impacts	54,77,138-40, 52-38
2-26	Consultation and grievance mechanisms	74-38, 44, 71
2-27	Compliance with laws and regulations	59, 66, 78-50, 58
2-28	Membership associations	120- 110, the second sustainability report (84)
2-29	Approach to stakeholder engagement	74- 36, 38, 44, 71

GRI Standards

Standard Number	Title	Indicator referencing (page number/status)
2-30	Collective bargaining agreements	74-36, 38, 44, 71
3-1	Process for determining material topics	33, 36
3-2	Material topics list	33, 36
3-3	Material topics management	40-38
201-1	Direct economic value in production and distribution	48
201-2	Financial implications and other risks and opportunities due to climate change	54-52
201-3	Definition of defined benefit plans and other deferred (suspended) benefit schemes	48
201-4	Financial assistance received from the government	50
202-1	Wage level relative to local standards and minimum wage	59
202-2	Proportion of senior management hired from the local community	All senior managers
203-1	Investment in infrastructure and support services	48,50, 57
203-2	Significant indirect economic effects	57-52, 55-49
204-1	Proportion of spending on local suppliers	51
205-1	Operations assessed for risks related to corruption	Second sustainability report (105)
205-2	Communication and training on anti-corruption policies and procedures	Second sustainability report (105)
205-3	Confirmed incidents of corruption and actions taken in response	Second sustainability report (105)
206-1	Legal actions regarding anti-competitive behavior, anti-trust, and monopoly practices	58,66
207-1	Tax approach of organization	50
207-2	Risk management, Tax control and supervision	50
207-3	Stakeholders' engagement and management of tax-related concerns	50
207-4	Country-by-country reporting	Not applicable
301-1	Volume and weight of consumed resources, a list of renewable (recyclable) and non-renewable (non-recyclable) resources consumed	135
301-2	Recyclable raw material	135
301-3	Modified products and packages (recycle)	Not applicable
302-1	Organization's internal energy consumption	138-133,137-131
302-2	Organization's external energy consumption	No approach
302-3	Energy intensity for the analysis of consumption efficiency index	138-133, 137- 131
302-4	Reducing energy consumption	138-133, 137-131
302-5	Reducing the energy requirement of commodities and services	138-133, 137-131
303-1	The process of water management- water resources and outlet and etc.	129- 125
303-2	Managing the effects of water discharge	129- 125
303-3	Reusing and recycling the consumable water	129- 125
303-4	Water discharge (capacity, ...)	129- 125
303-5	Water consumption	129- 125

GRI Standards

Standard Number	Title	Indicator referencing (page number/status)
304-1	Biodiversity- utilization or being near the areas with high biodiversity or protected areas	Not applicable
304-2	Protected areas- the remarkable effects of actions, products or services of business on biodiversity	Not applicable
304-3	Species subject to extinction – Business place of action, Is it ununder the management of the environmental organization?	Not applicable
305-1	Direct emissions of greenhouse gases	138-136
305-2	Indirect emissions of greenhouse gases, due to energy consumption	138- 136
305-3	Other cases of indirect emissions of greenhouse gases	138- 136
305-4	The intensity of greenhouse gas emissions	138- 136
305-5	Reducing greenhouse gas emissions	138- 136
305-6	Emission of ozone layer-destroying compounds	138- 136
305- 7	Nitrogen Oxide, Sulfur oxide, or other compounds emission	138- 136
306-1	Waste impacts	136- 135
306-2	Waste management method and its impacts- produced waste and its discharging method	136- 135
306-3	The volume of generated waste	136- 135
306-4	Recycled waste and its method	136- 135
306- 5	Discharged waste and its method (burning, discharging…)	136- 135
307-1	Disregarding the environmental rules and regulations	123, 138
308-1	New suppliers approved by environmental standards	66
308-2	The adverse effects of suppliers' performance on the environment	66
401-1	Job	43, 49, 51, 75, 78
401-2	Benefits for employees	87- 84
401-3	Parental leave	86
403-1	The official representative of employees who are members of the job safety and hygiene committee	89- 75, 88- 71, 74
403-2	Types of damages and damage rate, diseases due to job, lost days rate, job absence, and job fatality (by lost days rate, we mean the work days, and the start point is intended, for example, the day after the incident or three days after).	92- 90
403- 3	Employees who are susceptible to more work-related damages and injuries.	93- 90
403- 4	Official agreements with labor unions about the hygiene and safety of employees	94- 86
403- 5	Workers' training about job safety and hygiene (p.356)	94- 86
403- 6	Upgrading workers' health	94- 86
403- 7	Obstacles and factors reducing job safety and health are directly related to job issues.	94- 86
403- 8	A safety management and career welfare system protects workers	94- 86
403- 9	Job-related damages	94- 86

GRI Standards

Standard Number	Title	Indicator referencing (page number/status)
403-10	Job-related illnesses	94- 86
404-1	Employees' training per capita in one year	100- 95, 98- 76, 93
404-2	Plans for transferring and upgrading employees' skills (subsidiary plans for knowledge transfer to pave the way for employment and its management, such as work disability or work leave).	100-95, 98-76, 93
404-3	The percentage of employees whose performance is regularly upgraded and evaluated.	100-95, 98- 76, 93
405- 1	Diversity (equal opportunities) regarding the leadership strategy of the business	106- 103
405- 2	Introductory wage rate and payment to female and male, base salary rate and payment to male and female regarding the job categories, type of activity, and geographic region of place of action, and special places definition (with different conditions)	105- 103, 84
406-1	Happenings due to discrimination and modifications to resolve it	105- 103
407-1	Danger and risk of collective unions and agreements about operations and suppliers	
408-1	Actions and operations for incidents due to child labor	Not applicable
409- 2	Disagreement against forced work (including the actions of the business and its suppliers)	Not applicable
410- 1	Trained supervising personnel to protect human rights	No approach
411- 1	Violating the local people's rights	Not applicable
412- 1	Actions taken regarding human rights and evaluation of the effects of the actions conducted for human rights.	No approach
412- 2	Workers' training based on the human rights policies and methods	No approach
412- 3	Investment agreements and contracts, including human rights disclosures, and those monitored by human rights regulations.	No approach
413- 1	Local communities (operations and local community cooperation, effects evaluation, and development plans)	121- 108
413- 2	The effects of operations on local communities (operations with adverse potential impact on local communities)	92, 138- 91
414-1	Social assessment of suppliers	No approach
414- 2	Social effects of suppliers	No approach
415- 1	Political cooperation and effective strides followed up through partnership in public policy and focused responsible lobbying.	No approach
416-1	Evaluating the health and safety effects of products and services	137 – second sustainability report (155)
416- 2	Related incidents due to disregarding the customers' and consumers' health and safety	No approach
417- 1	Requirements related to marketing and labeling the necessary information on business products and services, such as: used resources or product components, information about environmental and social effects of products and services, safe usage of products and services, and the percentage of products evaluated by the assessment plan.	Second sustainability report (155)
417-2	Incidents and problems due to disregarding the regulations related to the labeling of products and services	No approach
417- 3	Incidents or problems due to disregarding marketing relationships according to the code of conduct and the International Business Chamber rules	No approach
418- 1	Approved complaints about violated rules related to customers' privacy	Not applicable
419- 1	Disregarding the social and economic rules of the region (describing and mentioning the monetary value of paid penalty and mechanisms to solve these issues).	Not applicable