

PANAR

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Installation of Heavy Structures for
Shahriar Tabriz Steel Industries Cold Rolling Mill

The Strategic Necessity of Supporting Steel Production in East Azarbaijan Province





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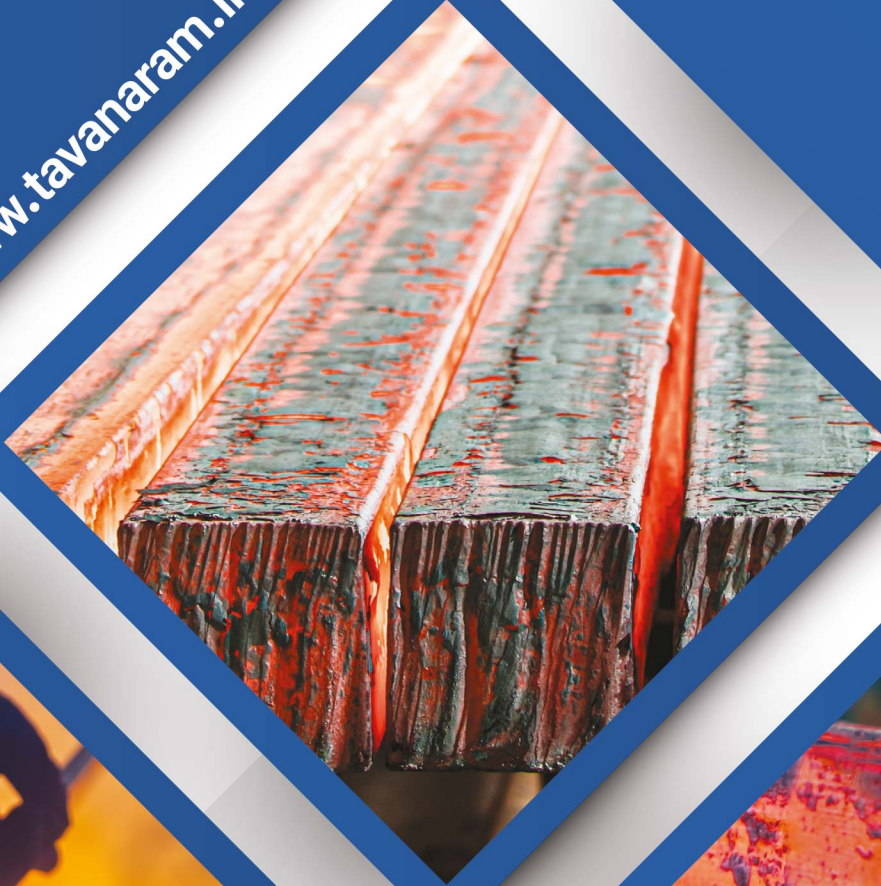
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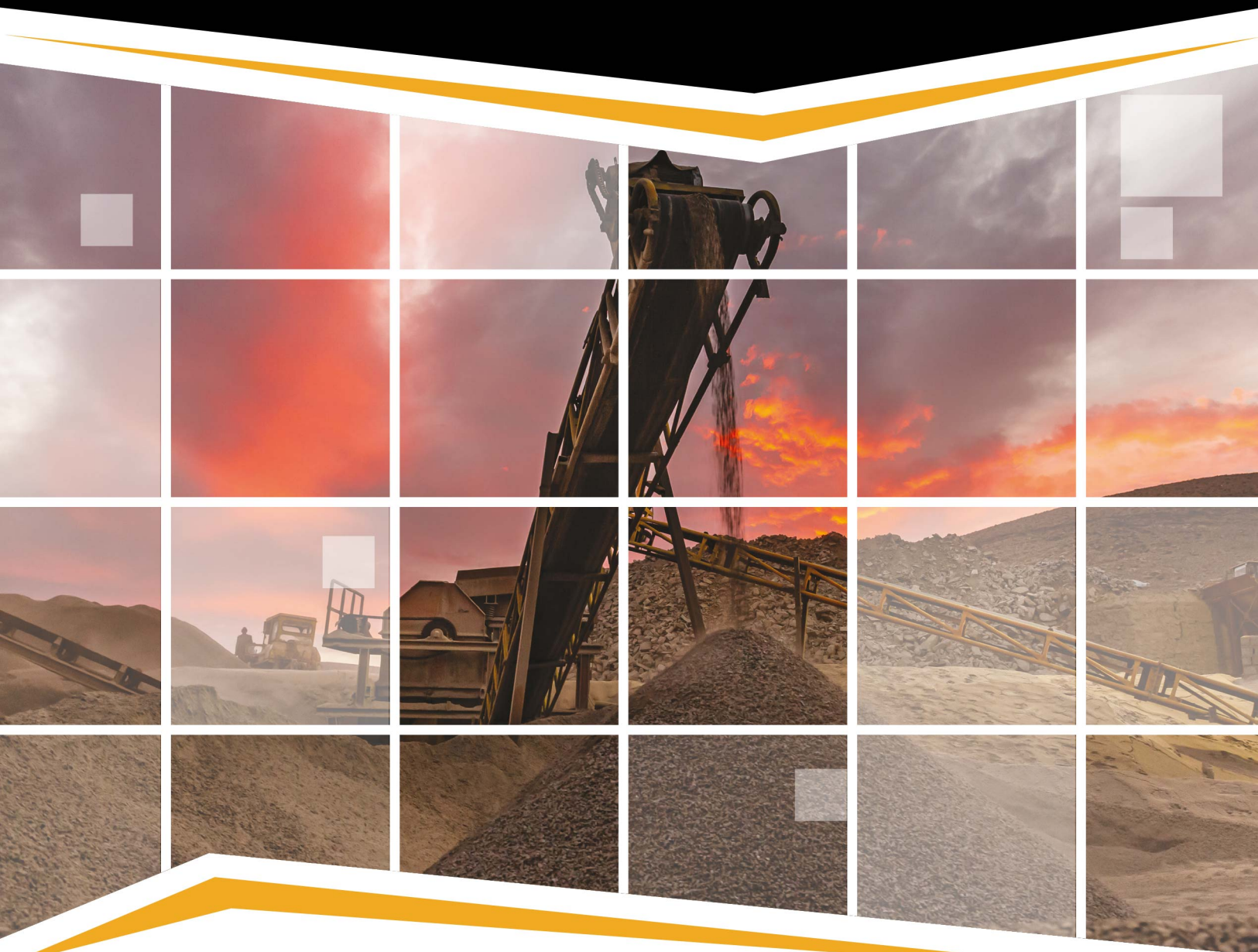
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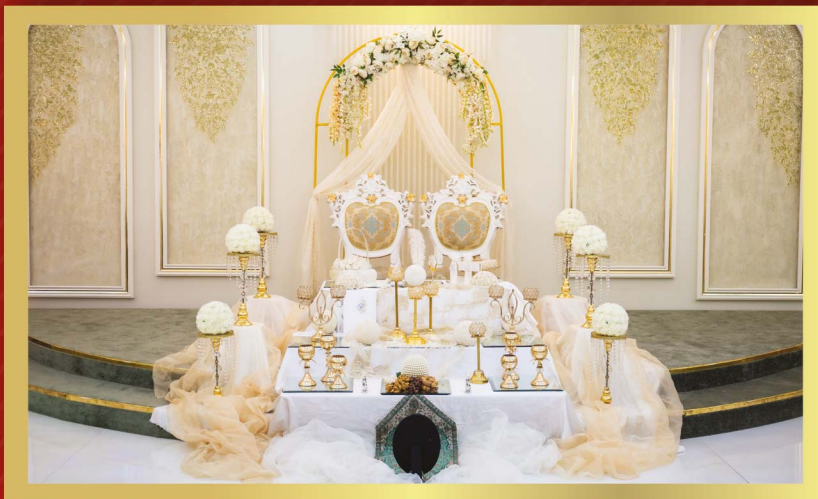
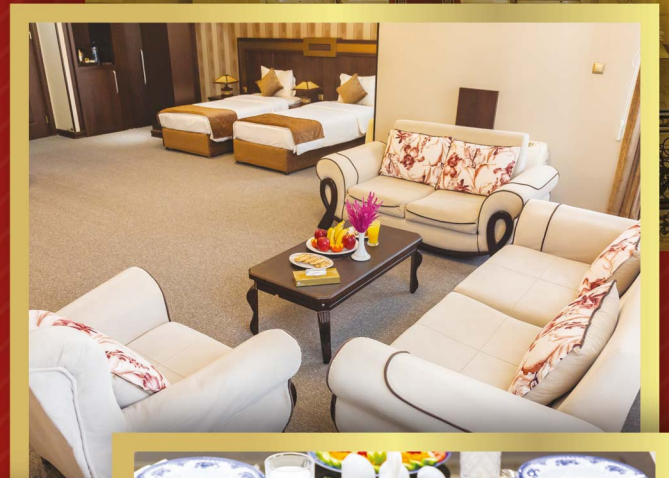
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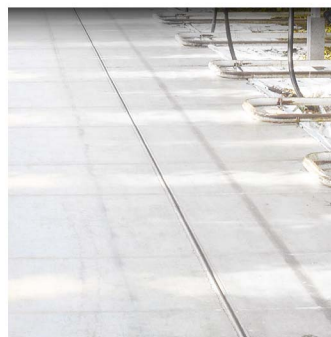
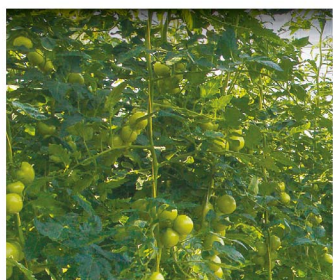
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Supreme Leader's Remarks:

Officials who speak to the people should convey the country's strengths, capabilities, and resources not its weaknesses. Yes, we have shortcomings, deficiencies, and shortages; which country does not? Nevertheless, we possess strengths, capabilities, accomplishments, and efforts these must be narrated and communicated to the people.

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Editor's Note
Dr. V. Khoshzar

The Private Sector: The Silent Savior of Iran's Economy

The twelve-day imposed war brought days of turmoil, hardship, and great trials for the Iranian nation. A short yet meaningful war that not only once again demonstrated our national resilience but also revealed the immense strength embedded within Iran's private sector a force that, quietly and steadfastly, stood on the front line of sustaining production and continuity of service, safeguarding the nation's economy.

During those days, while many economic activities were marked by caution and hesitation, the industrial wheels of the Pars Sakhtar Industrial Group, like many other private manufacturing and service entities, never stopped turning.

ParsSakhtar's operational and project teams, on another front, continued the installation and completion of major power transmission line projects across the country projects whose ongoing progress symbolized not only organizational commitment but also faith in the nation's future.

The group's factories and ongoing development projects in the steel, mining, and greenhouse sectors in Tabriz and other parts of the country continued their work and growth. Dedicated engineers and workers, undeterred by the tense atmosphere and public concerns, worked day and night on the production lines to ensure the industrial cycle never halted.

On another front, Gostaresh Hotel Tabriz as one of the group's affiliated entities served during those challenging days as a haven of calm and reassurance for domestic and foreign guests alike; a safe refuge for those who had come to Tabriz from across Iran and beyond its borders, in need of a secure, peaceful, and high-quality environment. The hotel staff's uninterrupted service presented a beautiful picture of "resilience in service," complementing the industrial and economic efforts of the group.

In those same days, the Parssakhtar family, understanding its social responsibility, proved in action that production and development cannot be halted even under the most difficult circumstances.

Now, the fundamental question to policymakers is this: if, in times of crisis, the private sector can act with such strength and responsibility, why is its voice less heard in times of peace?

Today, more than ever, Iran's economy needs decisions that recognize the true place of the private sector in policymaking.

Rent-seeking, monopolies, and unscientific decisions remain the main obstacles to growth and development. As long as these barriers are not removed, economic prosperity and stability will remain out of reach.

The government must move away from direct control and return to its role as a facilitator. It must restore trust in the private sector, abandon rent-seeking, pave the way for fair competition, and stand beside productive forces, not against them.

Indeed, today, Iran's economy requires a redefinition of the relationship between the state and the private sector.

The salvation of Iran's economy depends on rebuilding trust in the private sector a trust that can be revived through the elimination of rent-seeking, transparency in processes, and reliance on domestic production capabilities.

The private sector is no longer waiting for "permission to participate." It is already on the field with full strength, experience, capital, and faith in a bright future.

Today, the ParsSakhtar experience demonstrates that the power, commitment, and knowledge needed to revive the country's economy lie within this very private sector a sector capable not only of producing goods but also of producing hope.

ParsSakhtar remains committed to standing firm in the frontlines of production, development, and service with the same spirit of dedication, the same belief in the future, and the same trust in the people and the nation.



Pars Sakhtar Industrial Group's Managerial Strategies in the Post-War Era

In the middle of the year 1404 (2025), as our beloved country moves beyond the difficult days of the 12-day war with the Zionist regime and enters a new era of transformation and growth, the time has come to responsibly, purposefully, and strategically revisit our industrial and economic roadmap and to chart new strategies for sustained dynamism and progress in the industrial sector.

This year represents a pivotal point in the history of Iran's economy. Given the current national circumstances, it serves as a true test of our management capability and knowledge-based, program-oriented governance across all administrative and economic levels. In such a context, Pars Sakhtar Industrial Group, as a deeply rooted and experienced player in the fields of infrastructure, production, and development, continues to play a vital role in the country's economic trajectory.

The recent imposed war reaffirmed that just as military power is essential for defending the homeland and ensuring national security, economic strength founded on domestic production equally upholds the nation's social structure and internal stability. During the recent days of conflict, the country's industrial workforce, through perseverance and dedication, maintained production and effectively supported the defensive frontlines.

Undoubtedly, the industrial sector continues to face numerous challenges from liquidity shortages and restrictive regulations to overlapping governmental structures caused by an oversized bureaucracy, and an asymmetric subsidy system that fuels rent-seeking. External sanctions, coupled with unreasonable internal restrictions, have further burdened Iran's industry. However, the time for merely discussing these problems has passed; today, it is the era of action, an era that demands practical, solution-oriented leadership. To prepare industry for future crises, we must modernize our technical infrastructure and equipment,

enhance production capacity, and eliminate unnecessary bureaucracy and restrictive regulations. Access to liquidity must be facilitated, and both working capital and fixed capital must be secured to enable the renewal of industrial fleets and equipment. Only then can the industrial sector, as the third pillar of national security alongside military strength and diplomatic power, fulfill its mission at the highest level.

To safeguard enterprises against threats arising from war and crises, a set of strategic actions must be implemented proactively: identifying potential crisis scenarios and developing business continuity plans for each; localizing supply chains and reducing dependency on foreign suppliers, especially for critical materials and equipment; building strategic reserves of raw materials, key components, and machinery to ensure production continuity. Moreover, continuous workforce training, crisis management drills, and enhancing production line flexibility to quickly adapt to new products or markets are essential for resilience during unstable times.

In such circumstances, the role of leadership becomes crucial.

Crisis-oriented leadership, characterized by swift, transparent, and pragmatic decision-making, maintaining organizational morale, and prioritizing resources effectively, is indispensable. A flexible and learning-oriented organizational culture, in which employees are prepared to embrace change and perform under pressure, is a key determinant of success in times of uncertainty.

At Pars Sakhtar, our post-war strategic framework is founded on systematic, scientific, and multi-dimensional management of resources and capacity recovery. This year, our focus areas include:

- Resource productivity management through maximizing internal capacities, minimizing waste, and optimizing processes.
- Competitive advantage enhancement by identifying and strengthening the group's core strengths across supply and production chains to reinforce competitiveness in domestic and regional markets.
- Financial sustainability through improving transparency, enforcing budgetary discipline, and diversifying financing mechanisms.
- Risk management and organizational resilience by developing multiple crisis-response scenarios and establishing rapid-response structures.
- Commitment to social responsibility by redefining the organization's role in its relationship with society, the environment, and future generations.

We believe that the year 2025 marks a turning point in Iran's journey toward industrial transformation and production leap. With collective effort and unity, we can overcome all obstacles. The future of our country and our organization is bright and full of hope. We are all responsible toward our homeland and each of us must fulfill our part to the best of our ability.

With sincere appreciation for your unwavering efforts, I hope that through solidarity and synergy, we will shape a year filled with success, progress, and stability.

Jalil Navadeh Abazar
Chairman of the Board
Pars Sakhtar Industrial Group

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تهران - اردیبهشت ۱۴۰۴



Chief Executive Officer of Pars Sakhtar Industrial Group Meets with the First Vice President

Energy Imbalance: The Main Challenge Facing Private Sector Production

Dr. Navid Navadeh Abazar, Chief Executive Officer of Pars Sakhtar Industrial Group and President of the Azarbaijan Steel Association, spoke at a meeting between East Azarbaijan's economic leaders and Dr. Mohammad Reza Aref, the First Vice President. Highlighting the country's energy imbalances, he stated: "Over the past year, the imbalance in electricity and gas supply has led to a 25% reduction in the nation's steel production. This lost capacity could have generated significant foreign currency revenue for the country in today's challenging economic conditions, but the shortage of power and gas has deprived us of this opportunity."

Dr. Navadeh Abazar emphasized that East Azarbaijan is the leading hub for private steel production in Iran, adding:

"We hope that by removing production barriers, we can further strengthen the province's position in the steel sector and move toward the production of higher value-added products."

He continued:

"During the past decade, investment in energy infrastructure particularly in electricity has been insufficient in East Azarbaijan. It is essential for the government to make the necessary investments to resolve these production bottlenecks."

During the same meeting, Dr. Mohammad Reza Aref, the First Vice President, stated:

"As long as we do not decentralize and delegate authority to lower management levels and local governments, the country's current situation will persist."

Dr. Aref emphasized that the most critical issue in the country today is the entrenched bureaucracy within the administrative system and the self-justifying attitudes of some officials, noting:

"The Fourteenth Government's outlook is closely tied to the personality of Dr. Pezeshkian. During his tenure as Minister in the Reform Government, he had the courage to challenge restrictive regulations that created unnecessary barriers. Such an outlook represents a valuable opportunity for the country."

He further stressed that achieving 8% economic growth is impossible without the active participation of the private sector, adding:

"In the years following the Islamic Revolution, a particular economic mindset dominated the country. However, today we have reached a point where the private sector is a source of national pride."

Regarding the government's plan to develop 30,000 megawatts of solar energy, Dr. Aref noted:

"The expansion of solar power plants must rely on private sector investment. This is the government's perspective, and the private sector has already demonstrated its high competence in this field."

He concluded:

"The Supreme Leader's designation of this year's theme underscores the importance of private sector investment. To achieve an average growth rate of 8%, the country needs approximately \$150 billion in investment, part of which must be mobilized domestically. However, this target cannot be reached without focusing on production as the ultimate purpose of production is to meet the nation's internal needs."



Economic Tuesdays with Pars Sakhtar Industrial Group

Governor of East Azarbaijan Emphasizes the Need to Support the Launch of Steel Sheet Production

Our country's economy is currently in a special condition due to various factors a situation that now more than ever requires dynamism, flexibility, and close cooperation between policymakers and genuine players in the production sector. There are many enterprises with unique capacities that, for reasons such as legal disputes, liquidity shortages, or infrastructural weaknesses, have been unable to play an effective role in boosting the economy.

In such circumstances, the concept of field management the direct presence of officials in the production sector and their firsthand understanding of the concerns of industrialists and entrepreneurs plays a decisive role in resolving the real challenges of this arena. The experience of successful countries shows that transformation and production growth are not achieved through administrative directives and formal correspondence, but rather through the active engagement of high-ranking officials in the heart of the economic battlefield, alongside investors and workers. This is precisely the approach that has taken a practical

and program-based form in the "Economic Tuesdays" initiative led by the Governor of East Azarbaijan. Pars Sakhtar Industrial Group hosted one of these "Economic Tuesdays," during which Dr. Sarmast, Governor of East Azarbaijan, conducted on-site visits to Shahid Rajaei and Shahid Al-Hashem (Akhula) Industrial Towns.

During his visit to Shahid Rajaei Industrial Town and the Pars Sakhtar factory, Dr. Sarmast, accompanied by Mr. Abazar, Chairman of the Board of Pars Sakhtar Industrial Group, toured the production line of self-standing concrete poles and was briefed on the company's ongoing projects across various regions of the country.

The Governor and his accompanying delegation then visited Shahid Al-Hashem Industrial Town (Akhula) and Shahriar Steel Industries of Tabriz, inspecting the galvanizing sheet production line as well as the construction operations of the company's cold and hot rolling mills. He issued directives to expedite the construction process and commissioning of the first



phase of the cold rolling line and the launch of steel sheet production.

Speaking to Panar News on the sidelines of this visit, Dr. Sarmast stated:

"Each of the projects implemented or underway by Pars Sakhtar Industrial Group in various sectors is of great importance for the development of the province and the country. The Governor's Office, as the provincial representative of the government, will provide full support to these initiatives."

He added:

"The diversity of experience and investment across multiple projects within Pars Sakhtar Industrial Group has created a synergistic foundation that allows these projects to support one another, especially under current sensitive circumstances."

Highlighting the strategic significance of the steel industry and the role of local entrepreneurs in regional development, Dr. Sarmast said:

"The efforts of Pars Sakhtar Industrial Group in completing the steel production value chain are of particular importance, especially given that the group's owner possesses the expertise, credibility, and capability required for such undertakings. Although the steel production chain has already been established in our province, one of its missing links is steel sheet manufacturing a segment with high potential for value creation whose absence is clearly felt. As we observed during today's visit, entities like Pars Sakhtar, equipped with modern technologies, possess the necessary capacity to fill this gap and make a significant contribution to the province's economic growth."

He continued:

"From a macro perspective, this industry can evolve into a competitive advantage not only on a national scale but also internationally. Unfortunately, some industrial units, including Pars Sakhtar, currently face challenges such as accumulated receivables. It is evident that any new investment requires adequate liquidity. Therefore, our first step must be to ensure the settlement of these receivables, followed by providing the necessary support for modernizing and updating development projects with the latest global technologies."

The Governor of East Azarbaijan stressed:

"Groups such as Pars Sakhtar Industrial Group should be able to serve as complementary partners to major steel industry players like Mobarakeh Steel, both nationally and provincially. In our province, we must nurture capable competitors and counterparts to such leading entities."

Referring to the continued operation of production units in the province during the recent 12 day war with the Zionist regime, he added:

"Even amid the war, our industrialists worked tirelessly, and in some cases, provided logistical support to the armed forces. Today, it is our duty as officials to reciprocate this commitment with tangible and practical support."

Programs such as "Economic Tuesdays" and "Working Fridays" have been designed precisely with this purpose to provide genuine support for production and entrepreneurship. Policymakers and government officials must take concrete steps to back the pillars of industry, production, and a resilient economy





Pars Sakhtar Industrial Group Honored at East Azarbaijan's Industry, Mining, and Trade Day Ceremony

Pars Sakhtar Company Recognized as the Exemplary Unit and Shahriar Steel Industries Company as the Exemplary Project

This year's Industry, Mining, and Trade Day ceremony in East Azarbaijan brought a double honor for Pars Sakhtar Industrial Group, as Pars Sakhtar Company was selected as the Exemplary Industrial Unit and the Shahriar Steel Industries cold rolling plant project was named the Exemplary Industrial Project. The event, held at the Tabriz International Conference Center, was attended by the President's Assistant and Economic Advisor, the President of Iran Chamber of Commerce, Deputy and Acting Minister of Industry, Mine and Trade, the Governor of East Azarbaijan, several members of Parliament, as well as a large gathering of industrial managers and entrepreneurs from across the province. This marks the fourth consecutive year that Pars Sakhtar has been recognized in the non-metallic minerals sector for its outstanding performance.

Years of Private Sector Perseverance

Mehdi Amini, President of the East Azarbaijan House of Industry, Mining, and Trade, opened the ceremony by describing the province's industrialists and traders as the most enduring figures in the field of production. He stated that despite currency fluctuations, energy crises, and the economic impact of the 12-day war, East

Azarbaijan has succeeded in keeping its production units active.

Amini emphasized the need for sustainable trade policies and support for machinery modernization, noting that facilitating the import of raw materials and establishing export channels are vital for production growth. He added that strengthening support for both small and large industries would ensure a brighter future for production and reinforce East Azarbaijan's position as one of Iran's industrial hubs.

The Need for Greater Delegation to the Private Sector

Saber Parnian, Director General of the East Azarbaijan Industry, Mine, and Trade Organization, praised the province's industrialists as flagbearers of the national economy under challenging conditions. He highlighted that despite liquidity shortages, foreign currency restrictions, and export challenges, they continue to stand firm.

Parnian emphasized that unfinished projects in the province require serious support and that synergy between the private sector and government can lead to sustainable investment and production growth.



Investors as the Engine of Development

Samad Hassanzadeh, President of the Iran Chamber of Commerce and founder of the Tabriz Tile Industrial Group, described Tabriz industrialists as symbols of perseverance and determination.

He pointed to the province's mineral and academic capacities, calling for practical support for domestic production.

"Fair resource allocation, economic stability, and reform of currency and banking policies are essential," he said, stressing that East Azarbaijan's diverse potential across all sectors provides a strong foundation for growth. Hassanzadeh noted that the province's historic experience from the covered bazaar of Tabriz to its modern industrial and mining hubs has long reinforced Iran's industrial base, urging authorities to leverage these assets to boost production and exports.

The Province's Strategic Position

Masoumeh Aghapour, the President's Advisor on Economic Cooperation Affairs, called Tabriz's industrialists symbols of resilience and hard work. She emphasized that national economic reform requires unity and cohesion, and stated that the 14th Administration considers itself responsible for supporting production and removing barriers. Aghapour also highlighted the role of women entrepreneurs, the strategic position of the province, and the importance of direct engagement between officials and business leaders.

She added that simplifying import registration and foreign exchange clearance procedures should be prioritized, and that active participation of the private sector in economic decision-making is essential.

The Need for Legislative Reform

Reza Alizadeh, Member of Parliament for Varzeqan and Chairman of the Parliamentary Commission on Industries and Mines, referred to the province's producers as heroes of the national economy amid hardship. He identified current monetary and banking policies as major obstacles to production and export, and called for the reform of relevant laws, the drafting of a National Artificial Intelligence Development Act,

and revision of the Mining Law.

Alizadeh stressed that the Parliament is ready to listen to private sector feedback and use its oversight tools to identify and remove barriers in cooperation with the government, paving the way for sustainable industrial growth in the province.

Industry and Commerce: The Engine of Provincial Development

Bahram Sarmast, Governor of East Azarbaijan, described industry and commerce as the driving force of both the province's and the nation's development. He highlighted East Azarbaijan's industrial heritage, geopolitical position, and skilled workforce as key assets.

Sarmast emphasized the importance of modernizing core industries, improving financial systems, addressing energy imbalances, and strengthening regional economic diplomacy.

He also pointed out that initiatives such as "Economic Tuesdays" and "Working Fridays", which involve direct dialogue with business leaders, are creating practical avenues for integrating industrial experience into policymaking and decision processes.

Continuous Support for Economic Actors

Mohammad Sadegh Moftah, Acting Deputy Minister of Industry, Mine and Trade for Commerce Affairs, described East Azarbaijan as one of Iran's richest provinces in mineral and commercial resources. He underlined the need to facilitate raw material imports, revise currency policies, and enable imports without foreign exchange transfer for producers. Moftah warned that current banking restrictions and procedures are placing pressure on economic actors, urging the creation of legal mechanisms for smoother currency circulation and raw material procurement. He concluded by emphasizing that coordination among the Ministry, the Central Bank, Customs, and provincial authorities is key to implementing practical plans, sustaining production, and enhancing industrial efficiency and reaffirmed the Ministry's readiness to continue supporting the country's producers and entrepreneurs.

In Commemoration of Labor Week:

The Second Sports Competition for Pars Sakhtar Industrial Group Employees Was Held



With the support of the senior management of Pars Sakhtar Industrial Group, and in celebration of Labor Week, as well as to promote staff engagement and team spirit following the strong participation in the first edition in 2024, the second annual sports competition for the employees of Pars Sakhtar Industrial Group was held. The event featured both men's and women's divisions, covering four individual sports table tennis, swimming, darts, and archery as well as a men's team futsal competition.

These competitions, warmly received by employees across the group's subsidiaries, created a lively and friendly atmosphere. Following close and spirited contests, top performers in each individual sport were recognized in both men's and women's divisions, while the leading futsal team was determined from a five-team ranking table.

Table Tennis

The table tennis competitions were held in the Mirdamad Hall with the collaboration of the Tabriz



Table Tennis Federation in a knockout format. In the men's division, Mehdi Salimiye from Hotel Gostarash, Sina Salehi, and Yaghoub Asadi from Pars Sakhtar secured first to third places, respectively. In the women's division, Neda Hosseinpour, Paria Esmaili, and Saina Homayouni, all from Shahriar Steel Tabriz, took first to third places.

Swimming

Swimming competitions were held at the Hotel Gostarash pool under the supervision of judges, lifeguards, and the hotel sports complex manager. In the men's division, Sina Salehi, Ehsan Yousefzadeh, and Naser Elfat, all from Pars Sakhtar, placed first to third. In the women's division, Saina Homayouni, Suvin Zinalian, and Azra Khan Amiri, all from Shahriar Steel, secured the top three positions.

Archery and Darts

Archery and darts competitions took place at Hotel Gostarash in collaboration with the East Azarbaijan





Archery Federation. These events were held outdoors in the hotel parking lot and saw enthusiastic participation from employees across the group.

In the women's archery division, Shakila Abdi from Pars Sakhtar, Roghieh Rahimzadeh from the Industrial Group, and Azra Khan Amiri from Shahriar Steel ranked first to third. In the men's division, Ali Alizadeh and Sina Salehi from Pars Sakhtar, and Amir Jalili from Hotel Gostarash took the top three spots. In darts, the women's top three were Azra Khan Amiri from Shahriar Steel, Shima Abbasi Pour from Pars Sakhtar, and Mahsa Farsad from Shahriar Steel. In the men's division, Khalil Masnkar from Shahriar Steel, Ali Ghorbani, and Ahmad Bakhshizadeh from Pars Sakhtar placed first to third.



Men's Futsal

The highlight of the second annual sports competition was the men's futsal tournament. Five teams Pars Sakhtar A and B, Shahriar Steel, Cold Rolling Project, and Hotel Gostarash competed in a round-robin format over five days at the Tabriz Telecommunication Futsal Hall. Ultimately, the Shahriar Steel team dominated, defeating all competitors and claiming the championship. The winning team received the trophy from Dr. Navid Navadeh Abazar, Executive Director of Pars Sakhtar Industrial Group. Pars Sakhtar A and the Cold Rolling Project teams finished second and third, respectively.



The Chief Executive Officer of the Pars Sakhtar Industrial Group and the Chairman of the Azarbaijan Steel Association announced Tabriz's readiness to host the 22nd Metafo Exhibition, stating that the event will be held from October 15 to 18, 2025 (24-27 Mehr 1404) in Tabriz, with the participation of 86 major steel companies from across Iran and guests from both the executive and legislative branches of the government. Dr. Navid Navadeh Abazar, in a meeting with the media and journalists of East Azarbaijan, described the Tabriz Metafo Exhibition as the oldest steel and mining industry event in West Asia, adding that this year's 22nd edition has witnessed a 44% increase in exhibition area and a 12% rise in the number of participants compared to last year.

He noted that 9,114 square meters of exhibition space have been allocated to participating companies approximately one and a half times more than the previous year.

Despite current economic challenges, the strong participation of industrial players demonstrates that Metafo has evolved beyond a mere exhibition into a platform for collaboration and synergy among Iran's steel industries, and, more importantly, reflects the hope and determination of the private sector to contribute alongside the government in revitalizing the nation's economy.

The CEO of Pars Sakhtar Industrial Group added that 86 companies from the provinces of East Azarbaijan, West Azarbaijan, Tehran, Isfahan, Zanjan, Yazd, Kerman, Mashhad, and Alborz will participate in the exhibition.

Prominent participants include Mobarakeh Steel Company, the National Iranian Copper Industries Company, Chadormalu Mining and Industrial Company, the Atomic Energy Organization of Iran, and the National Center for Laser Science and Technology. These entities will showcase their latest technological achievements in steel production, laser-based industrial applications, and smart mining innovations.

The Chairman of the Azarbaijan Steel Association, while addressing challenges in energy supply and foreign exchange policy, emphasized that although energy imbalance and currency restrictions have created serious obstacles for the steel industry, they have also stimulated innovation and creativity among industrial players.

He expressed hope that through revised monetary policies and greater government support for the private sector, the path for steel industry growth will become smoother.

Referring to Iran's National Vision 1404 Document, drafted and announced in 2005 (1384), he said: "According to this document, the country should now be producing around 1,400 million cubic meters of natural gas, but unfortunately, this figure is currently 40% lower. The question must be asked of the officials of the past two decades: why was the roadmap not followed and why has this shortfall occurred?"

Dr. Navadeh Abazar highlighted a key distinction of this



With the Participation of Major Steel Industry
Executive and Legislative Branches

Tabriz Metafo Reaches New Heights

This year's Metafo Exhibition the simultaneous participation of representatives from both the executive and legislative branches in a single industrial event. Based on the planned agenda, the Minister or Deputy Ministers of Industry, Mine and Trade, as well as the Chairman and members of the Parliamentary Commission on Industries and Mines, are expected to visit Tabriz for the exhibition and take part in expert panels an indication of Tabriz's growing significance in Iran's industrial future.

Referring to the 21 previous editions of the exhibition, he said the Azarbaijan Steel Association aims to ensure that this event brings tangible economic benefits to both



Steel Industries and Guests from the
Legislative Branches

Reaches Its 22nd Edition

the province and the city of Tabriz.

He added that the private sector of Azarbaijan has made the largest investment in Iran's steel industry, controlling the major share of production, employment, and exports. Fortunately, the Association has successfully acted as an effective bridge between producers and policymakers, addressing industry challenges and following up on manufacturers' requests. "The government has listened to our voice," he noted, "and in several policy decisions, it has even adopted the recommendations of our Association." The CEO of Pars Sakhtar Industrial Group expressed appreciation for the support of the Governor of

East Azarbaijan Province in organizing this exhibition and for the media's assistance regarding foreign exchange commitments.

He added:

"Last week, the issues related to the foreign exchange commitment directive in the steel sector were resolved. We expect that the foreign currency from steel exports will be transferred to the secondary market from next week. Nevertheless, exports and energy imbalance remain the two main challenges for both the provincial and national steel industry, which we hope will be addressed through continued government support." He also called for a clear assessment of the opportunity losses in steel production resulting from energy imbalances, stating:

"The government's recent decisions in various areas are entirely rational; if implemented more swiftly, they will yield even greater results."

Dr. Navadeh Abazar continued:

"There are those who neither know nor wish to know the public interest. But the truth is that rational governance now prevails. The new Minister of Economic Affairs has also taken effective measures in this regard, which will positively impact society as a whole."

Addressing water consumption in the steel industry amid the country's water stress, he explained that the steel sector is inherently energy-intensive and water-intensive, and depending on the production process, between 1 and 1.5 cubic meters of water is consumed per ton of steel.

However, in East Azarbaijan Province, most steel plants operate in downstream production stages such as billets, rebars, sheets, and profiles which are low-water-consuming compared to upstream processes.

Therefore, water usage in the province's steel industry is efficiently managed.

He further explained:

"For instance, in cold-rolled steel sheet production with an annual capacity of 500,000 tons, water consumption is less than 5 liters per second, which is negligible compared to the total industrial water use in the province."

He added that in the direct reduction of iron ore to sponge iron, water consumption is significantly higher, but in East Azarbaijan, there is only one such plant, and the adoption of modern technologies can substantially reduce its water consumption.

The Chairman of the Azarbaijan Steel Association identified water recycling systems and precise energy management as key strategies for improving efficiency and reducing costs, noting:

"Given the current constraints on water and energy resources, these approaches can pave the way for the sustainable development of Iran's steel industry."

Dr. Navadeh Abazar concluded by noting:

"A single power plant in Tabriz consumes 450 liters of water per second, equal to the entire water consumption of the province's steel industry. This comparison clearly demonstrates that water use in the steel sector is remarkably controlled and optimized."



From the Plains of Fars to the Mountains of West Azarbaijan

Two More Successful Type Tests in Pars

Over the past few months, the Reference Laboratory for Load Testing of Power Transmission Line Structures at Pars Sakhtar hosted two distinct type tests for transmission lines located in the southern and western regions of Iran. According to Panar Journal's correspondent, at the Pars Sakhtar laboratory site certified under ISO/IEC 17025 by the National Standards Organization and recognized as the second reference laboratory in the country (after the Niroo Research Institute) as well as the only private accredited laboratory for full-scale load testing of self-supporting monopole and lattice structures with various voltage levels it is possible to evaluate the stability of sample towers used in transmission lines under anticipated design loads in real-world conditions.

During these tests, calculated loads are applied as vertical, longitudinal, and transverse tensile forces to various points of the tower and its crossarms to ensure their strength and stability. One of the successful type tests, conducted in July at the Pars Sakhtar laboratory site, involved testing a 66 kV transmission tower located in Fars Province. The type test, related to the project for the design, equipment supply, and full construction of the 66 kV Bidgol-Pumping Substation line in Fars Province constructed using self-supporting concrete monopole towers was performed at the Pars Sakhtar Reference Laboratory for Power Transmission Line Testing. This test, held in the presence of representatives from Fars Regional Electricity Company and the

relevant consulting firm, was conducted in accordance with international standard procedures. Various loads were applied in different directions and magnitudes. Even after applying forces exceeding 100% of the rated design load, the self-supporting concrete monopole tower installed at the test site remained firm and resilient under all pressure scenarios, marking another successful type test in the record of these towers.

The second test at this site focused not on the tower itself, but on the crossarm of the Miandoab-Bukan transmission line project, which also utilizes Pars Sakhtar's self-supporting concrete monopole towers in West Azarbaijan Province. In this phase, the crossarm type test was included in the Pars Sakhtar laboratory's testing program.

During this test, the 30-degree crossarm of the 400 kV single-circuit Miandoab-Bukan transmission line was examined in the presence of representatives from the Azarbaijan Regional Electricity Company, the consulting firm Ghods Niroo, and Mr. Abazar, Chairman of the Board of the Pars Sakhtar Industrial Group. This operation, too, was successfully completed in accordance with international testing standards. At the request of Pars Sakhtar as the project's client, additional load levels exceeding standard thresholds were also applied and the crossarm's strength and stability remained fully intact, once again confirming the reliability and engineering quality of Pars Sakhtar's structural solutions

ISTANBUL
24 - 27 September
2025



گروه صنعتی پارس سازه
PARS SAKHTAR
Industrial Group

METAL EXPO





Metal Expo Istanbul: A Strategic Gateway for Showcasing Iran's Steel Power on the Global Stage

The 7th edition of the International Iron and Steel Exhibition, Metal Expo Turkey, took place in Istanbul from September 24 to 27, 2025 (2-5 Mehr 1404). Held concurrently with the specialized Foundry Exhibition, this prestigious event is recognized as one of the region's most significant annual gatherings in the steel and metal-lurgy industry.

Metal Expo Istanbul provides a dynamic platform for industrial companies, manufacturers, equipment suppliers, and stakeholders across the steel value chain to present innovations, exchange technical knowledge, and foster international business collaborations. Each year, hundreds of specialized visitors from around the world attend to explore the latest industry developments. Alongside the exhibition, multiple B2B meetings and expert sessions are held to facilitate business relationships, create investment opportunities, and expand operations on a global scale. Following the long-standing tradition, the Azarbaijan Steel Association, in coordination with the exhibition organizers, facilitated the participation of several production units, including the Mineral and Steel Industries of Pars Sakhtar Industrial Group. This year,

Pars Sakhtar's strong presence highlighted not only the capabilities of the group but also showcased Iran as one of the world's top ten steel-producing nations. In a side interview at the exhibition, Dr. Navid Navadeh Abazar, CEO of Pars Sakhtar Industrial Group and President of the Azarbaijan Steel Association, emphasized:

"As the Azarbaijan Steel Association, in cooperation with Metal Expo organizers, we are hosting Iranian steel companies in Istanbul for the fifth consecutive year. Our association represents the largest private sector steel producers in Iran and the region, with over 80 member companies accounting for approximately 30% of the country's annual steel production around 10-12 million tons. This reflects our strong position in the steel industry. With diverse operations, we offer a wide range



of products, including flat and long steel, and maintain a robust export portfolio for international markets. Participation in Metal Expo Istanbul is a valuable opportunity to present Iran's steel capabilities globally. Istanbul serves as a hub for the Middle East and North Africa in steel and trade exhibitions, making our presence here highly significant. Industrial relations between Iran and Turkey are strong and positive. Although trade volume has yet to reach its full potential, joint activities can boost production, investment, and regional exports. Over the next decade, Iran and Turkey are expected to become the leading steel exporters in the MENA region. Despite current financial challenges in the steel industry, stakeholders know how to navigate difficulties. Moving forward, two key actions are essential: addressing minor yet persistent industry issues and modernizing factories while upgrading steel production techniques.

Adopting the latest generation of steel production technology can play a pivotal role regionally. Two major challenges remain: external political pressures and regional energy shortages. Expanding trade and fostering open relations can promote peace and collaboration, addressing these challenges to achieve better results. I am proud to represent this significant association and salute all steel industry professionals, particularly the members of the Azarbaijan Steel Association. With collective effort, we can create a more sustainable economic future for our country, region, and industry."*





Murad İçer, CEO of SKY Fuarcilik and owner of Metal Expo Istanbul, praised the role of Iranian companies:

"The participation of Iranian companies in this international event is valuable and impactful. The Azerbaijan Steel Association's collaboration has gone beyond commercial arrangements, building mutual trust and friendship. On average, 10 to 15 Iranian companies attend each year, and the positive outcomes ensure continued participation."

He added on regional cooperation:

"Iran, Turkey, and Russia are the key players in the regional steel industry. Through synergy and close collaboration, they can create significant shared benefits. Iran's abundant natural resources give it a central role in this pathway."

Out of 316 participating companies, 112 were international, demonstrating Metal Expo's global status.





Invitation from Libya: Pars Sakhtar to Expand into Africa

Ali Hassan Fazel, Libyan Ambassador to Tehran, visited Pars Sakhtar's booth at Metal Expo Istanbul, reviewing the group's capabilities and extending an invitation for investment and production in Libya, Africa's

commercial hub :

"Considering your extensive expertise, we aim to leverage Libya's vast market potential and strengthen your position in Africa. Libya is a strategic country, embarking on a major \$500 billion development initiative, serving as the gateway to the African continent. This provides Iranian companies a unique opportunity to elevate trade to unprecedented levels." Fazel noted Turkey and China's high market share in Libya \$5 billion and \$10 billion in annual exports respectively but emphasized the gap for high-quality, competitively priced Iranian companies :

"Your presence can fill this market gap and create a golden opportunity for economic growth. We expect your company to pursue operations in Libya swiftly, and the Libyan embassy is ready to provide full support and facilities for this collaboration. This is a unique opportunity that must not be missed."





Conference of Mining and Mineral Industry Stakeholders in Commemoration of Mining Week

Pars Sakhtar Industrial Group Named Top Mining Unit of East Azarbaijan

At the conference of stakeholders in the mining and mineral industries of East Azarbaijan, held to commemorate Mining Week and introduce top-performing units of 1403 (2024-2025), Pars Sakhtar Industrial Group was recognized as the top mining unit based on the activities of Pars Sakhtar and Fernaram companies in exploration and extraction.

The ceremony was attended by the Chair of the Industries and Mines Commission of the Iranian Parliament, the President of the Iranian Mining House and Vice President of the Iran Chamber of Commerce, the Director-General of Industry, Mines and Trade of East Azarbaijan, the Vice President of Tabriz Chamber of Commerce, the President of East Azarbaijan Industry and Mining House, the President of East Azarbaijan Mining House, several parliamentary representatives of the province, and a large number of managers from various mining units. The event took place on the 8th of Khordad 1404 (May 29, 2025) in the conference hall of Tabriz Chamber of Commerce.

During the awards section for top-performing units, Mr. Abazar, Chairman of Pars Sakhtar Industrial Group, was recognized, and the commemorative trophy was presented to Dr. Navid Novadeh Abazar, Executive Director of Pars Sakhtar Industrial Group.

The Missing Link Between Industry and Academia

Mohammad Reza Bahraman, President of the Iranian Mining House and Vice President of the Iran Chamber of Commerce, highlighted the blessing of the country's natural resources: "We are entrusted with divine gifts, but their proper utilization depends on our decisions and actions."

He criticized energy imbalances and emphasized that challenges should be managed effectively to unlock solutions. "Universities are centers of research, while we are centers of production. These two must interact. The lack of this connection explains many of our problems," he added. Bahraman stressed that universities should take a more active role in mineral processing and that the mining workforce must be equipped with up-to-date knowledge. He concluded by calling for a serious review of mining policies and actions.

"We Are a Mining Paradise, Yet Have Benefited Little"

Jamshid Barzegar, Vice President of Tabriz Chamber of Commerce, congratulated participants on Mining Week and said: "We have tried to address challenges through the provincial mining house, but it has not been enough."



The province's mining potential has not yet been fully explored, and it is questionable why planning for optimal use of these divine reserves has not been done." He pointed to the significant statistics of the province's mining resources: East Azarbaijan hosts 7,200 active workers in the mining sector, 380 operational mines, and 59 discovered minerals. While the province has a high share of copper resources, it has not reached its deserved status. "East Azarbaijan is a paradise of mineral diversity, yet we have gained little from it," Barzegar said. He also criticized outdated mining machinery, lack of banking support, and unequal distribution of added value, calling for procedural reforms.

He further noted that banks provide no credit to the mining sector: "We must accept criticism. How long can we avoid accountability? A country that does not accept critique cannot progress."

Emphasis on Investment in East Azarbaijan to Catch Up

Saber Parnian, Director-General of Industry, Mines and Trade of East Azarbaijan, stressed the need to compensate for the province's 40-year investment lag in national industrial development. He called for attention to the province's capacities to overcome backwardness in the mining sector.

Parnian criticized strict mining laws and urged reforms to enable sector growth. He described the mining sector as the driver of wealth creation and emphasized the removal of legal obstacles. He also requested special attention to local mining disputes.

Mining Law Has Flaws; Reforms Must Start with the Mining House

Reza Alizadeh, Chair of the Industries and Mines Commission of the Iranian Parliament, acknowledged defects in the mining law: "Even if implemented, the current law still poses problems. The Mining House must submit proposals for reforms."

He pointed to challenges including energy imbalances, infrastructural and software issues, and emphasized the need for better interaction among relevant organizations. Alizadeh highlighted parliamentary efforts to remove general and sector-specific obstacles and stressed that standardization and integration of exploration data are key for attracting investors. However, misdirected policies have led to a serious crisis of capital flight from the sector.

Enforcing the Law Is Our Minimum Demand

Soleiman Norouzi, President of East Azarbaijan Mining House, referred to the law allocating 15% of government mining royalties to mining regions: "We are satisfied with minimum standards, yet even these are not being implemented."

He noted that while the projected government royalties for mines in the province were 2.5 hundred billion tomans in the current year, 3.24 hundred billion tomans were realized. He emphasized that these resources must be properly allocated for real mining development. "In today's economic war, mines need practical support," he said. In this session, mining stakeholders called for full enforcement of the law, increased banking support, modernization of mining machinery, and comprehensive planning for the province's resource exploitation. Strengthening industry-academia interaction, transparency in resource allocation, and legal support for the mining sector were the main priorities expressed by participants.

Visit of an Omani Economic Delegation to Pars Sakhtar Industrial Group

An economic delegation from the Sultanate of Oman visited Pars Sakhtar and Shahriar Steel Industries with the purpose of exploring industrial cooperation and investment opportunities. The visit, hosted by Mr. Navadeh Abazar, Chairman of the Board of Pars Sakhtar Industrial Group, focused on expanding economic collaboration and evaluating joint opportunities for industrial and steel-sector partnerships.

Dr. Navadeh Abazar: “Government-subsidized dollar is nothing but pure rent-seeking.”

At the 115th session of the Government-Private Sector Dialogue Council of East Azarbaijan Province, held in the presence of the Governor of the Central Bank of the Islamic Republic of Iran, Dr. Navadeh Abazar CEO of Pars Sakhtar Industrial Group and President of the Azarbaijan Steel Association addressed the current economic landscape of the steel industry.

He stated: “Our economy has failed, and the government exchange rate is nothing but a rent system.” He further emphasized that strategic alignment between monetary policy and the production sector is essential for achieving sustainable industrial growth.

Visit of an Iraqi Economic Delegation to Pars Sakhtar Industrial Group

The executive director of Iraq’s national infrastructure projects, accompanied by a delegation, visited the subsidiaries of Pars Sakhtar Industrial Group. The visit led by Mr. Abazar, Chairman of the Board included site inspections of Pars Sakhtar factories, Shahriar Steel Industries, and the cold and hot rolling projects.

The Iraqi delegation praised the Group’s advanced engineering, production capabilities, and infrastructure, describing Pars Sakhtar as a leading candidate for strategic collaboration in major industrial and infrastructure developments in Iraq.

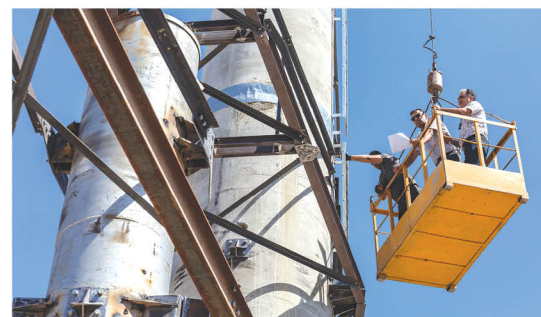
Participation of the CEO of Pars Sakhtar Industrial Group in a Meeting with the Vice President for Science and Technology

A special meeting was held at the University of Tabriz with the presence of Dr. Afshin, Vice President for Science, Technology, and Knowledge-Based Economy and President of the National Elites Foundation, alongside Dr. Sarmast, Governor of East Azarbaijan Province. During the session, Dr. Navadeh Abazar CEO of Pars Sakhtar Industrial Group emphasized the strategic role of national elites in the country’s industrial and technological development and highlighted the urgent need to strengthen the synergy between universities, industry, and government to achieve a knowledge-based economy and sustainable regional progress.

Technical Visit to the Esfahan Transmission Line Tower Installation for Type Test

A delegation from Esfahan Regional Electric Company and Daneshmand Consulting Engineers visited Pars Sakhtar’s facilities to inspect the prototype transmission tower and the calibration process of load cells used for the Type Test of the 400/63 kV double and quadruple-circuit Montazeri-Amirkabir transmission line project.

The visit, held at Pars Sakhtar’s High-Voltage Transmission Structure Laboratory yard, focused on evaluating test procedures, safety assurance, and full compliance with national and international technical standards.



Hotel Gostaresh Hosts Provincial Media Gathering

On the occasion of National Journalists' Day (August 7), a gathering of members of the House of Press and Media of East Azarbaijan Province was held at the Aqiq Hall of Hotel Gostaresh Tabriz, with the presence of Dr. Sarmast, Governor of East Azarbaijan.

The event honored journalistic efforts and highlighted the critical role of media in promoting public awareness, transparency, and regional development.

Hotel Gostaresh Tabriz Swimming Pool Receives Safety Excellence Award

The swimming pool of Hotel Gostaresh Tabriz was awarded a safety commendation by the East Azarbaijan Lifesaving and Diving Federation. The recognition was granted in Spring 2025 in acknowledgment of its adherence to safety standards, professional service quality, and hygienic environment.

Pasargad Bank Executives Visit the 400 kV Miandoab-Bukan Transmission Line Project

A delegation of senior executives from Pasargad Bank visited Pars Sakhtar in Tabriz, inspecting the production line of self-supporting precast concrete monopole towers.

Following this, they visited the construction site of the 400 kV triple-bundle Miandoab-Bukan transmission line project. The visit held in the presence of Mr. Abazar, Chairman of the Board of Pars Sakhtar Industrial Group included a detailed review of the execution process, technical capacities, and future development strategies of the project.

The Amphitheater of Gostaresh Hotel Hosted the Press Conference of the Director General of Industry, Mine, and Trade of East Azarbaijan Province

Coinciding with Government Week, a press conference was held by Saber Parnian, Director General of Industry, Mine, and Trade of East Azarbaijan Province, with the presence of media representatives and journalists at the Amphitheater of Gostaresh Hotel in Tabriz.

During the session, Parnian presented the department's performance report for the first six months of the year and announced the investment projects launched and those scheduled to become operational during Government Week. He stated: "Despite numerous challenges, especially the imbalance in energy supply affecting production, the province's producers and industrialists have always remained steadfast and committed."



Welcoming New Life

We joyfully congratulate our colleagues Mr. Ali Asghar Mohammadzadeh, Mr. Ali Ghorbani, Mr. Mahmoud Reza, Mr. Behnam Hamrahi, and Mr. Javad Mahdipour on the birth of their children. May your families be blessed with joy, laughter, and the boundless wonder that new life brings.

Management of Parssakhtar Ind. Group

A Celebration of Union

Our warmest congratulations to Mr. Mehrdad Karami and Ms. Shakila Obaidi on their marriage. May your shared journey be graced with enduring love, mutual respect, and a lifetime of happiness.

Management of Parssakhtar Ind. Group

In Remembrance

We extend our deepest sympathies to our colleagues Mr. Babaei, Mr. Palizian, Mr. Naderi, Ms. Eslami, and Ms. Soltani on their recent losses. May they and their families find comfort, resilience, and peace in this difficult time.

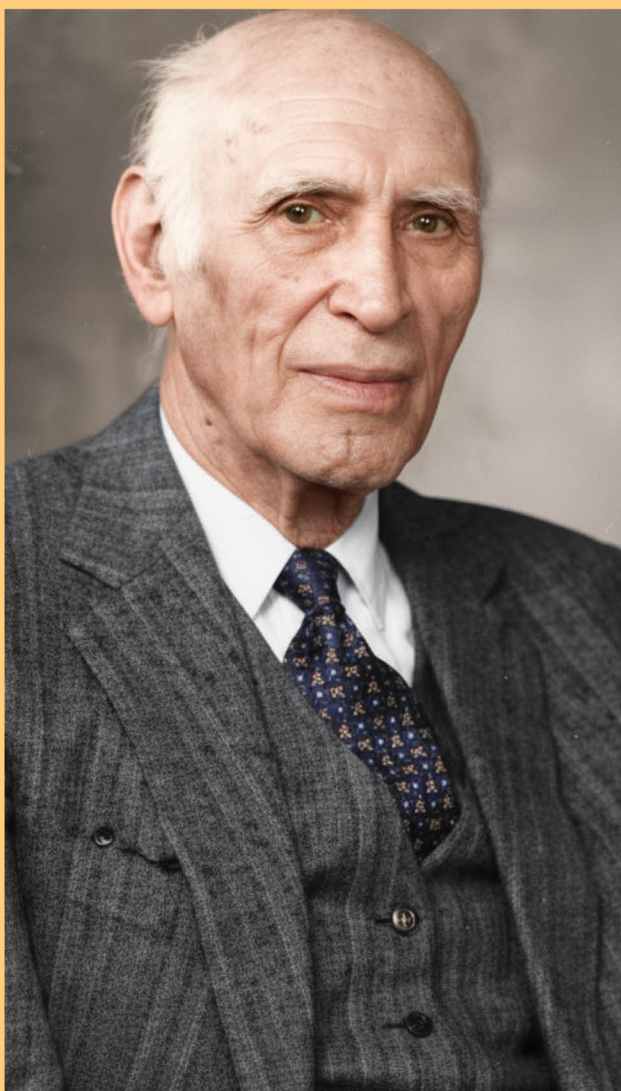
Management of Parssakhtar Ind. Group

Professor Yahya Adl

*From the Hikmat School of Tabriz to:
Distinguished Professorship at the Paris Academy
of Surgeons*

"Mohammad Farajpour Basmanji"

Professor Adl passed away on February 3, 2003, at the age of 94, after more than seventy years of performing surgeries and educating countless students. He was laid to rest in a rare and dignified funeral ceremony at the family mausoleum.



The 3rd of February marks the anniversary of the passing of one of the great figures of Iran's medical community an individual who stood at the forefront of establishing and developing modern medicine in our homeland. Would that his devotion to medical ethics and his unquenchable desire to serve the sick virtues that defined his very being remain a model for all our surgeons and esteemed physicians today. May their honor and esteem increase through greater service to humanity, and may they grow ever more beloved by both Creator and creation.

The late Professor Yahya Adl (born 1908 in Tabriz - passed away 2003 in Tehran), known as the Father of Modern Surgery in Iran and the founder of the Iranian Medical Association, was among the most influential figures in the history of Iranian medicine. His father was one of the prominent statesmen of Azarbaijan in the late Qajar period, who also served as the deputy governor of the provinces of Azarbaijan and governor of Kermanshah and Gorgan. The Adl family of Tabriz played a significant role in modern Iranian history : his cousin, the late Dr. Mostafa Adl, was the founder of Iran's modern judiciary, and another cousin, Dr. Hossein Adl, served as Minister of Agriculture and founder of the Agricultural Research College in Karaj. According to the records of the Iranian Medical Association, Professor Adl practiced surgery in Iranian hospitals for sixty years, beginning in 1938, and elevated the state of Iranian surgery from traditional, home-based procedures to modern hospital-based operations. Alongside his pioneering surgical work, he trained generations of medical specialists and published numerous scientific articles featured in renowned European journals. Within the medical community, he came to be recognized as the foremost figure in his field. The same records indicate that during his sixty years of surgical practice, he performed approximately

sixty thousand operations and trained over five hundred surgeons, thereby laying the academic foundations of Iran's modern medical schools.

Among his most admirable traits were his compassionate relationship with patients, his refusal to accept payment from the needy, and his generous dedication of a large portion of his income toward equipping hospitals and encouraging philanthropists to build and furnish new medical centers in major cities. In February 2003, this great pillar of Iranian surgery departed this world in Tehran at the age of ninety-three, his name and memory forever etched in the history of Iranian medical science.

Dr. Masoud Yasemi, one of Professor Adl's students and close companions, writes in his biographical account: "Professor Yahya Adl was born in 1908 in Tabriz a cradle of many influential personalities in Iran's history into an affluent and noble family. His father, Yusef Adl (known as Mokarram al-Molk and later Qaem-Maqam), frequently served as governor of various provinces. Yahya began his early education in a traditional school and later studied under the late Mirza Baqer Khan Hikmat. When his father was appointed governor of Kermanshah, the family moved there, and Yahya continued his schooling until his father, following his brother's advice from Paris, sent Yahya and his elder brother Gholamreza to France with a guardian. Their forty-day journey took them from Tehran to Anzali, Baku, Tbilisi, Batumi, Istanbul, and finally Paris, by ship and rail."

In Paris, they lodged with a woman who had lost her son during World War I. The late professor would often recall her discipline and firm approach to education with deep respect and continued to visit her annually until her passing.

Adl completed his elementary and secondary education in a prestigious private school and was admitted to the cole Polytechnique of Paris a highly competitive institution. However, a letter from his uncle, Dr. Habib Adl, then practicing radiology in Tehran, persuaded him to pursue a freer profession, as government employment was fraught with challenges. At that time, "free professions" essentially meant law and medicine. He thus left engineering and entered the Faculty of Medicine in 1928.

In 1931, he passed the highly selective externship examination of Paris, and in 1934, he succeeded in the even more difficult intern competition the toughest academic test in France. For four years, he trained in leading hospitals, specializing in obstetrics, urology, and general surgery. Professor Grégoire, a renowned French surgeon and head of the surgical and anatomical departments, recognized Adl's brilliance and appointed him head of his own surgical clinic. Adl later sat for the Agrégation examination, and although French law did not allow foreigners to hold university posts, his exceptional performance led to an amendment allowing non-French citizens to become professors. Professor Jean Gasset, whose turn it was for professorship, graciously ceded his position to Adl.

Despite strong encouragement from his French

mentors to remain in France, Adl chose to return home to serve his country. Upon his return, he completed military service and was soon selected by Professor Oberlin a French expert invited to reorganize Tehran University's Faculty of Medicine to join the faculty as one of its young lecturers. Adl first headed a clinical ward, later became an associate professor, and was eventually appointed head of the surgery department at Sina Hospital. He was later promoted to the Chair of Theoretical Surgery. His guiding principle to younger colleagues was simple yet profound:

"Admit all emergency patients turn no one away."

Under his leadership, Sina Hospital became Tehran's central emergency center. He personally financed the addition of three emergency units and founded a blood transfusion unit an essential service at the time recruiting voluntary donors when public blood donation was rare. He insisted that even if no hospital bed was available, emergency patients must still be admitted, even if treated on the floor.

Professor Adl organized the first non-paid assistantship program, the model that evolved into today's surgical residency system. Each summer, during visits to Paris, he would bring back the latest surgical innovations and personally fund modern instruments for Sina Hospital. His dedication to education was unwavering he often said:

"I do not know if it is a flaw or a virtue, but I feel compelled to teach everything I know. You must do the same."

He received numerous medals and honors from Iran and abroad and was a distinguished member of the Paris Academy of Surgery. He also authored Persian medical papers and introduced modern anesthesia to Iran by employing foreign specialists such as Dr. Boulet. Under his supervision, the Pasteur Institute began producing non-pyrogenic injectable serums the kind still used today.

Beyond his surgical and scientific innovations, his moral integrity was exemplary. He bore no ill will toward anyone, refused to speak ill of others, and often used his influence and reputation earned through his service to statesmen, officials, and clerics to help resolve colleagues' professional or legal troubles, defending their rightful causes without hesitation. In cases where his trainees faced surgical complications, he personally assumed responsibility and accepted no payment for follow-up treatments.

His sharp intellect and steady hands remained with him until the end; even at ninety-three, he performed complex surgeries with precision and composure. He took great care to send his most promising students abroad to advance their knowledge, and his recommendations were received with the highest regard by his French colleagues.

Professor Yahya Adl passed away on February 3, 2003, at the age of ninety-four, after a lifetime of over seventy years devoted to surgery and the education of hundreds of students. He was laid to rest in his family's mausoleum following an extraordinary funeral ceremony.



Sapphire Restaurant at Gostaresh Hotel Proudly hosts your events and celebrations.



Continuation of Construction Operations for the 400 kV Triple-Bundle Miandoab - Bukan Transmission Line Project Through the efforts of the skilled and dedicated experts of Pars Sakhtar Company.



Continuation of Construction and Installation Operations for Machinery and Equipment At the Cold and Hot Rolling Mills of Shahriar Steel Industries, Tabriz



132 kV Line on Tavanir Street, Tabriz Serving as the eastern ring of metropolitan Tabriz, constructed using Pars Sakhtar's self-supporting single-pole concrete towers.



Outlook of Iran's Steel Industry in 2026

Evaluating Production Trends, Exports, and Industrial Policies in the Context of Global Developments

Abstract

Iran's steel industry, as a cornerstone of the country's industrial development, faces new challenges and opportunities in 2026. This article examines production trends, exports, currency policies, and energy constraints, analyzing the future of the sector from economic and technological perspectives. According to data from the Iran Steel Producers Association and international reports, crude steel production is expected to exceed 33 million tons next year. Nevertheless, persistent energy issues, currency instability, and environmental pressures highlight the need for targeted industrial policies and strategic investment. By adopting effective strategies and improving productivity, Iran can solidify its position as a significant player in the regional steel market.

Introduction

Steel is a fundamental pillar of industrial development in any country, and Iran is no exception. With abundant iron ore reserves and a strategic geographical location, Iran has the potential to become a steel production hub in West Asia. Recent industrial policies and investments across the steel production chain from mining to final rolling have driven significant growth. Currently, more than 20 major steel companies operate in Iran, with Mobarakeh Steel, Isfahan Steel, Khuzestan Steel, and Hormozgan Steel accounting for the bulk of production.

Despite these capacities, challenges such as energy limitations, price controls, and international sanctions hinder the full potential of the industry.

Current Situation and Production Trends

By the end of October 2025, Iran's total crude steel production reached approximately 31.2 million tons, reflecting a 5.8% increase compared to the previous year. The Ministry of Industry, Mine, and Trade (IMIDRO) plans to raise nominal production capacity to nearly 40 million tons in 2026. Key drivers of future

Key Indicators of Iran's Steel Industry (October 2024 – October 2025)

Indicator	Oct-24	Forecast October 2025	Change (%)
Crude Steel Production (million tons)	31.2	33	5.8
Nominal Production Capacity (million tons)	38.5	39.8	3.3
Steel Exports (million tons)	8.2	8.8	7.3
Domestic Consumption (million tons)	18.6	19.2	3.2
Global Steel Price (USD/ton)	650	620	-4.6
Domestic Steel Price (million IRR/ton)	33	36.5	10.6
Exchange Rate (IRR)	56,000	61,000	8.9
Energy Cost Index (relative)	100	120	20
Steel Share in Non-Oil Exports	12%	13.50%	1.5

growth include the expansion of hot and cold rolling infrastructure in Mobarakeh Steel, Chadormalu, and Kaveh Steel. Globally, crude steel production in 2024 reached roughly 1.88 billion tons, a 1.2% decrease from the previous year. Iran's share of global production stood at about 1.6%, which is expected to increase to 1.8% next year with expanded exports.

Currency, Energy, and Export Policies

Exchange rates and energy costs are critical factors for the competitiveness of Iran's steel industry. In 2025, the average free-market USD/IRR exchange rate was around 59,000 IRR, projected to rise to 62,000 IRR in 2026. This increase raises production costs but makes Iranian steel exports more attractive. Energy cost especially for natural gas and industrial electricity are adding further pressure. Estimates indicate that energy expenses will increase by approximately 20% in 2026. Iran's primary export markets include Iraq, Afghanistan, Oman, Turkey, and North African countries. Steel exports are projected to exceed 8.8 million tons next year, a roughly 7% growth compared to 2024.

Challenges and Opportunities

In 2026, Iran's steel industry faces a mix of challenges and opportunities. The most significant challenges include rising energy costs, export restrictions due to sanctions, competition from low-cost Chinese steel, and raw material supply issues. Opportunities include the development of green steel technologies, expansion of export markets in Africa and Central Asia, and improving efficiency across the supply chain. Investment in direct reduction technology using

renewable energy can reduce costs and enhance Iran's international steel standing. Coordinated industrial and currency policies can also create greater stability in the domestic market.

Conclusion and Policy Recommendations

Economic data and industry trends indicate that Iran's steel sector is on the verge of a structural transformation. Continued growth in production and exports, alongside improved currency and energy policies, could establish Iran among the top five steel producers in Asia. Key recommendations for the government and private sector in 2026 include:

1. Strategic investment in energy-efficient and green steel technologies.
2. Reform of domestic pricing mechanisms and removal of export barriers.
3. Development of high-value-added products and integrated value chains.
4. Strengthening regional collaboration with neighboring countries to create a shared steel market.

By implementing these strategies, the outlook for Iran's steel industry remains bright and poised for sustainable growth in the coming years.

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Agile Managers and Change

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An Agile organization is one that responds rapidly to environmental changes and possesses high flexibility in meeting customer needs. The concept of organizational agility has become a central subject in management theories, especially in the fields of supply chain and production management.

In today's landscape, agility refers to the ability to respond effectively to a volatile, unpredictable environment and to leverage those changes as opportunities for organizational growth. In its original linguistic sense, agility implies speed, dynamism, proactive movement, and the ability to think boldly and intelligently. Organizational agility is a strategic management tool suited for environments characterized by an accelerating rate of change.

The roots of agility trace back to Agile Manufacturing, a concept that has gained widespread adoption in recent years and is recognized as a successful strategy among manufacturers preparing for significant performance enhancement. Today's organizations face challenges such as rapid and unpredictable market shifts, highly customized customer demands, zero-defect expectations, and the need for exceptional service levels. To survive and sustain their competitive edge, organizations must adopt new structural models one of the most prominent being the Agile Organization. Agile organizations go beyond merely adapting to change they actively seek to capitalize on emerging opportunities in turbulent environments and secure a lasting position through innovation and capabilities. Agile managers, equipped with sufficient agility across all organizational levels, respond to market changes by discarding outdated models and developing new business approaches. They strive to embed change-oriented thinking across every activity from routine daily interactions to the most complex strategies.

Agile managers demonstrate five integrated behaviors that collectively create competitive advantage:

1. Sharing a clear and compelling purpose
The purpose is to sustain operations. Agility under

change requires a clear answer to the question "Why?" empowering individuals to overcome their natural resistance to change. The answer must be meaningful and persuasive enough to rally others behind the organization's goals.

2. Future-oriented thinking and opportunity awareness
Many leaders believe this is the job of top management alone; however, to embed agility within the organizational culture, middle and frontline managers who are closest to markets, customers, and daily operations must be encouraged to identify opportunities in real time, looking beyond this month or this year and recognizing emerging patterns.

3. Identifying what is not working
An old saying goes: "Bad news doesn't travel."

Whether during a post-merger integration or internal restructuring, there are always critical issues that must be surfaced for organizational learning. Employees must feel psychologically safe to share good, bad, and even ugly news without fear.

4. Encouraging calculated risk-taking and experimentation

Robert Kennedy, quoting George Bernard Shaw, said: "Some men see things as they are and ask why. I dream of things that never were and ask, why not?"

In traditional organizations, the first reaction to risk is often the question "Why should we?" whereas agile organizations ask, "Why not?"

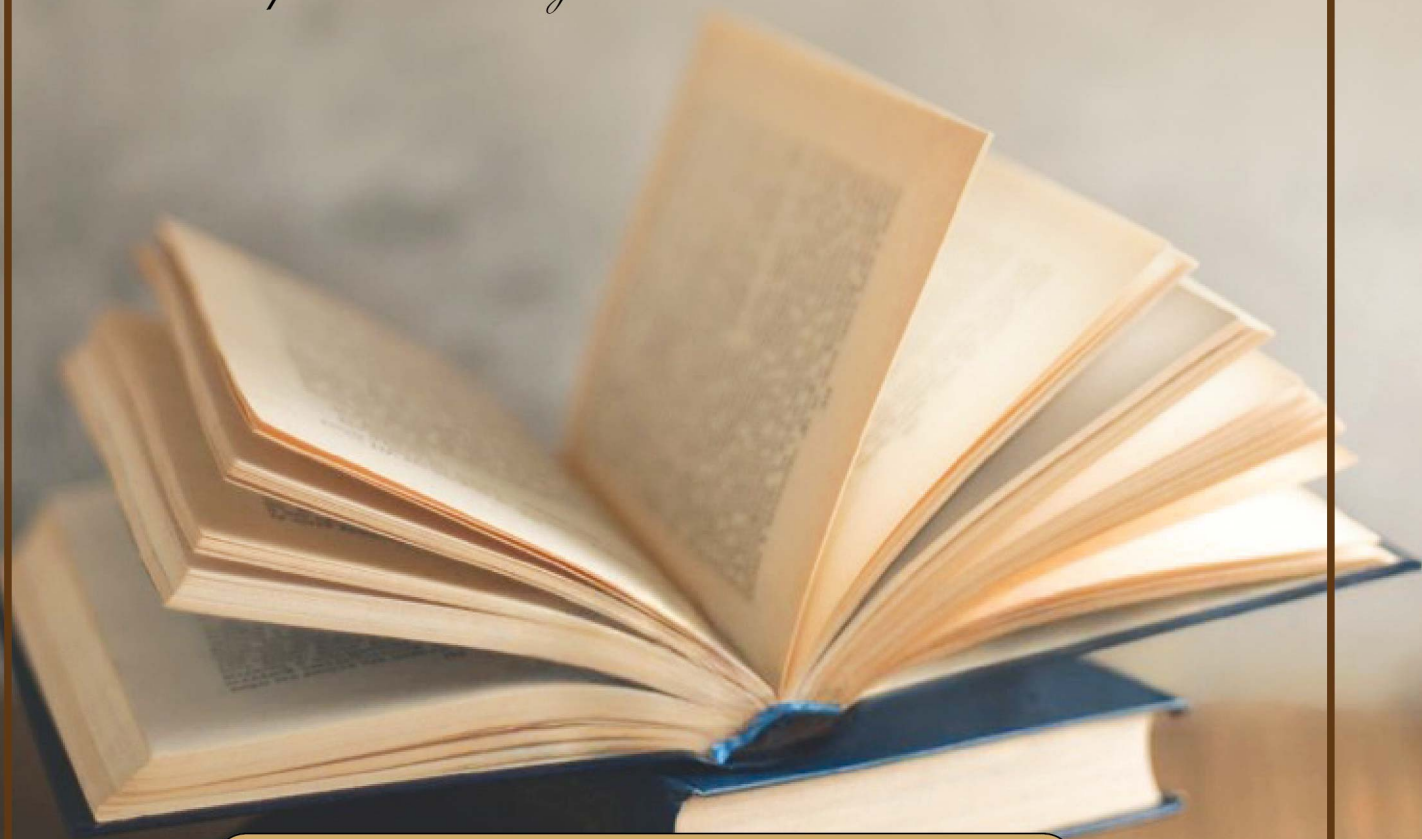
5. Seeking cross-boundary partnerships

As complexity increases, organizations must rely on cross-functional collaboration to develop products, engage customers, and drive results. Agile leaders replace rigid functional silos with dynamic formal and informal networks, enabling fast information flow and rapid decision-making around a specific product, customer, or region.

Source: Management Academy specializing in leadership, management, and personal competency development.

Book — A Boundless Treasure of Wisdom

A book is an endless treasury of knowledge and wisdom, a window that opens to new worlds and unseen horizons. Reading is a spiritual and intellectual journey one that cultivates the mind and gives wings to the imagination. Each page of a book is a gateway to the purest of human thoughts and experiences; with every line, we take a step toward the light.





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