ArcelorMittal

2024 Sustainable development report

ArcelorMittal in Luxembourg

The pagination of this document takes into account the ArcelorMittal Luxembourg 2024 Annual Report, which is available on request.

Cover photo page 23: Dust removal system, ArcelorMittal Differdange

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About the report

This report describes the Sustainable development achievements and performance of ArcelorMittal in Luxembourg in 2024, following on from the report published in June 2024 regarding our 2023 results. This report covers all activities for the period from 1 January 2024 to 31 December 2024, in line with the tax reporting frequency of the ArcelorMittal SA Group. It is published annually, with the next issue in 2026 covering achievements and performance in 2025. This report has been prepared in accordance with the guidelines of the Global Reporting Initiative (GRI), GRI 1: Foundations 2021.

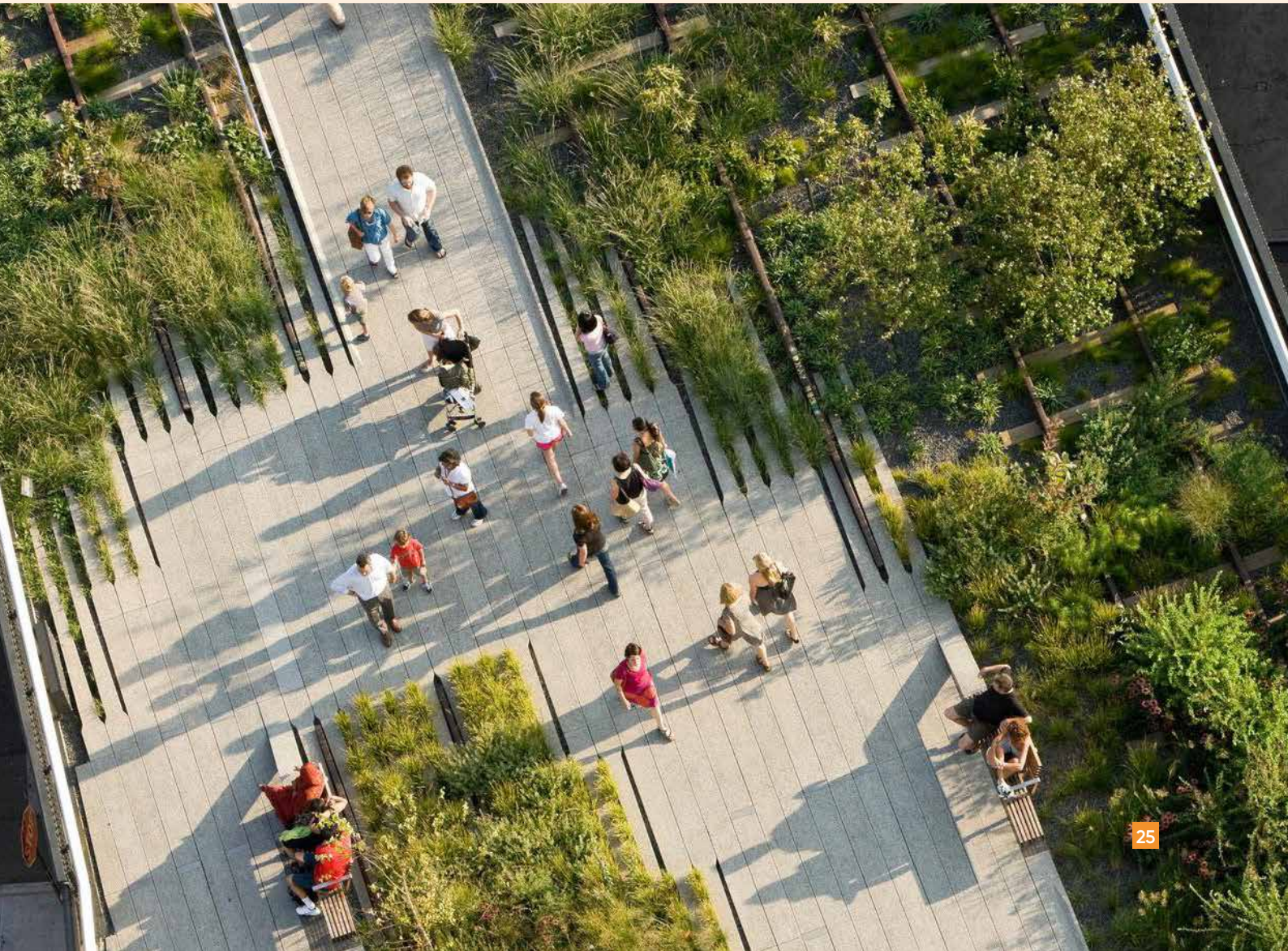
The report contains forward-looking statements which represent the expectations, beliefs, plans and objectives of ArcelorMittal's Management regarding ArcelorMittal's financial and operating performance in 2024 and beyond, and assumptions or judgements based on such performance. Forecasts of future performance are forward-looking and as a result, these involve estimates, assumptions, judgements and uncertainties. Many factors may cause actual results to differ from the predictions of management. All of our publications, as well as the French version of this report, are available at *https://luxembourg.arcelormittal.com*. If there are any discrepancies between the French and English versions, the French version shall prevail. The ArcelorMittal Group 2024 Sustainability report is available at *https://corporate.arcelormittal.com/corporate-library*.

Regulatory changes in terms of sustainability reporting

In order to comply with changes in EU regulations, ArcelorMittal has undertaken a major Group-wide project to meet the expectations of the CSRD (see glossary).

Mandatory compliance *reporting* will therefore be carried out at Group level, taking into account the specific provisions relating to the forthcoming transposition into Luxembourg law. This report presents only the progress and achievements in Luxembourg over the past year. However, these new requirements introduced by the Group will enable ArcelorMittal in Luxembourg to comply with and benefit from this new approach.

The announced transition to integrated reporting from 2023 has been postponed due to the expected developments in reporting. The 2024 Financial and Sustainable development reports for ArcelorMittal in Luxembourg are therefore presented in a joint document for this year, without being an integrated report.



Preamble

Commitment of the members of the ArcelorMittal Sustainable Development Committee in Luxembourg

"We, members of ArcelorMittal's Sustainable Development Committee in Luxembourg, demonstrate our commitment to support, develop and implement the principles of sustainability in our industrial activities and interdisciplinary positions within our respective areas.

We are committed to ensuring that these principles inform the way we conduct our business, taking into account the expectations and requests of our stakeholders, in the best of our mutual interests, and in a process of regular constructive dialogue. We consider this approach not incidental but an integral part of the way we conceptualise the development of our steel production activities, in all areas concerned."

As at 31.12.2024

Henri REDING Country Head Luxembourg, Head of Health & Safety ArcelorMittal Europe Long Products	**Pierre JACOBS** CEO ArcelorMittal Long Products Luxembourg	**Valérie MASSIN** Vice President ArcelorMittal Luxembourg and Head of Human Resources, ArcelorMittal Europe Long Products	**Pascal MOISY** Head of Communications, Sustainability & Community Investments Luxembourg
Frédéric LANG General Manager ArcelorMittal, Chief Accounting Officer, Chief Financial Officer ArcelorMittal Luxembourg	**Frédéric WEISSENBURGER** CEO AMCLE (ArcelorMittal European Logistics Centre)	**Nicolas CAILLET** Head of Operations Esch, Long Products Research Centres, Global R&D	
Margaux RADICI Real Estate Country Manager Luxembourg & Germany	**Carole HENRY** Country Manager Luxembourg Governemental Affairs	**Michèle MERLE** Head of HRSSC (Human Resources Shared Service Centre) Luxembourg	
Guilhem DOLLE Head of Environment, Energy & ESG of AMLPL & CEO of SOTEL	**Leopoldo WERNER** CEO Bissen	**Julie MALHERBE** Head of Health & Safety, ArcelorMittal Long Products Luxembourg	

Sustainable development policy - Our commitments

Message from Management

Michel Wurth
President ArcelorMittal Luxembourg

Henri Reding
Country Head Luxembourg and Head of Health & Safety ArcelorMittal Europe Long Products, *as at 31.12.2024*

Valérie Massin
Vice President ArcelorMittal Luxembourg and Head of Human Resources ArcelorMittal Europe Long Products, *as at 31.12.2024*

Our activities in Luxembourg produced mixed results in 2024, with promising industrial projects for the long-term future of our facilities and our path towards decarbonisation, but inadequate performance in terms of safety.

The year 2024 was overshadowed by a fatal accident involving an employee of a subcontracting company in July during a maintenance operation on a bridge crane at Belval. Our thoughts are first and foremost with the family affected by this tragedy. Teams at the Belval steelworks have also been assisted by a psychological support unit.

This tragic accident is a reminder of the extent to which safety is a fundamental and daily concern. Safety is the number 1 priority at our company, and is an integral part of the values upon which our Group is founded, requiring constant and active vigilance. The ArcelorMittal sites in Luxembourg, like all the Group's sites, are committed to deploying the action plans devised at the end of the global audit carried out with the support of dss+, a specialist company from the DuPont Group, renowned for its expertise in workplace safety. These action plans are part of the ONE CULTURE roadmap, whose implementation began in January 2025.

In the Grand Duchy, however, our safety performance showed a positive trend, with a frequency rate of 0.23[1], compared with 0.75 in 2023. But we obviously can't be satisfied with this result given the circumstances.

On a global scale, 2024 will once again have been marked by severe geopolitical turbulence, with a significant impact on the economies of the countries in which the Group operates. At the forefront of these negative impacts was inflation, which continued to have repercussions, albeit less virulently, on raw materials and energy, essential to the steel industry. In the European Union, economic activity remained sluggish, with insufficient investment and household spending failing to pick up the slack. European industry, in the 27 countries of the EU, has continued to shrink, falling by 2.3% over 2024. Overall, GDP in the eurozone edged up by 0.9% (source: Eurostat) thanks to the Services sector.

Despite this gloomy environment, ArcelorMittal in Luxembourg has continued its proactive approach to sustainability, in line with the Group's objective of producing "smarter steels for people and planet". Where some might question the significance of maintaining environmental projects, ArcelorMittal in Luxembourg has stayed the course with strong initiatives, already mentioned in our report for the year 2023, and which notably fall within the framework of the memorandum of understanding signed on 27 September 2022 between the Ministry of the Economy and ArcelorMittal.

The modernisation of the Belval electric steel mill, with the construction of a new electric arc furnace, thus made good progress in 2024. This new equipment should be operational by the end of 2025, enabling Luxembourg's facilities to become self-sufficient in rolled semi-finished products. It will also be more efficient, consuming 15% less energy than our current electric arc furnace at Belval. With more than 95% of its local production made from recycled scrap metal, which represents a carbon impact divided by 4 compared with the traditional way of producing steel using blast furnaces, Luxembourg is positioning itself as a fully committed player in the fight against global warming.

Another major project is the fight against diffuse emissions from our facilities. In Differdange, two significant initiatives continued in 2024.

Firstly, an open slag pit, initially located on the periphery of the site, was moved to a covered hall set up at the heart of the plant. Handling slag in a covered hall is an undeniable advantage when it comes to avoiding the problems caused by the spread of dust in the surrounding areas.

In addition, the installation at Differdange of the converter dedusting system inherited from Florange will make it possible to reduce the diffuse emissions generated by the site's activities by 80%.

These two significant projects are purely environmental in nature, as they are not productive investments that will enable us to increase our steel production volumes or improve our margins.

In addition, our approach to taking into account the expectations of our stakeholders continued in 2024 with the holding of panels bringing together representatives of these stakeholders. The purpose of these panels was to refine the results of the interviews conducted in 2023, to check that our action plans are still relevant and to confirm the priorities identified in our materiality matrix.

Lastly, the ArcelorMittal Foundation Luxembourg committed to continuing its work of supporting and accompanying our communities through numerous projects funded throughout 2024. Our Foundation focuses on four main areas: education, culture & heritage, social issues and environment. This institution is another embodiment of ArcelorMittal's determination to play its role as a responsible corporate citizen to the full.

In this way, ArcelorMittal in Luxembourg continues to affirm its commitment to sustainability and to taking into account the expectations of its stakeholders, despite a sometimes delicate or even hostile environment. Once again this year, this report, based on the GRI standards (the European sustainability directives are under discussion, and the CSRD[2] directive on extra-financial reporting has not yet been transposed into Luxembourg law), illustrates the Group's desire to present its actions and areas for progress.

[1] *Lost Time Injury Frequency Rate (LTIFR) with sick leave (LTI) per 1,000,000 hours worked (own personnel and subcontractors)*

[1&2] *See glossary, page 75*

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Presentation of the Group

ArcelorMittal, a global presence

ArcelorMittal is the world's leading steel and mining company, with a presence in 60 countries and primary steel production facilities in 15 countries. The Group aims to produce ever smarter steels that have a positive impact on the planet and its inhabitants. Steels manufactured using innovative processes that consume less energy, emit much less carbon and cut costs. Cleaner, stronger, reusable steels for electric vehicles and renewable energy infrastructure that will support societies as they transform in the course of this century.

Steel has been at the heart of human progress. And steel will continue to be intrinsically useful because it is strong, durable, flexible and reusable, and can be recycled more easily than any other material - perfect for a circular economy. But it is essential that the next chapter in our history does not endanger future generations. We aim to help build a better world with more intelligent, high-performance steels that have less impact on the environment.

This means preparing for and responding to the long-term environmental and social trends that are transforming the environment in which we operate. It also means listening carefully to stakeholders, both locally and globally, and recognising a trend towards rising expectations. It also means describing what we need to do now to protect and increase stakeholder value in the future. Finally, it means continuing to produce innovative steel solutions while maintaining operational standards that meet or exceed the expectations of customers and investors.

Wherever we are in the world, safety comes first for the ArcelorMittal Group. Building and maintaining a culture of safety is a daily commitment that relies on the total commitment of our managers and staff. Rigorous safety procedures, combined with extensive training and a culture of shared vigilance in which every employee is encouraged to speak up, have been implemented in all our operations. We still have some way to go to achieve zero accidents, but our safety performance is second to none in terms of importance to the company.

Integrating sustainable development into the business is essential to ensure that steel is the material of choice in the transition to a low-carbon, circular economy.

We are one of the world's top five producers of iron ore and metallurgical coal. Thanks to the geographical diversity of our portfolio of iron ore and coal mining assets, we are strategically well-placed to supply our network of steel mills and external customers. Because while our own facilities are a significant outlet for our mining activities, we will be able to increase our supply to the external market as we develop our business.

Sustainable development is central to our objective – to invent more sustainable steels for a better world.

Recognised for its commitment to sustainable development, ArcelorMittal has been a member of the FTSE4Good index since 2007 (http://www.ftse.com/products/indices/FTSE4Good), which measures the performance of companies that meet globally recognised corporate responsibility standards. Since 2005, ArcelorMittal has also been a member of the CDP (*Carbon Disclosure Project*), an independent not-for-profit organisation that encourages companies to measure their impact on the environment and natural resources and to make this public. ArcelorMittal is also a member of the STOXX ESG Leaders indices. This family of indices is based on relevant key performance indicators provided by index partner Sustainalytics, one of the world's leading providers of ESG research and analysis. ArcelorMittal is also a member of the Euronext Vigeo Benelux 20, Europe 120, Eurozone 120 and World 120 indices. The Vigeo indices are made up of the highest-ranked listed companies, as assessed by the agency in terms of their corporate responsibility performance. Since 2003, the Group has also been a member of the United Nations Global Compact, which lists 10 key principles defining corporate values to be applied in conducting business. ArcelorMittal is also a member of the *European Steel Association* (EUROFER).

ArcelorMittal is continuing its commitment to decarbonising its activities: the proportion of its steelmaking produced using an electric arc furnace now represents a quarter of its global production in 2024, compared with 19% in 2018. During this period, $1 billion was invested in decarbonisation projects, including expenditure on the electric arc furnaces at Sestao and Gijon in Spain, the conversion of the pellet plant in Canada to pre-reduced iron ore pellets, and carbon capture and utilisation in Ghent. The Group has also invested in the production of renewable energy and increased its scrap metal processing capacity.

ArcelorMittal's key financial figures for 2024 show sales of US$62.4 billion for crude steel production of 57.9 million tonnes, while our own iron ore production reached 42.4 million tonnes.

"Producing steel from scrap is the least carbon emissions intensive process available. However, given the limited availability of scrap that exists in the world, and its limitations in producing steel in all grades and for all applications, it is critical that we also decarbonise the ironmaking part of the process."

Aditya Mittal, Chief Executive Officer, ArcelorMittal

ArcelorMittal in Luxembourg

ArcelorMittal is the largest private sector industrial employer in the Grand Duchy, with 3,518 employees at the end of 2024. The products manufactured in Luxembourg by ArcelorMittal are internationally recognised and are chosen for many large-scale projects.

ArcelorMittal's world head office in Luxembourg City is home to the Group's central functions. ArcelorMittal has nine sites in Luxembourg, including five industrial steel production or transformation sites, a logistics platform and an electricity distribution centre for the plants.

These steels are mainly used in the construction, general industry and agricultural markets.

The Long Products segment manufactures light, medium and special sections, rails, heavy beams and sheet piles.

In Luxembourg, ArcelorMittal Long Products Luxembourg (LPL) considers the Belval, Differdange, Rodange and Dommeldange industrial sites as a single production unit with various complementary facilities. The long-term aim is to make this structure self-sufficient, i.e., capable of providing the raw steel produced in Luxembourg to meet all the needs for finished rolled products in the Grand Duchy. At Belval, there is an electric arc furnace steel mill with a continuous caster, and two rolling mills - Moyen Mill for the production of medium beams and Mill 2 for the production of sheet piles. Belval is the world leader in large sheet piles. The latter are used in the construction of quay walls, dykes, underground car parks, tunnels, bridges and roads.

Designed to fit together without welding or screwing, they are able to hold back soil or water, temporarily or permanently.

The facilities at Differdange also include an electric arc furnace steel mill and a continuous caster. Grey Mill specialises in the rolling of heavy beams (particularly 'Jumbo' beams) and sheet piles. Differdange currently produces the tallest (1,108 mm) and heaviest (1,488 kg/m) beams in the world. The *Quenching and Self-Tempering* or "QST" process allows the production of beams of exceptional quality: the HISTAR® beams. Combining high yield strength with excellent resilience and weldability, and also offering significant weight savings, they are used in the construction of skyscrapers.

The Rodange rolling mill (Mill A) produces special sections, in particular, rails of various types for bridge cranes and tramways.

The Bissen site is a century-old wire drawing plant specialising in the production of wire, metallic and non-metallic coatings for wire, wire for fencing and the agricultural sector and metal fibres for the construction industry.

In Luxembourg, ArcelorMittal also has a centre specialising in Research and Development for heavy long products, located in Esch-sur-Alzette.

The Grand Duchy is also home to teams from Steligence®, whose holistic approach is to imagine and promote future generations of buildings. By revisiting construction techniques, the aim is to optimise real circularity for the construction sector by adopting a 360° vision of the life cycles of a building. A manufacturing centre for specific Steligence® steel products is also located in Differdange.

Among the specialist sites, Dommeldange is a mechanical workshop with centres of expertise in engineering, welding, machining and assembly, serving the Belval and Differdange facilities in particular. The European Logistics Centre is a central storage facility for beams for the ArcelorMittal Downstream Solutions distribution network; it also handles logistics for deliveries to plants in Luxembourg. In terms of material flows, ArcelorMittal in Luxembourg also relies on CFL Cargo and the Port of Mertert for its supplies of raw materials and its shipments of finished products. Finally, Sotel distributes electricity to ArcelorMittal's main plants in Luxembourg.

In addition, ArcelorMittal in Luxembourg is a partner of the Luxembourg government in Agora, a company created in 2000 jointly and equally with the Luxembourg State. Agora has been commissioned to construct and develop innovative new urban districts on the former industrial wasteland of Belval, covering an area of around 120 hectares. This project, which is already at an advanced stage, is a global benchmark in the area of brownfield redevelopment. Building on this experience, Agora launched an urban planning competition via public consultation in 2019 with a view to redeveloping the 62 hectares of brownfield land on the Schifflange site. The site has since been transferred to Agora, as agreed in the original project memorandum. The company has been given a new mission as a builder of affordable housing, and has also decided to adopt a circular economy approach.

For more information: https://www.agora.lu/belval/housing-cooperatives-for-belval-south/

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ArcelorMittal Luxembourg is a founding member of IMS (*Inspiring More Sustainability*), a network that supports organisations in their commitment to sustainable development by promoting dialogue with their stakeholders. ArcelorMittal in Luxembourg has also signed the Lëtzebuerg Diversity Charter, which is coordinated and moderated by IMS.

ArcelorMittal in Luxembourg has held the ESR - Entreprise Responsable label since 2012, which is due to be renewed in 2025 by the National Institute for Sustainable Development and Corporate Social Responsibility (INDR). It is a mark of recognition and distinction that highlights the contribution to sustainable development and confirms the creation of shared value by the organisation that has been awarded the label. Through its ESR label, ArcelorMittal in Luxembourg has also been awarded the Responsibility Europe label since its creation in 2021.

ArcelorMittal Luxembourg is affiliated to the Chamber of Commerce, where three of its representatives are elected members of the plenary assembly. Valérie Massin is Vice-President and chairs the Training Commission.

Last but not least, the steel types produced at our sites in Luxembourg all carry the "*Made in Luxembourg*" label, a trademark registered since 1984 on the initiative of the Ministry of Foreign Affairs, the Chamber of Commerce and the Chamber of Skilled Trades and Crafts, which serves to identify products and services of Luxembourg origin.

GRI 2-6

Our sites in Luxembourg

98.5%

The percentage of recycled steel used in the manufacture of our finished products in Luxembourg. Steel can be recycled infinitely while preserving its properties.

1.9 million

The tonnage of crude steel produced in our Luxembourg plants in 2024.

Sheet piles

Produced at the ArcelorMittal Belval and Differdange sites, they are designed to retain earth or water to create quay walls, dykes, underground car parks, tunnels, bridges or roads.

Beams

These are produced by ArcelorMittal Belval and Differdange for use in building foundations, structures and/or floors.

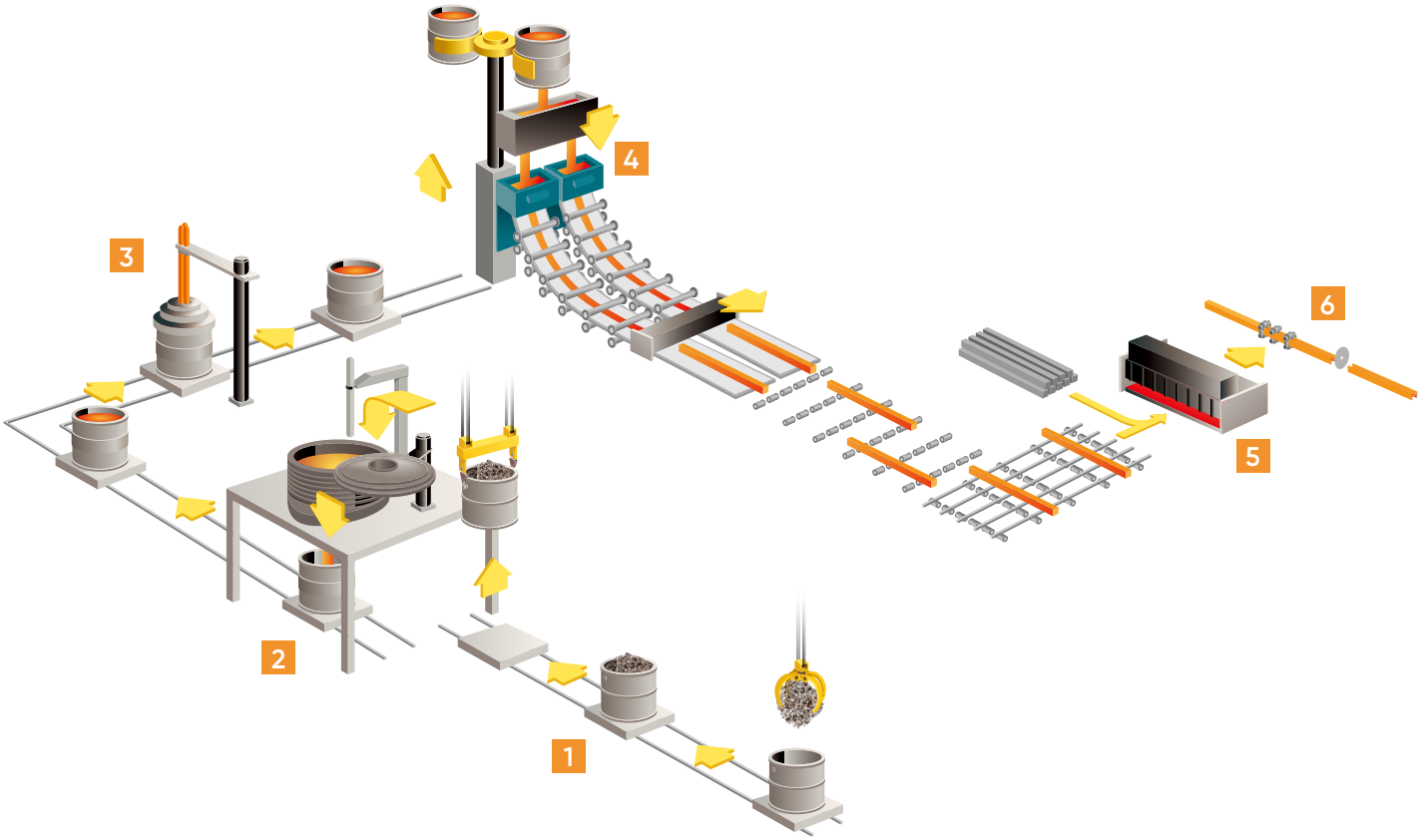
Rails

These are made by ArcelorMittal Rodange for integration into public transport systems such as tramways.

Wires & fibers

ArcelorMittal Bissen develops a wide range of solutions for fencing in agriculture and reinforcing structures in the construction industry.

Steel produced in Luxembourg: the major stages



1

ArcelorMittal Belval scrapyard

Cleaning the scrap

The scrap, the main raw material, is first transported to the scrap metal park. Measuring equipment is installed at the site entrance to detect any radioactive sources.

Around 15% of the scrap metal comes from internal recycling and the rest is purchased from stockists or scrap dealers from various sources: scraps from processing industries (automotive), used consumer goods (cars, domestic appliances, cans of food or beverages), steels from the demolition of buildings. The quality of the scrap is a determining factor in the quality of the steel produced. All loads are thus controlled to isolate elements likely to modify the characteristics of the products manufactured, such as waste rock (materials not containing iron). The scrap is then sorted by quality.

2

Belval electric arc furnace

Melting the material

The baskets of scrap metal arrive at the electric arc furnace, where the teams develop the injections and mixtures necessary for melting. The latter is achieved using the radiation energy of an electric arc, supplemented by the combustion heat of natural gas burners and the addition of anthracite.

The steel is refined by means of oxygen insufflation, and lime is used to form a slag to capture the unwanted impurities contained in the scrap, which form oxides under the action of oxygen, and bind to the lime. Coal is injected to make this foaming slag, which protects the upper vessel from electric arc radiation and improves energy transfer to the steel bath.

The filters that capture the smoke from the furnace, together with a quenching and activated coal injection system, make it possible to meet the most stringent environmental standards.

3

Belval ladle furnace

Alloying

In the ladle furnace, the steel is "to grade", i.e. refined thanks to the addition of alloys that will make it possible to achieve the mechanical properties specified by the customers.

Homogenisation of the steel bath is achieved by stirring with argon, a gas that remains inert even at high temperatures. At the same time, desulphurisation is carried out.

Throughout any treatment, the steel is kept at temperature by the passage of a three-phase alternating current between the steel and three electrodes, directly introduced to the steel bath.

4

Continuous casting at ArcelorMittal Belval

Casting steel

During continuous casting, the steel is poured into the ingot mould at 1,500°C and starts to solidify upon contact with the mould, which is cooled with water. The skin is about ten millimetres thick. On leaving the plant, the steel is cut by oxygen cutting to the length required by the rolling mills.

5

Reheating steel

Each rolling mill includes a reheating oven, which heats hot semi-finished products to 1,100°C. For reasons of quality and productivity, rolling must be carried out while hot. The steel, heated to a certain temperature, is progressively transformed by passing through rolling cylinders to refine its grain and achieve the mechanical properties required by customers.

6

Differdange rolling stand.

Rolling steel

The rolling mill is an industrial installation that reduces the thickness of steel and forms the product to produce beams, angles or sheet piles.

7

Finalising orders

After cooling, the product is straightened and cut into commercial lengths, ready for dispatch to the customer or intermediate users.

Our Sustainable development strategy

ArcelorMittal's Sustainable development approach in Luxembourg has been presented in a report since 2010 to give full visibility to its activities in the Grand Duchy. In 2015, we embraced the Group's locally adopted approach to 10 key issues, based on the priority impact and expectations of ArcelorMittal's key stakeholders around the world, and supported by transparent corporate governance.

These ten themes have so far structured our approach and our actions, with a view to continuously improving our performance.

1

Health, safety and quality of life at work for our employees

2

Products for sustainable lifestyles

3

Products for sustainable infrastructures

4

A responsible use of resources

5

A rational use of air, water and soil

6

A responsible use of energy for a low-carbon future

7

A reliable and efficient supply chain for our customers

8

An active role in our communities

9

A pipeline of skilled engineers and scientists for romorrow

10

A shared and valued contribution to society

Also in 2015, a Sustainable Development Committee was set up to steer the strategy in Luxembourg. It is made up of top managers, industrial site managers and various internal experts (see the composition of the Committee in the Preamble, page 26).

Structured, in-depth dialogue with stakeholders

In addition to the approach based on the Group's 10 key issues, ArcelorMittal's Sustainable development strategy in Luxembourg is also developed on the basis of the results of the materiality analysis and the engagement with internal and external stakeholders undertaken by the organisation in Luxembourg.

This work began in 2017 with an impact study and consultation of its main internal and external stakeholders coordinated by the consultancy firm KPMG Luxembourg, which led to the formalisation of the first materiality analysis for ArcelorMittal in Luxembourg in 2018.

This analysis was reviewed in 2023 and adjusted in 2024 as part of the multi-year initiative (2023-2025) that ArcelorMittal in Luxembourg launched with the aim of enhancing its sustainability strategy by relying on structured and in-depth dialogue with its stakeholders, as described in the methodological note for this report (see page 39) and in the chapter Dialogue with our stakeholders (see page 37).

In order to allow you to compare local priorities with the Group's key issues in the international context of the United Nations' 2030 Sustainable Development Goals, here we provide you with the commitments of ArcelorMittal in Luxembourg for each subject.

		Innovation	Competitiveness	Health and safety at work	Environmental compliance	Operational performance	GHG & other emissions	Circular economy	Rehabilitation of industrial sites	Economic value created & distributed	Contribution to the SDGs
1	Health, safety and quality of life at work for our employees			✓		✓					3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH
2	Products for sustainable lifestyles	✓						✓			9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
3	Products for sustainable infrastructures	✓						✓			
4	A responsible use of resources				✓	✓	✓	✓			
5	A rational use of air, water and soil				✓			✓			3 GOOD HEALTH AND WELL-BEING; 6 CLEAN WATER AND SANITATION; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 14 LIFE BELOW WATER; 15 LIFE ON LAND
6	A responsible use of energy for a low-carbon future				✓		✓	✓			3 GOOD HEALTH AND WELL-BEING; 7 AFFORDABLE AND CLEAN ENERGY; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
7	A reliable and efficient supply chain for our customers					✓					8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
8	An active role in our communities									✓	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH; 11 SUSTAINABLE CITIES AND COMMUNITIES; 14 LIFE BELOW WATER; 15 LIFE ON LAND; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
9	A pipeline of skilled engineers and scientists for tomorrow	✓	✓			✓					8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10	A shared and valued contribution to society		✓						✓	✓	8 DECENT WORK AND ECONOMIC GROWTH; 11 SUSTAINABLE CITIES AND COMMUNITIES
Ensuring transparent governance		✓	✓	✓	✓	✓	✓	✓	✓	✓	17 PARTNERSHIPS FOR THE GOALS

The correlation table is used to visualise our existing commitment to the items identified as material. As a responsible company, ArcelorMittal in Luxembourg also contributes to the United Nations' 2030 Sustainable Development Goals.

Engaging with our stakeholders

Our Sustainable development actions only make sense if they reflect both our own challenges and those of our stakeholders. This implies sound knowledge of our interlocutors and of the direct and indirect influence that we exercise. Concrete engagement methods already exist, as shown in the table below, ranging from information to the inclusion of certain stakeholders in our governance process.

At the end of 2017, our key stakeholders were consulted as part of our materiality analysis to better understand our economic, social and environmental impacts and their influence. We are now deepening our relationships and engagement with some of them to work better together on our shared concerns identified as priorities.

The Responsible Steel™ approach also supports this work integrating our stakeholders into the conduct of our activities. It contributed to the updating of our materiality analysis in 2023 with stakeholder interviews also called for by ResponsibleSteel™ certification. This process of gathering stakeholder expectations was more extensive in 2024 (see methodological note on materiality on page 39).

Those known as "third-party meetings" are a good example of the concrete actions put in place as part of the dialogue with our stakeholders. This system is discussed in more detail in issue 8 of this report.

	Employees, trade unions	Local communities	Government, public administrations and authorities	Customers	Suppliers	Investors and partners	Media
Stakeholder issues	Safety Health and well-being Working conditions Remuneration Career development Attracting high potentials and developing skills Private/professional life balance Operational excellence Environment Employee engagement	Community involvement Environmental issues Economic and social development Attracting high potential Donations Innovations	Competitiveness Investment Job management Environmental engagement Social engagement Climate change Changes in environmental regulations	Product quality and reliability Innovative, competitive and sustainable products Efficient use of resources Respect for ethical and social standards Competitive prices Reducing the carbon footprint	Responsible sourcing policy Operational performance Product quality Business ethics	Results and performance Competitiveness Investment Efficiency Sustainability Employee health and safety	Quick access to reliable information Identified contact point within our company to answer different requests (interviews with senior management and experts, documentary, etc.) Provision of content on various economic, social and environmental topics (corporate strategy, financial results, innovation, local activities, industrial wasteland regeneration, steel market)
Our engagement	In-house magazine, intranet and brochures, posters, TV screen, platform with specific offers for employees, etc. Organisation of internal & external events Team building Volunteering Team meetings Themed conferences and campaigns Training and learning Board of Directors of ArcelorMittal Luxembourg S.A. co-managed with the participation of directors representing employees and trade unions	Joint projects and long-term cooperation with communities Communication on the evolution of our business and answers to questions Building the relationship with communities Regular meetings and dialogue with communities	Conference attendance Regular meetings and exchanges Visits to our sites Participation in economic missions and official visits	Customer events Trade shows Links with research institutions and partnerships for product development Surveys Code of Ethics and Human Rights Visits to our sites	Regular meetings Dialogue, surveys and questionnaires Code of Ethics and Human Rights	Transparency of information Regular exchanges and meetings Visits to our sites	Dedicated Media Relations function Site visits, regular photo reports Annual press conference, *ad hoc* conferences on specific themes Organisation of / invitation to press trips organised by the Group Dedicated communication plan for the new head office
Our goals	Ensuring a safe and attractive working environment Valuing our employees, who are essential to the company Promoting social harmony	Maintaining close relationships of trust with communities Supporting local and regional economic development	Promoting a level playing field in competition and trade Contributing to growth through taxes, contributions and product innovation	Creating sustainable products at the right price Ensuring a reliable value chain Strengthening long-term relationships	Meeting the standards for responsible sourcing Making the supply chain more reliable Ensuring the quality of the products and services provided Promoting a fair competition policy and offer fair payment terms	Aiming for sustainable growth and positive results Making profits	Being recognised as an open, collaborative company Building a positive reputation supported by ArcelorMittal's commitment in Luxembourg (economic, social, industrial, environmental)

ResponsibleSteel™ certification renewed


Belval site


Differdange site


Rodange site

In the summer of 2024, the ArcelorMittal Long Products Luxembourg sites (Belval, Differdange and Rodange facilities) had their ResponsibleSteel™ certification renewed for a further three years.

These three Luxembourg sites were part of the first wave of certification in the world, along with the sites in Ghent (Belgium), Bremen and Eisenhüttenstadt (Germany). The pursuit of this approach illustrates the deep-seated desire of ArcelorMittal in Luxembourg to make its processes part of a responsible approach, in terms of its environmental impact, its impact on the communities in which it operates and, of course, its employees. Environmental, governance and sustainability issues have been subject to review and improvement since 2021. Certification is based on 13 principles founded on a series of criteria that sites must meet in an exemplary fashion. Any site wishing to be awarded ResponsibleSteel™ certification must undergo a detailed audit conducted by a third-party organisation. The final decision is taken by an independent certification committee. The re-certification process was carried out by an external and independent body, AFNOR. This very precise analysis of the sites takes into account not only the production method, the management of land and by-products, the workplace of all employees, their health and safety, but also the management of relations with external stakeholders, good communication on activities and transparency with the public. It identifies areas for improvement, to which the sites respond with concrete action plans to uphold the high standards set by their internal and external stakeholders.

The three certified Luxembourg sites are working on 13 major projects following the ResponsibleSteel™ audit. Concrete action plans, such as the launch of a study on the impact of noise and vibrations on people living near our sites and a new management plan for our waste and by-products, including their sustainable recycling, in contracts with service providers and better monitoring of their life cycle, with the aim of recycling 100% of by-products by 2030. Once the audit is complete, the sites receive a detailed report containing the areas for improvement to support certification. The value of this certification is recognised by our customers. Thanks to this certification, they can boast a responsible supply chain that complies with their ethical rules. Certification also shows governments and financial markets that the steel sector is demonstrating its intention not only to decarbonise its production, but also to institute responsible sustainability practices.

Responsible™ Steel standards & certification

ResponsibleSteel is a not-for-profit organisation that enables each site to prove that its various processes meet rigorously defined standards through social, environmental and governance criteria that make up the ResponsibleSteel™ standard.

Link to the ResponsibleSteel website

Methodological note on materiality

As part of its continuous improvement approach, ArcelorMittal has launched a multi-year initiative (2023-2025) throughout the Grand Duchy aimed at enhancing its sustainability strategy, based on structured and in-depth dialogue with its stakeholders.

This stakeholder engagement, coordinated by Forethix, will run from 2023 to 2025. The initiative is based on recognised international benchmarks, such as ResponsibleSteel™, GRI, AA1000SES, the CSRD itself, as well as the INDR ESR label.

An initial consultation phase was carried out in 2023 with interviews held with 43 internal and external stakeholders (employees, representatives of industrial and administrative sites, local communities and strategic partners), resulting in the 2023 materiality matrix (see next page).

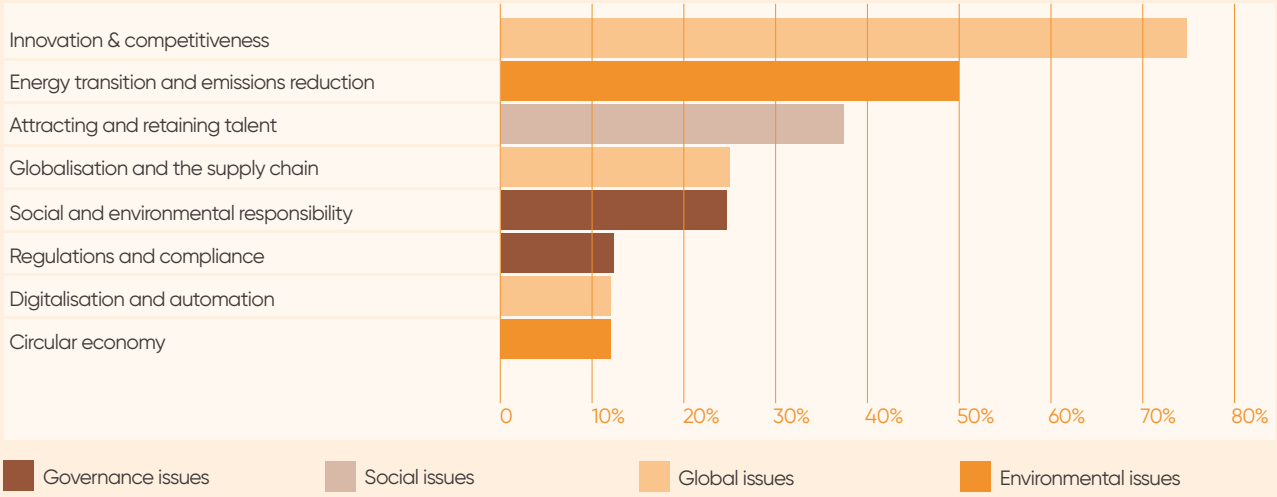
In 2024, in order to further advance this first step, the organisation submitted its 2023 extra-financial report to a panel of external stakeholders. The panel met on 2 December 2024 during a virtual session hosted by Forethix. In addition, the Wooclap interactive tool was used to gather participants' expectations and recommendations in real time. This work was then supplemented by two individual interviews with strategic stakeholders, who were specifically enlisted to enrich and add to the panel's discussions.

The scope of consultation is similar to that used for the materiality matrix carried out in 2018 and updated in 2023: industrial sites at Belval, Differdange, Rodange and Bissen, administrative sites, local residents and internal and external stakeholders.

Key challenges identified by stakeholders in 2024

Stakeholders have highlighted a number of structural challenges that have to be addressed to achieve the company's sustainability ambitions. Key issues include innovation and competitiveness, energy transition and emissions reduction, attracting and retaining talent, as well as globalisation and supply chain management.

Key challenges facing ArcelorMittal in Luxembourg in the coming years

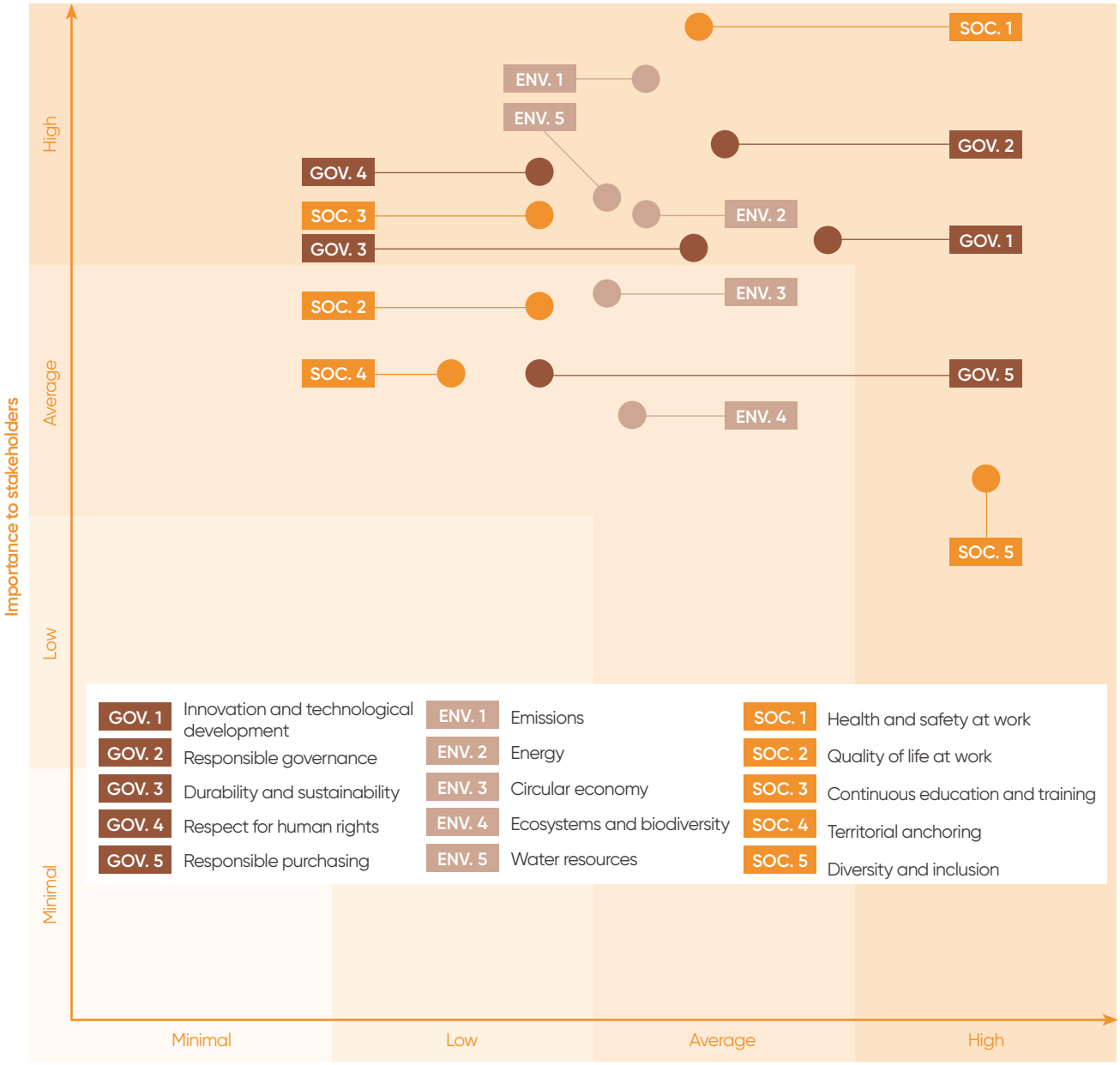


Priority recommendations to strengthen economic and governance impacts

During the consultation, stakeholders made a number of recommendations to strengthen the organisation's economic and governance impacts. They stressed the importance of investing more in education and continuous training, in line with the emerging skills and requirements specific to the sector. Well-being at work has also been identified as a strategic lever for fostering employee commitment, particularly in a context of organisational transformation. At the same time, participants stressed the need to strengthen health and safety measures in the workplace, namely through a shared culture of prevention. Lastly, the company's local roots were seen as a key factor in sustainability, calling for stronger local partnerships and greater emphasis on the socio-economic spin-offs for the areas in which it operates.

GRI 3-2

Materiality matrix 2023



Correspondence of ArcelorMittal in Luxembourg's themes between GRI and ESRS

Environment	Social	Governance
Emissions E1 GRI 305	Continuous education and training S1 GRI 404	Responsible governance G1 GRI 2 I 205 I 402
Energy E2 E2 GRI 302	Health and safety at work S1 GRI 403	Responsible purchasing S2 GRI 204 I 308 I 407 I 414
Water resources E3 E3 GRI 303	Diversity and inclusion S1 GRI 405 I 406	Respect for human rights S2 GRI 408 I 409 I 410
Circular economy E5 E5 GRI 301 I 306	Territorial anchoring S3 GRI 203 I 413	Durability and sustainability GRI 201 I 401
Ecosystems and biodiversity E4 E4 GRI 304	Quality of life at work S1 GRI 401 I 407	Innovation and technological development

Our performance as at 31.12.2024

Our performance is monitored using key indicators designed to reflect the specific characteristics of our business. These will evolve to reinforce the focus on our strategic priorities identified in our materiality analysis.

Issue 1
Health, safety and quality of life at work for our employees

Indicators		2022	2023	2024
Lost Time Injury Frequency Rate (LTIFR) Number of accidents resulting in lost time of more than one day for our own staff and subcontractors over a 12-month period, per million hours worked.	It is with great sadness that we report a fatal accident at our Belval plant on 24 July 2024, during which an employee of a co-contractor lost his life when a bridge crane hook fell during a maintenance operation on the plant's electric arc furnace. The health and safety of employees and co-contractors is the Group's number one priority. Since November, we have been working hard to implement the dss+ recommendations. Clear action plans have been drawn up for each area of the business, feeding into the annual strategic planning process. We know that this will be a transformation programme lasting at least three years. The first year will involve laying the foundations for change throughout the Group. The second and third years will be devoted to anchoring these changes at the heart of the company, ensuring consistency, discipline and results in each region. We certainly know what we need to do to reduce the variability of our safety performance and to make progress in this first year.	0.40	0.75	0.23
Number of fatal accidents		0	0	1
Number of ISO 45001-certified sites The standard sets out the new organisational requirements for an occupational health and safety management system.		The Belval, Differdange, Rodange and Dommeldange sites are certified.	The Belval, Differdange, Rodange, Dommeldange and AMCLE sites are certified.	The Belval, Differdange, Rodange, Dommeldange and AMCLE sites are certified.
Total number of employees as at 31 December 2024 in headcount		3,521	3,521	3,518
Total number of hours of training for our employees, temporary staff and subcontractors		112,073	94,029	71,406
Number of young people hosted in our Luxembourg entities, including apprentices, trainees and V.I.E. students		214	225	228
Number of training courses offered to all employees		951	712	1,279
Percentage of employees covered by an agreement		73%	88%	85%
Total number of employees who took parental leave		133 105 men and 28 women	147 115 men and 32 women	151 123 men and 28 women
Total number of employees who left the company in the year following their return to work, by gender		0	0	1
Percentage of working days lost during labour disputes		0	0	0

Total number of employees by type of employment contract and by gender

2024	Female	Male	Grand total
Fixed-term	8	37	45
Permanent	543	2,930	3,473
Luxembourg total	551	2,967	3,518
2023	Female	Male	Grand total
Fixed-term	10	74	84
Permanent	527	2,910	3,437
Luxembourg total	537	2,984	3,521
2022	Female	Male	Grand total
Fixed-term	10	95	105
Permanent	496	2,920	3,416
Luxembourg total	506	3,015	3,521

2024	Female	Male	Grand total
Part-time	39	128	167
Full-time	512	2,839	3,351
Grand total	551	2,967	3,518
2023	Female	Male	Grand total
Part-time	89	81	170
Full-time	448	2,903	3,351
Grand total	537	2,984	3,521
2022	Female	Male	Grand total
Part-time	85	77	162
Full-time	421	2,938	3,359
Grand total	506	3,015	3,521

Issue 1
Health, safety and quality of life at work for our employees

Indicators

Total number of employees by age

2024	Female	Male	Grand total
<30	42	221	263
30/50	374	1,752	2,126
>50	135	994	1,129
Grand total	551	2,967	3,518
2023	Female	Male	Grand total
<30	50	215	265
30/50	369	1,862	2,231
>50	118	907	1,025
Grand total	537	2,984	3,521
2022	Female	Male	Grand total
<30	43	256	299
30/50	334	1,718	2,052
>50	129	1,041	1,170
Grand total	506	3,015	3,521

Total number of employees by nationality

	2022		2023		2024	
Nationalities	Number of employees	%	Number of employees	%	Number of employees	%
French	2,122	60	2,143	61	2,149	61
Luxembourg	419	12	372	11	335	10
Belgian	316	9	307	9	295	8
Portuguese	139	4	135	4	134	4
Italian	88	2	92	3	88	3
German	61	2	60	2	58	2
Romanian	45	1	41	1	39	1
Indian	60	2	70	2	79	2
Spanish	49	1	51	1	48	1
Brazilian	0	0	43	1	51	1
Other	222	6	207	6	242	7
Total	3,521	100	3,521	100	3,518	100

Issue 2 - Products for sustainable lifestyles
and issue 3 - Products for sustainable infrastructures

Indicators	2022	2023	2024
Research & Development expenses Expenditure in k euros at our R&D centre in Esch-sur-Alzette **External expenditure at our R&D centre remained stable**.	2,857	2,537	2,506

Issue 4
A responsible use of resources

Indicators	2022	2023	2024
Tonnes of material used in the production process (scrap, used tyres, lime, etc.)	2,230,631	2,247,007	2,187,999
Percentage of by-products recovered per tonne of residues generated Quantity of by-products (operating waste) such as black slag, calamine, feint, etc. from steel production, directed to a recovery channel instead of a disposal channel.	81.1%	81.8%	74%
Percentage of recycled materials in crude cast steel production Quantity of scrap and used tyres directed to all inputs in the furnace during the production of steel (e.g. coal, anthracite, ferroalloys, lime). Recycled scrap represents the bulk of recycled materials.	95.3%	95.4%	95.2%
Tonnes of recycled scrap	2,122,160	2,137,113	2,080,095
Tonnes of CO_2 avoided thanks to the use of scrap metal compared to an integrated plant (blast furnaces)	2,758,808	2,778,248	2,704,124

Issue 5
A rational use of air, water and soil

Indicators	2022	2023	2024
Dust emissions (g/tCS) Grams per tonne of crude steel (tCS: tonne of crude steel)	9.97	8.56	5.88
Total water sample (m3/tCS) Cubic metre per tonne of crude steel (tCS: tonne of crude steel). Rainwater is no longer included in the calculation in 2023.	0.58	1.2	1.17
Surface water	0.03	0.06	0.16
Water delivered	0	0	0
Groundwater	0.17	0.08	0.3
Nox emissions (g/tCS) Grams per tonne of crude steel (tCS: tonne of crude steel)	198	186	246
Sox emissions (g/tCS) Grams per tonne of crude steel (tCS: tonne of crude steel)	84	51	63
Water discharge (m^3/tCS)	0.60	1.15	1.5
Percentage of waste to landfill	18.9%	18.2%	26.4%
Fines for non-compliance with environmental laws and regulations Amount of fines and number of non-monetary fines	0	0	0

Issue 6
A responsible use of energy for a low-carbon future

Indicators	2022	2023	2024
Energy consumption (GJ/tCS) Gigajoules per tonne of crude steel (tCS: tonne of crude steel)	8.77	8.96	9.11
CO_2 emissions per tonne of crude cast steel (kg CO2/tCS) Kilogram per tonne of crude steel (tCS: tonne of crude steel)	246	311	303
Direct emissions (Scope 1 set by the GreenHouse Gas protocol) i.e. the CO_2 directly emitted by the site chimneys	164	173	169
Indirect emissions (Scope 2 set by the GreenHouse Gas Protocol) i.e. the CO_2 emitted to produce the energy used: electricity but also heat (hot water, steam) For Scope 2 CO_2, we changed from country mix to residual mix in 2023 (residual mix that only takes into account non-green electricity)	37	92	49
Other indirect emissions (Scope 3 set by the GreenHouse Gas protocol) i.e. the use of CO_2-emitting products in our workshops such as quicklime and industrial gases (oxygen, nitrogen)	45	46	39
ISO 14001-certified installations The standard concerns environmental management. It is based on the principle of continuously improving environmental performance by controlling the impacts linked to the company's activity.	4 of 7	4 of 7	4 of 7
ISO 50001-certified installations ISO 50001 concerns energy management.	3 of 7	3 of 7	3 of 7

Issue 7
A reliable and efficient supply chain for our customers

Indicators		2022	2023	2024
Sourcing via local suppliers Amount in EUR	Electricity	307,830,000 Germany: 3% Belgium: 94% France: 3%	156,230,000 Germany: 4% Belgium: 87% France: 9%	93,683,000 Germany: 4% Belgium: 32% France: 64%
	Gas	119,260,000 Germany: 0% Belgium: 100% France: 0%	54,740,000 Germany: 0% Belgium: 100% France: 0%	45,810,000 Germany: 0% Belgium: 100% France: 0%
	Total	Total: 427,090,000 Germany: 2% Belgium: 96% France: 2%	Total: 210,970,000 Germany: 3% Belgium: 90% France: 7%	Total: 139,493,000 Germany: 3% Belgium: 54% France: 43%

Issue 7 (continued)
A reliable and efficient supply chain for our customers

Indicators			2022	2023	2024
Sourcing via local suppliers By volume	Transport & logistics services	**For input: Overall, the volume is down compared with 2023 because we had less total production over the year due to technical breakdowns, as well as many problems with foreign railway companies and CFL.** **We made up for some of this by using more lorries.** **For output: The volume of wagonload traffic has fallen slightly (due to a number of problems with foreign railway companies and CFL), and we have made up for some of this by using more lorries.**	**Input** Scrap by lorry = 1,306 kt Scrap by wagon = 562 kt Total = 1,868 kt **Output** Finished products by wagon = 1,056 kt Finished products by lorry = 660 kt Finished products by barge = 150 kt Total = 1,867 kt	**Input** Scrap by lorry = 1,364 kt Scrap by wagon = 762 kt Total = 2,126 kt **Output** Finished products by wagon = 1,066 kt Finished products by lorry = 612 kt Finished products by barge = 130 kt Total = 1,808 kt	**Input** Scrap by lorry = 1,419.5 kt Scrap by wagon = 489.95 kt Total = 1,909.45 kt **Output** Finished products by wagon = 1,026 kt Finished products by lorry = 649 kt Finished products by barge = 139 kt Total = 1,814 kt
Number of suppliers subject to an environmental and social impact assessment **Due to internal process reviews, the 2024 supplier evaluation campaign has been postponed.**			33 suppliers were assessed in 2022, with a question regarding their environmental and social impacts.	30	0

Issue 8
An active role in our communities

Indicators	2022	2023	2024
Donations from ArcelorMittal Luxembourg (in EUR) Amount corresponding to the funding of sponsored projects, including STEM projects.	776,850	427,477	361,430

Issue 9
A pipeline of skilled engineers and scientists for tomorrow

Indicators	2022	2023	2024
Amount invested in STEM projects (Science, Technology, Engineering, Mathematics)	177,500	165,500	150,000

Issue 10
A shared and valued contribution to society

Indicators	2022	2023	2024
ArcelorMittal's economic contribution in Luxembourg Amount of total payroll (salaries + employer charges) allocated to employees of the ArcelorMittal Group in Luxembourg as well as our expenses, paid to our suppliers and subcontractors established in Luxembourg as a result of services provided.	504,570,943	533,931,345	575,470,943

Ensuring transparent governance

Indicators	2022	2023	2024
Number of local alerts The alerts correspond to communications received from local residents by ArcelorMittal Luxembourg on a reported issue.	1	Local alerts: - Belval: 15 - Differdange: 11 - Rodange: 0	Local alerts: - Differdange: 19 - Belval: 13 - Rodange: 0
Percentage of employees trained in the Code of Ethics The ArcelorMittal Code of Ethics provides a set of guidelines to be followed by all employees when conducting their business. The aim is to preserve the ArcelorMittal reputation of honesty and integrity in its management practices as well as in all business transactions.	96.3%	96%	97.2%
Percentage of employees trained in Human Rights ArcelorMittal has published a comprehensive policy on Human Rights in order to coordinate all the Group's efforts, focusing on the priority areas identified.	94.8%	95.9%	95.5%

1

GRI 403-1 I GRI 403-2

Health, safety and quality of life at work for our employees

Our aim is to provide our employees and subcontractors with a professional environment in which everyone can work in complete safety. This is our number one priority. In line with our corporate culture and values (safety, sustainability, quality, leadership), the goal of Zero Accidents is a daily concern for our teams and management. ArcelorMittal's sites in Luxembourg are mainly industrial and are particularly complex environments. Operating within these vast infrastructures involves a range of safety issues. ArcelorMittal has set itself the ambitious goal of becoming the safest steel and mining company in the world.

Group-wide health and safety audit

In 2024, a safety audit of the ArcelorMittal Group's operations was carried out by independent consultancy firm dss+. The audit was introduced in December 2023 to help ArcelorMittal achieve the goal of zero serious injuries and zero deaths, namely in response to the tragic accident on 28 October 2023 at the Kostenko coal mine in Kazakhstan resulting in forty-six deaths.

The audit focused on the following three key areas:

1. Audits of fatal accident prevention standards
2. Assessment of the management of risks related to the safety of production processes
3. A top-to-bottom review of health and safety governance

Since November 2024, we have been intensively working to implement the 8 recommendations built around 5 pillars. Each business unit was asked to draw up a roadmap to achieving the Zero culture. This programme is used to identify the major strategic priorities and to regularly monitor the progress of actions through regular reviews with the Group. This is an ambitious transformation programme lasting at least three years to achieve sustainable results over time. The first year will be devoted to laying the foundations for change throughout the Group. The second and third years will be devoted to anchoring these changes at the heart of the company to ensure consistency, discipline and results in each region.

In Luxembourg, the Long Products Luxembourg business was audited in June 2024 by a team of dss+ auditors to assess its level of control of prevention standards relating to the four major risks (consignment, working at height, cranes and lifting, vehicles and driving). 200 questions were asked to assess the level of compliance over a two-week period, and numerous field visits were carried out to check the application of the rules established by operational staff. The compliance rate was measured at 93.2%, which corresponds to 13 open questions to reach level 5.

A detailed action plan has been drawn up for each standard to ensure closure as quickly as possible, with the ultimate aim of minimising the risks to our in-house staff and subcontractors.

It is with great sadness that we report a fatal accident at our Belval plant on 24 July 2024, during which an employee of a co-contractor lost his life when a bridge crane hook fell during a maintenance operation on the plant's electric arc furnace. The health and safety of employees and co-contractors is the Group's number one priority.

Our journey towards a safety culture

Safety management is based on 4 main pillars, which are:

- The prevention of fatal accidents
- Leadership in safety
- Risk management
- Health and well-being at work

Results of the dss+ health and safety audit: 5 pillars, 11 recommendations

1. Integrate health and safety into Human Resources processes at all levels
2. Increase the allocation of funds for critical safety projects
3. Improve the integration of safety into all phases of key projects

1. Establish the PSM (*Process Safety Management*) framework, implementing support standards, defining the implementation approach and developing skills
2. Strengthen PSM management systems and processes

1. Strengthen health and safety governance and management systems supported by data analysis
2. Follow a three-line insurance model by integrating it with ERM *(Enterprise Risk Management)*

1. Strengthen top management's leadership skills in the area of health and safety
2. Mobilise BUs (*Business Units*), sites and front lines in terms of safety leadership

1. Improve the approach to *Fatality Prevention Standards* and operational procedures
2. Improve the safety management process for subcontractors

Organisation of safety

In 2021, the ArcelorMittal Group developed its approach to health and safety, setting up a new body, the Global Health and Safety Council. It aims to accelerate our progress towards the goal of zero accidents in the workplace. Each of the company's business units is responsible for creating and implementing performance improvement plans, while the Global Health and Safety Council provides advice, shares expertise and best practice, and focuses on supporting units, particularly those with the most acute health and safety challenges.

In Luxembourg, the Long Products Luxembourg (LPL) business was reorganised at the end of 2022. Following the meeting of the three operational sites (Belval, Differdange, Rodange) under a single ArcelorMittal LPL entity, the decision was made to have a single health and safety manager with a functional link to the safety engineers in the various units.

Clear governance has been established to ensure that the strategy is deployed

For the LPL business, there is a joint committee with safety representatives. In this, we alternate working meetings in the office to find out what the sticking points are and come up with solutions together. Lastly, site visits are organised to give staff the opportunity to talk to each other.

A Safety Committee (COSEC) was set up at the Dommeldange site in 2020. It meets monthly and ensures that information on safety, quality and the environment is fed back and passed on. The actions to be taken are set out in the Dommeldange Master Plan. In 2024, the STAF (Welding, Turning, Fitting & Milling) team at Dommeldange was integrated into Long Products Luxembourg at operational level.

Procedures, standards and performance control

The procedures and standards in place, which are in line with the most demanding international standards, are regularly audited by independent bodies, namely as part of the ISO 45001 certification process.

ArcelorMittal also has its own safety standards and audits:

- The FPS (Fatality Prevention Standards) are procedures setting out the basic safety rules to be applied in the field to prevent fatal accidents at all sites.

- The FPA (Fatality Prevention Audits) based on field audits to verify the application of the 11 FPS. The questionnaires are reviewed periodically, incorporating actions arising from the Group's most recent accidents. Organised into six levels, the sites have to move up the ladder year after year to achieve excellence: level 5 for the 11 FPAs.

In February 2024, a new audit took place within the LPL business on the 4 standards related to major risks (consignment, working at height, cranes and lifting, vehicles and driving). All of the questions were reviewed in detail and 26 of the 200 questions were reopened:

- consignment: 4 open questions
- working at height: 8 open questions
- cranes and lifting: 5 open questions
- vehicles and driving: 9 open questions.

"2024 saw the completion of the dss+ Group-wide safety audit, which was commissioned to help accelerate our progress towards becoming a safer business. The recommendations are being implemented across the Group, with our teams everywhere determined to demonstrate that the significant efforts underway are delivering positive results."

Aditya Mittal, Chief Executive Officer, ArcelorMittal

ArcelorMittal Long Products Luxembourg (LPL) safety coaching programme

A safety coaching programme was launched within ArcelorMittal Long Products Luxembourg (LPL) in September 2022, also with the support of dss+. The objective of this programme is to increase the safety leadership skills of our leaders. This coaching is based on the learning of several rituals, such as:

Safety exchange	Multi-level evaluation	Safety minute (5 min)	Incident investigation	Hazard identification and risk assessment

During 2024, we continued to roll out our Safe Coaching programme. New AoTs (Areas of Transformation) have been introduced for Mill A, the Belval steelworks and TMB. This programme enables our leaders to develop their Safety Leadership skills through safety exchanges in the field. Each coachee has a programme of 40 hours of coaching over 24 consecutive weeks, during which their safety skills are assessed; they are also helped to develop personally in their day-to-day safety leadership.

A programme to raise staff awareness of safety issues has been launched, using video testimonials from accident victims. On a voluntary basis, victims from the Long Products segment in Luxembourg talked about accidents that occurred in the course of their work. These victims have shared with us their physical and emotional after-effects, and, above all, the safety lessons they have learned. This approach has affected a large number of our employees because of the close contact they have with the victims. This has had a positive impact on their awareness of the risks and the need to think before they act.

During 2024, all of our staff completed the Group's Golden Rules certification campaign. This programme enabled us to assess all of our employees' knowledge of our ten golden rules. It is important to regularly remind our staff that they are all involved in safety matters through the attitude and behaviour they adopt at their workstations.

"Safety is not just a priority, it's a fundamental value. Every gesture counts, every act of vigilance protects a life - yours, that of your colleagues, and that of our communities. In my opinion, safety means respect for life. Every day, by looking after each other, we are building a culture of trust, solidarity and pride."

Julie Malherbe, Head of Health & Safety, ArcelorMittal LPL

Health and Safety Day 2024

Health and Safety Day is usually held at the end of April at all our sites to raise awareness of health and safety issues among as many of our employees as possible, to promote healthy behaviour and to provide a forum for exchanging and sharing essential information to improve the well-being and safety of everyone.

In 2024, the focus was on the life-saving golden rules:

1. I'm working in good condition
2. I use preventive and protective equipment when there is a risk of falling more than 1.80 m
3. I respect isolation rules and procedures
4. I follow the procedure for confined spaces
5. I follow all the rules for handling loads and never stand under a load
6. I respect all traffic and driving rules
7. I respect rail priority and stay away from potential crush zones
8. I follow the rules for entering and working in a gas risk zone
9. I never disable safety devices
10. I respect all health and safety rules, standards and signage and use suitable personal protective equipment (PPE)


Rodange Cranes & Lifting Workshop


Krav Maga self-defence introductory session in Esch


Consignment Workshop, Differdange

A wide range of activities were offered to employees at our Luxembourg Long Products facilities: seven workshops were held over two days in Belval, Differdange and Rodange on Group message, Health, Personal Protective Equipment (PPE), Consignment, Working at Height, Cranes and Lifting, Vehicles and Driving.


Situational workshop in Luxembourg City

At the AOB administrative building, an entire week was devoted to health and safety, with sessions on yoga, breathing, reiki, Krav Maga self-defence, as well as walking, guide dog demonstrations and sessions to raise awareness of falls from ground level. The Research & Development team, based within the building, has also initiated discussions on the management of chemical products, 5S aspects (a systematic approach to creating and maintaining an orderly, clean and efficient workspace), use of the characterisation furnace in cooling mode, management of residues and the evacuation of liquids, and the coexistence of pedestrians and forklift trucks.

At the Bissen site, 170 colleagues followed a trail of five stands: message from management and Group video; defibrillator and cardiac massage; first aid and accidents; PPE - head and hands; new forklifts and their safety systems.

At Pétrusse (global headquarters), our colleagues were invited to attend relaxation sessions, first aid training workshops and two conferences: "Reveal your inner hero, the Superpower to SAVE!" and burn-out, led by our occupational doctor.

To see a recap of the day:

Administrative sites

Production facilities

ArcelorMittal stand at the 2024 OHS Forum

GRI 2-28

ArcelorMittal, partner of the Occupational Health and Safety (OHS) Forum

The 17th edition of the Occupational Health and Safety (OHS) Forum, organised jointly by the Association d'Assurance Accident (AAA), the Union des Entreprises Luxembourgeoises (UEL) and the Institut National pour le Développement durable et la Responsabilité sociale des entreprises (INDR), took place on 15 May 2024 and was attended by almost 1,500 visitors. Around a hundred exhibitors from Luxembourg and abroad presented their latest developments in occupational health and safety. This Forum is part of the "Vision Zero" approach, which, since 2016, has supported a strategy to prevent workplace accidents, commuting accidents and occupational diseases. This strategy reflects the solidarity of national partners to give new impetus to health and safety at work and to involve all stakeholders, be it at employer or employee level.

As a loyal partner of the Forum, ArcelorMittal Luxembourg was once again present with a stand showcasing two initiatives:

- Mental health, highlighting our in-house training in mental health first aid.
- Consignment (golden rule no. 3), in collaboration with our colleagues at ArcelorMittal France and DEFI4[1], with a virtual reality consignment experiment module, tailor-made for the health and safety teams in our Long Products segment.

Twenty themed workshops were held throughout the day. ArcelorMittal Luxembourg's Head of the Health Department gave a talk on the subject of "Human management - the impact of managers on the mental health of their staff" to an audience of health professionals in Luxembourg. Usually aimed at our employees and primarily at management, this workshop helps to identify the pitfalls leading from stress to burn-out.

Martine Deprez, the French Minister of Health and Social Security, visited the show and our stand, where she met our team.

Virtual reality consignment exercise

[1] *DEFI4 is an organisation founded by industrial partners (including ArcelorMittal) to support the transformation of industry, particularly in terms of digital technology and decarbonisation, through training courses and awareness-raising modules.*

Health at work

The health and well-being of our employees and subcontractors are also among our priorities in addition to safety. The amount of time spent by our staff and subcontractors in the working environment is considerable. It is essential that everyone feels good about being there. The company also aims to strengthen our employees' sense of belonging in order to better unite them and encourage them to take the initiative.

- Two occupational health doctors
- Eleven nurses:
  - 6 shift nurses
  - 5 occupational health nurses:
    3 of our nurses have developed skills in nutrition, sophrology and ergonomics, and we have a 3rd nurse specialising in ergonomics
- An external consultant psychologist
- A social worker
- An ergonomist
- Six occupational health officers

World Mental Health Day 2024

To mark World Mental Health Day on 10 October, and the Luxembourg Mental Health Weeks from 7 to 20 October 2024, dedicated activities were organised at our administrative sites, in line with the Luxembourg 2024 theme: "The mental health of young people." After a welcome speech by management, a specialist teacher from the Prevention and Training Department of the Ligue Luxembourgeoise d'Hygiène Mentale provided our employees with an information and awareness-raising session. A number of stands were available:

- Mental health first aid, with an expert instructor in the social and human sciences from the Ministry of Education, Children and Youth, and from the psychosocial and school support centre
- Presentation of the Occupational Health Department
- Mental health with our in-house first-aiders
- Presentations on the benefits of shiatsu with colleagues trained in this practice

ArcelorMittal Luxembourg had meanwhile published its internal booklet "Mental health first aid" in October 2023.

Mental health - "Mental health first aid" training

Successfully launched in 2021 and delivered by the Health Department, this training was initially aimed at a targeted audience (human resources, health and safety, full-time safety representatives) and was then rolled out more widely in the form of a qualification (mental health first aid) or a version targeting managers and supervisors.

This one-day training provides a better understanding of mental health issues, the ability to identify early warning signs and the ability to respond appropriately, both as a person and as a manager, to an employee experiencing psychological suffering. The training focuses on depression, burnout and addictive behaviours, with particular regard to alcohol. Other topics include anxiety disorders and psychosis. The aim is to be able to learn how to identify a suffering employee, communicate effectively and support the person so that they benefit from appropriate care. The regulatory framework is also discussed, allowing you to find out about your obligations and responsibilities in this area. The training is led by qualified mental health professionals from the Occupational Health Department.

The mental health of our employees is an integral part of the ArcelorMittal Luxembourg Long Products (LPL) strategy, and the Health Department has trained mental health first-aiders in each unit.

Ergonomics

The "à la carte" Movements and Postures training developed by our department remains up-to-date and is offered to production sectors to better adapt and meet the needs of the field in terms of postural constraints. This training was deployed in 2023 at the Differdange site and an identical approach is planned for 2024 at the Belval site. Rodange deployed it on its site in 2018 as part of the Take Care training programme.

Sophrology, Hypnotherapy, EFT (Emotional Freedom Techniques)

Collective sophrology sessions are now offered throughout LPL by our nurse in addition to individual sessions as part of psychological support. It should be noted since 2023 that our department also offers individual care in hypnotherapy and EFT.

First aid training

A nurse who is a member of our emergency response team has been certified as a first aid trainer and will be replacing a future retiree.

"Raising awareness of mental health and taking time for our mental health should be a daily priority."

Stephanie Werner-Dietz, Executive Vice President, Head of Human Resources, ArcelorMittal

Our holistic approach to health means that periodic occupational health check-ups have been transformed into medical *check-ups* where our employees receive specific prevention advice depending on their age, or specific risk factors, and where they can take advantage of a certain number of examinations or check-ups on a voluntary basis. There are also vaccination campaigns against the flu and COVID, as well as a comprehensive programme to help people quit smoking. Since 2023, we have also been running an annual prostate cancer prevention campaign, as well as campaigns to raise awareness of breast cancer.

First aid training

Our in-house first aid training centre, run by one of our certified first aid nurse trainers, provides an internal network of first-aiders.

Standards are evolving, with new guidelines every five years: techniques, actions, equipment, teaching methods, habits and customs. Our trainer is a member of the European Resuscitation Council, so he's the first to know about any new directives concerning training and resuscitation. His course is based on local training content derived from the CGDIS (Grand Ducal Fire and Rescue Corps) programme, with one third theory and two thirds practical exercises, and state-of-the-art equipment.

We have had very good feedback from participants, and we also organise refresher sessions (Drill) or discovery sessions (4 hours, in small groups).

On 22 May 2024, cardiac massage was performed during an unprecedented exercise at a height of 30 metres while suspended in a metal net.

A few figures:

- First aid training sessions once or twice a week, in small groups of 10-12 people maximum
- Between 300 and 400 people trained per year
- More than 10% of our staff trained to date (minimum 10% according to local regulations)
- 27 defibrillators at our LPL facilities in Belval, Rodange and Differdange

GRI 403-4 I GRI 403-5 I GRI 403-7 I GRI 404-2

Training and development

Health and safety

Our vision is to create smarter steel solutions for the planet and its people; this also applies to each of our employees and to the talent that joins us or we would like to attract. Learning and development are part of our DNA and a key element in giving each of our employees the opportunity to develop in their work over the long term and to evolve within the organisation according to their needs and expectations in relation to the opportunities offered today and in the future.

To support our objective and ambitions, we have built our human resources strategy around three key pillars:

- Leadership that inspires excellence: creating value through our people, leading by example, supporting individuals' development, creating environments in which people feel physically and psychologically safe.
- Talent for a prosperous future: finding motivated people whose values match our own, creating a culture that motivates and inspires people to make a difference in society and throughout the world, developing talent and leaders for the future.
- Diversity and inclusion to involve everyone: feeling proud and motivated to belong to ArcelorMittal in Luxembourg, committing to go the extra mile for our collective success, committing to improve our diversity and inclusion.

ArcelorMittal in Luxembourg provides each of its employees with learning and development solutions linked to these three key pillars, to maintain or increase their employability within their functional area.

We firmly believe in lifelong learning, and our statistics reflect this strategic direction. Our annual learning and development programme is based on the current and future needs expressed by the organisation, which can be sorted into three categories: health and safety, leadership skills, and technical and functional capabilities.

For each individual at ArcelorMittal in Luxembourg, including apprentices, we draw up a personal development plan based on that person's objectives and/or potential goals. Learning and development pathways are designed with a combination of theoretical content, immersive experiences, tutoring, mentoring and on-the-job training to develop personal awareness and employability, and are delivered virtually or face-to-face.

ArcelorMittal staff in Luxembourg have access to the "360° Learning" platform, managed by ArcelorMittal University, and to local training programmes or pathways tailored to their needs.

Using a collaborative approach, our activities are carried out in collaboration with all internal stakeholders (site managers, human resources, operational departments, staff representatives, experts, etc.) and external partners (trainers, business schools and universities in the Greater Region, government representatives, professional chambers, trade federations, etc.).

Some of the highlights of 2024 to illustrate learning and development within ArcelorMittal in Luxembourg in addition to mandatory and compliance programmes:

Health, safety and well-being at work:

- Mental health first aid, 12 hours, 7 sessions, 72 graduates
- Mental health for LPL managers, 8 hours, 6 sessions, 62 people signed off
- Mental health for apprentices and tutors, 4 hours, 1 session
- Mental health, a question of resilience? 6 sessions of 4 hours and 1 session of 1 hour for the Finance and Research & Development departments

Functional capability development with integration, knowledge development or alignment sessions as required:

- These programmes are mainly provided by functional academies. For Luxembourg, we can also mention sessions on the Six Sigma methodology.
- For the HR community, sessions dedicated to processes and the legal framework in Luxembourg. The legal framework changed in 2023 and dedicated programmes were provided.

Development of leadership and management skills:

- Integrated, highly immersive, tailor-made courses to develop the skills needed in managerial roles, from supervisors to middle managers: getting to know yourself, creating and managing a team, communicating and developing team members. These programmes are carried out in partnership with recognised international or Greater Region academic partners and are recognised by the award of a diploma co-signed by ArcelorMittal and the training organisation.
- A course to prepare the foremen of tomorrow that allows them to get to know each other better and develop the skills they will need in their future role: creating the H&S climate that allows us to apply the expected standards and virtuous behaviour that we expect, giving feedback, communicating, creating and managing a team, being aware of the legal framework and the HR processes that they need.
- A development programme for "replacement" foremen who take on managerial duties when the foreman is absent, organising the team, creating a good atmosphere, communicating and, of course, ensuring and coordinating health and safety within the team. The programme is essential for adopting the proper demeanour and being able to differentiate between the role of "team member" and, if necessary, "replacement foreman".

GRI 305-3

2 Products for sustainable lifestyles

Offering products that enable more environmentally-friendly lifestyles for every citizen of the world is one of our responses in favour of Sustainable Development. For example, we develop environmentally-friendly coatings that protect our steels from corrosion for a wide range of applications, from agricultural fencing to marine equipment. We also provide efficient products to promote the development of public transport.

Belval's XCarb® sheet piling to protect residents from tides

680 tonnes of EcoSheetPile™ Plus steel sheet piles, from ArcelorMittal's XCarb® range, recycled and renewably produced in Belval, have been installed in Newport, Wales. These steel sheet piles protect 2,000 homes and numerous businesses from high tides, ensuring both personal safety and job security for people living along the River Usk.

At Group level, sales of XCarb® increased from 200,000 tonnes in 2023 to 400,000 tonnes in 2024.

Sheet-pile wall in January 2024, at high tide along the River Usk

Overview of the sheet-pile wall

Photo credit: Natural Resources Wales

Securing homes with low-carbon steel

The project, which began in 2023 in the Lliswerry area of Newport, involved reinforcing a 1,350 m flood embankment, building flood walls, raising part of the motorway and installing a flood gate. The project involved 649 linear metres of ArcelorMittal PU 12S steel sheet piling (1,000 units), which was installed to reinforce the embankment. Throughout the project, every effort was made to minimise the environmental impact, from the choice of materials to the technical solutions used. As part of the project, Natural Resources Wales (NRW) is also improving local green spaces and a section of the Wales Coast Path. The use of XCarb® low-carbon steel, made from 100% scrap metal and renewable electricity, was a key differentiator for the project. Our client, Ivor King, in charge of installing the steel sheet piling, overcame the challenge of a narrow working corridor by using an environmentally friendly installation method, reducing vibration and noise that could disturb local wildlife, people and industry.

Flood risk management in the context of climate change

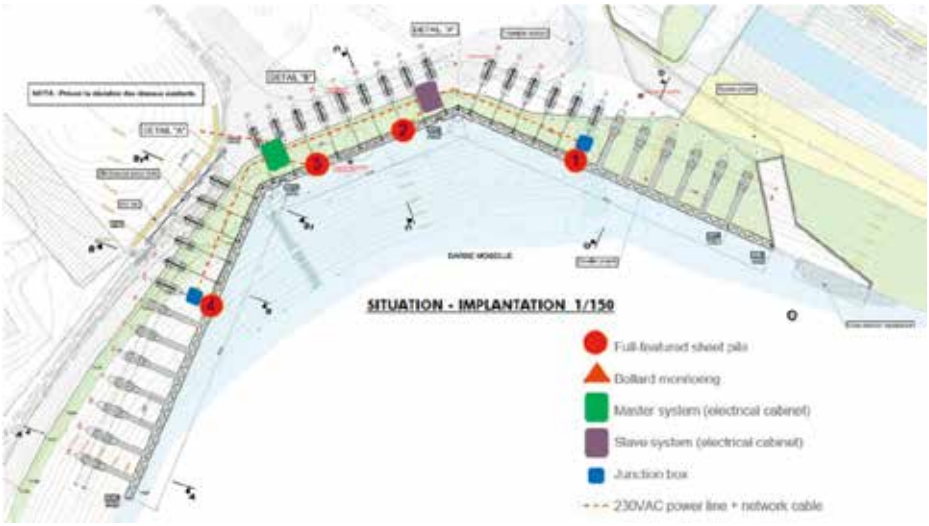
The Welsh Government has highlighted the increasing risk of sea level rise and extreme weather due to climate change, stressing the need to support vulnerable communities. Homes and businesses in Lliswerry are at risk of flooding due to heavy rain and high tides. Without intervention, future sea level rises and extreme weather conditions could exacerbate flooding. The NRW-funded "Flood Risk Management Programme", launched in February 2023, has been designed with future climate projections in mind to cope with rising sea levels over the next 50 years.

See the video *Sheet piles save lives*:

GRI 305-3

SmartSheetPile, an innovative solution for monitoring the state of health of infrastructures

SmartSheetPile aims to provide infrastructure owners and operators with a solution that goes beyond traditional steel sheet piling, by integrating sensors that collect data in real time. This solution makes it possible to constantly monitor the health and general conditions of the structure.



The new generation of boats on the Moselle have greater capacity. These can be up to 135 m long (instead of the previous 110 m). In order to meet their needs and ensure the competitiveness of the Port of Mertert in relation to the other river ports in the Greater Region, improvements are required, in particular, the creation of an adequately sized turning area. This new development will also considerably increase navigational safety for these large boats. The sheet piling selected for this project is produced in Belval from 100% recycled steel, using only electricity from renewable sources, thereby reducing the company's carbon footprint. This is our EcoSheetPile™ Plus range, part of the XCarb® initiative, recycled and renewably produced. This site is a pilot project for our innovative SmartSheetPile solution. It enables real-time monitoring of the state of health of sheet-pile infrastructure and the integration of the data collected into a digital twin of the infrastructure. This solution makes it possible to set up automated warning systems and optimise maintenance operations. Various types of sensor are installed on our sheet piling, feeding a real-time monitoring dashboard.

Pilot project: Port of Mertert

- New turning area for ships 135 m long
- 370 tonnes of PU32 from Mill 2, Belval, in the low-emission XCarb® range
- Corrosion monitoring, river water level, anchor tension, inclination, deformation, boundary assembly, shock, temperature
- More than 125 sensors covering ten different types of data on four double sheet piles
- 24/7 monitoring dashboard

3

GRI 305-3 I GRI 301-2

Products for sustainable infrastructures

All over the world, people are becoming increasingly aware of the environmental performance of the products and services they consume. Designing innovative solutions to build engineering structures made to last is one of ArcelorMittal in Luxembourg's responses to contribute to Sustainable Development.

ArcelorMittal continues its XCarb® initiatives, synonymous with its commitment to net-zero steel

ArcelorMittal announced the launch of its first three XCarb® initiatives in March 2021, as part of the company's commitment to net-zero steel by 2050. XCarb® brings together all of ArcelorMittal's low-carbon and carbon-neutral steelmaking products and activities, as well as broader initiatives and innovation projects, into one single endeavour focused on making demonstrable progress towards net-zero steel.

Find out more about XCarb® recycled and renewably produced

XCarb®
Towards net zero steel

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The new car park at Bologna airport is meeting its ambitious sustainability targets thanks to XCarb®

More than 2,500 tonnes of XCarb® steel beams and columns recycled and renewably produced, manufactured at our Belval and Differdange facilities, were supplied for the construction of a new car park in Bologna. This is the first parking structure in Italy to exclusively use XCarb® steel sections recycled and renewably produced.

The new car park is part of a wider programme at Bologna airport, part-financed by the European Investment Bank (EIB). The project includes measures to mitigate its environmental impact and promote sustainability to ensure that the airport expansion meets its environmental sustainability objectives.

So, to support the project manager's environmental objectives, ArcelorMittal, through the Steligence® team, proposed a significant reduction of the environmental impact of the steel structure by supplying XCarb® steel recycled and renewably produced. The steel is produced in an electric arc furnace (EAF) with high levels of scrap and 100% renewable electricity (from solar and wind sources) throughout all of its manufacturing processes, including the rolling of the sections.

XCarb® steel recycled and renewably produced has a significantly lower production carbon footprint than steels made in a traditional blast furnace (BOF). The global warming potential (GWP) of XCarb® sections manufactured in Luxembourg is 333 kg of CO_2-eq per tonne of sections (based on an environmental product declaration), which can be compared with more than 2,300 kg of CO_2-eq per tonne for traditionally produced sections (average data for steel from a blast and basic oxygen converter).

With 2,200 parking spaces, this new multi-storey car park has been designed to significantly increase parking capacity at Bologna's Guglielmo Marconi airport. The load-bearing structure consists exclusively of steel beams and columns produced by ArcelorMittal at our Differdange and Belval facilities: HD columns (mainly HD 400x216 and HD 320x198) and IPE beams (mainly IPE 500 and IPE 270) in steel grade S 460 M, supplied with the XCarb® certification, recycled and renewably produced. The next step was to manufacture the material at our Steligence® manufacturing centre in Differdange, before the beams and columns were shipped to steel manufacturer Pichler in Bolzano and ArcelorMittal Distribution Solutions in Flero.

Erection of the steel structure (October 2024)

Want to find out more about this project and how XCarb® steel recycled and renewably produced has been used to reduce its carbon footprint?

Download our case study

Belval's EcoSheetPile™ Plus sheet piling installed on a certified sustainable construction site

The new headquarters of the Bayerische Versorgungskammer (BVK) are being built on the former Siemens site in Munich, Germany.

ZÜBLIN Spezialtiefbau was responsible for the excavation work, which was impressive in terms of its size and depth. A total of 188,300 m^3 of earth will be excavated. A temporary sheet-pile wall was installed to support the excavation. The contractor chose our EcoSheetPile™ Plus PU sheet piling from the XCarb® range, recycled and renewably produced, for its very low carbon footprint. It is made from scrap metal using only electricity from renewable sources (solar and wind). The entire project aims to achieve a high level of sustainability, and has already been awarded the "Sustainable Construction Site" certificate by the German Sustainable Building Council (DGNB).

As well as noise protection, the use of demolition materials and tree protection, our sheet piling solution was also taken into account when assessing the sustainability of the site. The sheet piles are rented and returned to the ArcelorMittal warehouse in Germany after use. After five to ten uses, they reach the end of their life cycle and are fully recycled in our Luxembourg plants. ArcelorMittal has begun the consistent conversion of the range of all sheet pile rental warehouses in Germany, which have thus been exclusively supplied with new EcoSheetPile™ Plus sheet piling since the 4th quarter of 2022. However, as the sheet piles can be reused several times, it will be some time before the complete change is finalised. The use of EcoSheetPile™ Plus sheet piling on site avoided the emission of approximately 1,652 tonnes of CO_2 equivalent during steel production (product stage, modules A1-A3). This corresponds to a 85% reduction compared with conventionally produced sheet piling. Repeated use in subsequent construction projects has another positive impact: it avoids the production of new steel, which saves natural resources and energy.

Steel sheet piling wall for the RS76 excavation in Munich © ZÜBLIN Spezialtiefbau

The excavation project meets the standard challenges of a city-centre construction site: residential and commercial buildings in the immediate vicinity, specific requirements in terms of dust and noise emissions and demanding logistics. As an underground tunnel runs directly alongside the excavation, the vibrations and deformations to which the sheet piles are subjected are recorded using a monitoring system. In January 2023, the first special civil engineering works began. Two months later, the first PU 28-1 sheet piles, between 15 and 22 m in length, were delivered and installed using a vibrator. The total tonnage is around 800 tonnes, giving a considerable sheet pile installation area of 4,850 m^2.

The foundation stone ceremony took place on 16 May 2024. The building is scheduled for delivery in 2028.

GRI 303-1 I GRI 306-1 I GRI 306-2 I GRI 306-3 I GRI 306-4 I GRI 306-5

4 A responsible use of resources

The main advantage of steel is that it can be recycled indefinitely, which reduces the consumption of finished raw materials such as iron ore and coal. Using these finite resources responsibly in our production processes is essential, as is waste management and the development of products that can be reused and not just recycled.

The circular economy, an integrated approach

In developing the holistic approach required for the circular economy, ArcelorMittal utilises all of the stages in the life cycle of its products in order to reduce its environmental footprint as much as possible. Reduce, recycle and reuse is our motto for designing, producing, using and managing the end-of-life of our steel products and solutions, in collaboration with our stakeholders.

For starters, most of our Luxembourg products and construction solutions are designed to the greatest possible extent using the cradle-to-cradle approach. Our HISTAR® steels, which combine considerable weight gains and strength, from our Differdange site, as well as our latest generations of sheet piles from Belval, not only reduce the quantities of materials and therefore the energy required for their production, but also the time required for handling and assembly. The advantages of our products are transparently communicated via the EPDs (*Environmental Product Declarations*), based on a life cycle analysis (LCA) and certified by an independent body, obtained for our HISTAR® steels and sheet piles. Developing innovative construction solutions is also the focus of the Steligence® concept, which encourages the future generation of high-efficiency buildings and construction techniques, and creates a more sustainable life cycle for buildings.

The environmental efficiency of the production process is also a daily concern. The first major step in the process in Luxembourg began with the complete transition to the electricity sector in 1997, which reduced energy consumption by 55%, particulate emissions by 97% and water consumption by 50% compared to the integrated sector via blast furnaces. 95% of our steel production comes from recycled steel. Indeed, steel considerably reduces the need for new resources, and can be recycled indefinitely without any loss in quality. Since the scope for progress has become more limited, we are constantly striving to reduce our impact through the use of the latest generation equipment and innovative techniques. In addition, particle emissions are increasingly well controlled by transport techniques and new processes.

Managed in a closed circuit, the water is recovered, treated and reused. Its consumption will have to be gradually reduced. More information on the management of emissions, water and energy is presented in issues 5, 6 and 7 respectively.

Our waste is also the subject of three areas of action: prevention, recycling and disposal. Almost 75% of our operating waste (by-products) is recovered. Of the 180kg of waste generated per tonne of steel produced (tCS: tonne of crude steel), black slag (electric arc furnace steel mill slag, 100kg/tCS) accounts for most, along with rolling mill calamine (44kg/tCS).

The latter are used externally in public works for road construction, and internally, reinjected into the steel production cycle to replace iron ore.

As well as being easy to transport, handle and build, our products encourage reuse. Our sheet piles from Belval contribute to the rental model developed to promote the concept of use rather than consumption. Over the course of rental cycles, sheet piling can be used up to 10 times over a 15-year period, and almost 100% of it is recycled at the end of its life. This model enables the customers to reduce their project costs, physical inventory and benefit from a wide range of options.

In addition, the use of modular steel components means that buildings can be used for a wide range of purposes (homes, offices, commercial spaces). Thanks to the Angelina® sinusoidal-web beam produced in Differdange, for example, it is possible to achieve uninterrupted spans of up to 13 m. The resulting reduction in the number of columns makes it easy to reconfigure office spaces and multiply uses. The Steligence® concept supports the holistic approach needed to achieve circularity in the construction sector.

Our waste management

Our main waste comes from the production process (by-products) at our major sites in Luxembourg: Belval, Differdange and Rodange. There are three key drivers behind our approach to continuous improvement: prevention, recycling and disposal.

Prevention means first and foremost limiting the production of waste, particularly by-products, by improving plant performance wherever possible.

Recycling then involves using the specific properties of the waste generated by our production processes as raw materials. In fact, less waste is generated by the process (personal protective equipment, packaging, etc.), which is collected selectively and recycled or disposed of through recognised channels. Soiled gloves are also collected for washing and reuse.

The trade-off between internal and external recycling for by-products is based on the material's use value. If it is greater than its exchange value, internal recycling will be given priority. The ROMEO system also helps determine the best route for processing.

ROMEO, the Recycling Optimization Model for Economic and Environmental Optimization, analyses the behaviour of our various industrial tools around the world, such as electric arc furnaces or sintering. It makes it possible to simulate the effect of using a by-product, to power our various facilities in terms of cost price, productivity and atmospheric emissions. The model therefore allows for a more efficient trade-off, taking into account both economic and environmental factors when valuing these co-products. In this way, scenarios for improving the recycling of our waste can be identified.

Internal recycling is chosen, in particular, for scale (an iron oxide coating produced on the surface of steel parts subjected to high temperatures), a residue from the steelmaking process that forms during continuous casting and when semi-finished products pass through the reheating furnaces of our rolling mills, which is reinjected to partially replace the iron ore. Today, some cement makers are also interested in this calamine in order to decarbonise their production.

When internal recycling is not appropriate, external recycling channels are preferred. One of our main industrial wastes is black slag, an impurity expelled from the electric arc furnace during the melting of scrap metal. This is processed and temporarily stored in a dedicated area of our warehouse for use in road construction.

Lastly, the disposal, i.e. the landfilling of certain operating waste, such as part of the sludge from the rolling mills, is carried out according to the strict environmental standards described in issue 5 of this report. In 2025, dedicated research projects are ongoing.

ArcelorMittal LPL waste roadmap - Summary

1 **Phase 1 - Knowing our by-products and our waste**
- Mapping of by-products and waste by facility
  - List of existing channels
  - List of potential means (with requirements)
- Mapping of equipment production and storage areas

2. **Phase 2 - Stabilising our waste disposal channels**
- Annual review for each facility (if necessary)
- Research resources for each waste element/by-product
- Contract negotiations
- Mapping file update

3. **Phase 3 - Improving our waste disposal channels**
- Prioritising recovery (100% of by-products recovered in 2030)
- Looking for the best economic path
- Find out: technical monitoring, specialised press, trade fairs, forums, etc.
- Mapping file update

A new hall to reduce emissions at Differdange

At Differdange, the liquid slag pits have been moved to a specially equipped hall near the steelworks exit. Previously, the slag pits were located on the edge of the site, close to residents. The new hall, which was refurbished in 2024 after three months of successful trials, enables the slag to be poured more safely. The work carried out included creating a road, enlarging the pits and installing cladding to insulate the building from the outside, without interrupting production. The benefits are already visible: dust emissions have been considerably reduced, and noise pollution has been reduced by 7 decibels thanks to the activity's distance from local residents. Internally, employee safety has been improved, the risk of explosion linked to slag humidity is close to zero and the movements of slag transporters have been reduced. This investment reflects the site's commitment to improving the quality of life of local residents and employees, and to meeting the environmental expectations of our stakeholders. This project was carried out with the support of the Luxembourg government.

Differdange slag hall

5

GRI 303-1 I GRI 303-4 I GRI 304-1 I GRI 304-2 I GRI 304-3 I GRI 304-4 I GRI 306-1 I GRI 306-2 I GRI 306-4

A rational use of air, water and soil

For many years now, climate change has been making us aware of our responsibility to respect water, air and soil. In addition, our stakeholders are calling on us to improve the environmental footprint of our sites. All of our efforts are focused on continuing our activities by controlling our impact on the immediate environment of our facilities as much as possible .

Soil and biodiversity management: a complex balance to be found

The impact we have on the soil is mainly a function of our management of hazardous products and waste on our active sites, as well as our conversion process for former industrial sites that were not subject to the same environmental requirements as today.

At our operational sites, our products and waste are classified into three categories: non-hazardous, hazardous and toxic. Depending on their classification, they will be subject to the management measures required by internal procedures, the ISO 14001 international standard and national and European regulations such as REACH (Registration, Evaluation, Authorisation and Restriction of Chemical substances) for the storage, handling, use and recycling stages. As explained in Key Issue 4 of this report, we recover most of our operational waste. Most of this recovered waste, black slag, is processed and temporarily stored in a dedicated area of our storage facility for use in road construction.

All runoff water is collected and treated at the ArcelorMittal stations. The nature of authorised residues and their storage conditions are defined by regulations and regularly monitored by water analyses and inspections by the competent local authorities. Analyses are carried out in our circuits and are not limited to run-off water.

Among other things, chemical analyses are carried out periodically to guarantee the reliability of the structure, and the amount of waste from the plants is carefully monitored. The slag is sized by a specialist subcontractor for direct use in various sectors such as public works. It should be noted that the quality of these by-products is managed right from the production stage through temperature control, cooling and rock removal.

The remaining operational waste is either deposited in a landfill pending a recovery solution, which will be possible depending on current technological advances, or transferred to approved landfill sites controlled in accordance with European regulations guaranteeing the suitability of the type of material and treatment.

These different management methods aim to maximise the potential for reuse.

At our former steel mill sites which are undergoing redevelopment, environmental analyses are carried out to identify the nature of the soil, subsoil and groundwater, in particular at storage centres, in order to clean them up and make them as safe as possible with a view to carry out a redevelopment project. The former storage centres are mainly made up of blast furnace slag, as the electricity sector only replaced the integrated sector in Luxembourg in 1997. This slag can be recycled. The rest is sent for processing.

Special attention is also paid to the many species that have repopulated our sites over the years.

Indeed, a biotope study is required for any sale, redevelopment or construction project. An external expert is then commissioned by the operating company to identify all the species and habitats present. Over a long period of up to a year, the ground is analysed in depth, summer and winter, day and night. This study of the biotope allows us to understand the habits of the different species present, their diet and reproduction period.

The experts then propose solutions to comply with the legislation: for each protected species, the ideal habitat with a sufficiently large territory for the animal to flourish must be recreated. Our former sites are home to a number of protected species, from the alpine newt on the Mondercange slag heap to the white-fronted red-tailed eagle identified at Lentille Terre Rouge and the woodlark at Ehlerange.

Lastly, it should be noted that the Nature and Forest Agency (ANF) manages the sites belonging to ArcelorMittal located in protected areas of national and community interest thanks to a lease agreement signed in 2017 for a renewable period of five years and tacitly renewed until the end of 2026. ArcelorMittal makes available various land located within the Natura2000 areas of Differdange, Dudelange and Esch-sur-Alzette, which are subject to management plans drawn up by the ANF, as well as habitat action plans, such as that dedicated to calcareous grassland and several species action plans such as those of the woodlark, the notch-eared bat or the smooth snake.

As part of the national nature protection plan, and more specifically the national biodiversity strategy, many of the ecologically valuable sites belonging to ArcelorMittal in Luxembourg, such as the former open-cast quarries, benefit from ANF's environmental management expertise. Once industrial sites, these areas have now been reclaimed by nature. The aim is to preserve the biodiversity that these areas can harbour, while enhancing their ecological potential through extensive farming.

ArcelorMittal in Luxembourg has placed the preservation of biodiversity at the heart of its sustainable development strategy, aware of its responsibility towards local ecosystems. Since 2021, its Belval, Differdange and Rodange plants have been ResponsibleSteel™ certified, a demanding standard that provides a framework for responsible steel production.

In this context, ArcelorMittal in Luxembourg undertook an in-depth ecological study of all of its sites in 2022, entrusted to a biodiversity consultancy firm. This study identified areas of ecological interest on the industrial wasteland, as well as the presence of endangered species on Luxembourg's protected species lists. These results confirmed the potential for biodiversity, even in industrial environments.

Following this diagnosis, an action plan was developed during 2023 and a number of concrete initiatives were rolled out in 2024, structured around three main areas:

1 Enriching biodiversity by diversifying plant palettes

2 Reducing pressure on biodiversity by improving the management of our green spaces

3 Developing biodiversity-friendly areas

Green space management

Management of the outdoor areas has been completely rethought in line with a differentiated management approach. This means reducing the frequency of mowing (switching to late or selective mowing) to allow plants to complete their life cycle, flower and produce seeds. The aim is to encourage the natural dynamics of native plants and maintain a plant cover that is favourable to insects, particularly pollinators.

Creation and maintenance of habitats favourable to wildlife

Several concrete initiatives have been put in place to strengthen the ecological fabric of industrial sites. More than 45 nesting boxes have been installed to support passerine populations, including tits, robins and sparrows. In addition, 30 special nesting boxes have been dedicated to bats, which are essential for regulating nocturnal insects. To encourage swifts, which play a crucial role in combating insect pests, 10 nesting boxes have been installed. Lastly, 9 embankments have been created, providing habitats for bees and lizards and helping to diversify the landscape.

These actions demonstrate ArcelorMittal's commitment in Luxembourg to continue its efforts in favour of biodiversity, and in this dynamic, the organisation will continue to strengthen and develop its initiatives to create an environment favourable to fauna and flora, in harmony with its industrial activities.

Planting a new tree

On 12 April 2024, our colleagues at the administrative building in Esch-sur-Alzette got together to plant an oak tree (Quercus bicolor) in the park around the building. This event marks the culmination of the process of involving employees in this Real Estate project: it was the employees who, by means of a vote, selected the species of tree to replace the ailing hundred-year-old beech, which had to be felled for safety reasons. Usually a symbol of longevity, this oak is a display of our desire to preserve nature at every level.

Water management

Water is a vital resource for our steel sites, which are indeed built near watercourses. Water has two main functions: on the one hand, it cools installations subjected to high temperatures in the steel industry, and on the other, it transports the steel particles from the rolling process that are detached from the finished product and need to be recovered.

In both cases, water is managed in the same way at our main sites at Belval, Differdange and Rodange.

We are taking action on both water consumption and water treatment. We have cooling basins on our sites that contain a large volume of reserve water. These are mainly supplied by rainwater run-off from our sites, as well as occasional top-ups from surface and ground water to compensate for evaporation. The water is then pumped from these basins and transported to our facilities through an extensive network of pipes. Once the water has been used, it flows to the decantation systems, where it is treated.

These systems are mechanical installations that are subject to extensive maintenance and monitoring to extract suspended solids and traces of hydrocarbons from the water.

The water is collected at the end of its journey in our ponds, then pumped back to be reused as much as possible in our processes, in a continuous recycling process. Since 2018, ongoing maintenance has been carried out on these settling tanks to optimise their operation.

A partnership project between ArcelorMittal and the LIST (Luxembourg Institute of Science and Technology) began in 2024. It aims to identify potential improvements not only in the Belval, Differdange and Rodange areas to improve water quality and reduce water use, but also to assess the environmental and demographic impacts of ArcelorMittal's water use on these sites. This includes climate change-related effects, such as floods and droughts, as well as the implications of population growth. A key objective of the project is also to reduce the use of public and drinking water on all three sites. The information provided by this in-depth study will be crucial to refining our Sustainable development strategy.

As part of a continuous improvement approach, studies are underway to optimise the performance of our water treatment facilities and, consequently, improve the quality of the water discharged.

Since mid-2024, an internal initiative has been launched within the Luxembourg Long Products segment to update drinking water network maps, take stock of its use by the various departments and subcontractors and identify drinking water leaks. This work, carried out in synergy with the efforts of the Differdange maintenance team, has led to the introduction of a structured "leak-hunting" protocol – a procedure for systematically detecting leaks in drinking water pipes and repairing them effectively.

This protocol, owing to its cross-cutting nature, is applicable to any industrial facility with a large network of hydraulic pipes. The plan is to apply it progressively to other sites in the Long Products Luxembourg segment in order to optimise drinking water management across the Group.

Emissions management

Our industrial facilities produce four main types of emissions: CO_2, NOx (nitrogen oxides), SOx (sulphur oxides) and dust (channelled and diffuse emissions). The processing of emissions from our steel mills involves both the extraction of smoke created inside the electric arc furnace and the hall in which the furnace is located.

The smoke produced during melting in the electric arc furnace is extracted by the main dedusting system. It extracts the smoke through an opening in the furnace lids and directs it to the afterburner chambers, where the residual gases are burnt off. The smoke is then rapidly cooled to 260 degrees Celsius by a fume spraying system called a "*quench*" to remove any dioxins that may be present in the smoke, before being sent to the spark separator to eliminate any sparks that could cause a fire to start in the bag filters. Before entering the filter chamber, activated coal is injected, which also captures dioxins and other pollutants. These numerous filters significantly reduce the particles suspended in the smoke before they are discharged up the chimney. As a result, dust emissions from the stack are reduced to less than 3mg/Nm^3.

Another important driver for managing diffused emissions is the confined and sealed transport of powdered materials, such as lime or anthracite, which are used in addition to scrap metal to make steel, within our facilities.

For emissions from the electric arc furnace hall, extraction systems (two at Differdange, one at Belval) are fitted to the ceiling of the steel mill to extract the diffuse emissions produced during melting. They then undergo the same processing as the emissions captured in the electric arc furnace. They are collected by the main dust removal system, pass through the quench and are collected in the spark separator before heading for activated coal injection and ending up in the filters.

Since 2018, ArcelorMittal has been carrying out the extensive maintenance required to maximise all the components of these filtering systems.

NOx and SOx emissions are mainly generated by the combustion of natural gas required to melt the steel in the electric arc furnace and the longitudinal beam furnaces. The technology of the burners used, as well as their adjustment, are the main levers of action.

Diffuse emissions management in Differdange

ArcelorMittal Long Products Luxembourg is heavily investing to reduce diffuse emissions from its industrial facilities in Differdange. At the end of 2023, the company began dismantling the converter dedusting system on the old converter at the ArcelorMittal Florange site. It will be replaced at the Differdange facilities, reducing diffuse dust emissions by up to 80%.

The converter dedusting system at the Florange plant, which has been shut down for more than 12 years, was in an almost new condition as it was only in service for several months in 2011. Dismantled piece by piece, and following a clean-up, it is being reassembled in Differdange and connected to industrial extractor hoods positioned as close as possible to processes with the most emissions in order to capture the maximum amount of dust at source.

Work at Florange continued until July 2024. Reassembly on the Differdange site is currently being finalised, and the extraction hoods as close as possible to the sources of emissions will be installed in part in August 2025, with the remainder to be installed by the end of 2025. The installation in Differdange is scheduled to be commissioned by the end of 2025, early 2026.

In Luxembourg more than elsewhere, with the expansion of the urban fabric, housing is now close to steel production facilities. The ArcelorMittal Long Products Luxembourg site in Differdange is no exception, and is facing significant urban development.

However, the arrival of new inhabitants is not the trigger for this investment. The dust removal project is the culmination of more than ten years of continuous improvement and technical testing at the Differdange plant, starting with the identification and quantification of emission sources. It was then decided to launch projects to spray processes with water cannons, install watertight dumping to reduce dust loss during loading and improve existing dust removal systems. In addition to this, the current approach has relied on several joint measurement networks at the Environmental Agency and ArcelorMittal, in Fousbann, Niederkorn and Sanem in addition to Differdange, which help to map all sources of emissions and thus predict the most coherent and effective actions to be implemented.

The subject of diffuse emissions is also one of the central points at meetings with third parties held throughout the year (see more details in issue 8).

This initiative in Differdange is the first 100% environmental industrial project in Luxembourg. This facility will not produce more steel, nor will it make savings on the site's operating costs or energy consumption. Also receiving support from the Luxembourg government, this project will allow the facilities at Differdange to be the first to benefit from such equipment. This device will be capable of extracting 1,200,000 m^3 of air per hour.

Thanks to this new installation, the ArcelorMittal Long Products Luxembourg site in Differdange, which fully complies with European standards governing diffuse dust emissions, will be able to significantly exceed the European Commission's recommendations in this area.

In addition, after several weeks of industrial trials, the black slag pits, which until then had been in the open air and located in the immediate vicinity of local residents, were moved to an existing hall near the electric arc furnace in April 2024. From now on, this source of dust and noise emissions will be located at the centre of the site, and its distance from the town will considerably reduce the noise pollution caused by heavy machinery traffic, as well as dust fallout in the vicinity. Special arrangements had to be made to enable this relocation to take place in an existing hall, including a diversion of the site's main road and the construction of unloading docks for black slag. As a result, the environmental impact of this activity has been considerably reduced, and the movement of machinery transporting black slag is now completely isolated from other vehicles on the site.

In addition to this investment, extractor hoods to capture emissions generated by the handling of black slag will be installed during 2025 and connected to the new dust extraction system.

"It is essential to be able to develop solutions to limit our environmental impact. Thanks to this installation, we will be able to reduce diffuse emissions from our Differdange site by 80% by 2026."

Guilhem Dollé, Head of Environment, ArcelorMittal Long Products Luxembourg

"The city of Differdange identifies 100% with the steel industry. This project is very important to the people of Differdange."

Guy Altmeisch, Mayor of Differdange

"This project is a fine example of cooperation between the government and industry to better protect the environment and the quality of life of our local residents."

Serge Wilmes, Minister of the Environment, Climate and Biodiversity

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GRI 305-1 I GRI 305-5

A responsible use of energy for a low-carbon future

The steel industry's production process is energy-intensive. Energy efficiency and decarbonisation are therefore key issues, both in terms of the environmental aspects of the energy transition and in terms of the cost to the company.

As a steelmaker, our major environmental impact lies in our energy consumption and the CO_2 emissions that result from our production activity. Our action drivers focus on reducing this consumption and on the source of the energy used. Our emissions are also subject to rigorous monitoring.

Indeed, ArcelorMittal is subject to the European Union Emissions Trading System (ETS). Every year, we declare our emissions based on measurements and calculations audited and validated by an approved European body.

Every flow that could generate the slightest kilo of CO_2 is scrutinised, from the quantity consumed to the precision and evolution of the stock, including traceability, chemical analyses, calculation methods, etc.

At the same time, it is necessary to strengthen the carbon tax mechanism at Europe's borders (CBAM, see definition in the glossary on page 75) and to extend the safeguard measures for steel in order to level the playing field.

In Luxembourg, ArcelorMittal is currently focusing on reducing energy consumption in order to cut emissions. Several projects have allowed us to reduce the energy consumed in our ecosystem and at our facilities.

Other key matters for the steel industry to succeed in the transformation needed to decarbonise its industrial processes are public support for the financing of projects that would not be profitable without aid, and the availability in the necessary volumes and at the right cost of renewable electricity at competitive prices to eventually replace fossil energy sources.

New solar power plant at the European Logistics Centre (AMCLE): a step towards a sustainable energy future

In 2024, ArcelorMittal Distribution Solutions installed 8,606 photovoltaic panels on the roof of its European Logistics Centre (AMCLE) in Niederkorn. This 5 MWp project is part of the Group's decarbonisation strategy and aims to reduce our carbon footprint while ensuring sustainable energy production.

After an initial engineering phase, followed by applications for planning permission, operating permits and connection modifications, work began in July 2024, with commissioning scheduled for the first quarter of 2025. Nine halls are covered, representing half of the total available surface area, leaving potential for future use. The energy produced by the facility will exceed 4,600 MWh per year. AMCLE will thus be self-sufficient in terms of electricity consumption and will improve its carbon footprint from 2025. The surplus will primarily be used by ArcelorMittal's industrial facilities in Luxembourg.

There are many advantages to this initiative:

Energy independence: by producing renewable energy on site, AMCLE reduces its dependence on fluctuating energy prices.

Reducing CO_2 emissions: the renewable energy produced by ArcelorMittal and the associated certificates of origin will add value to our XCarb® products.

Innovation and leadership: this project positions us as a leader in innovation and sustainability, enhancing our brand image and our attractiveness to investors and customers.

The AMCLE solar power plant will thus represent a major step forward for the site and for ArcelorMittal in Luxembourg towards a cleaner, more sustainable energy future. Despite the challenges, the long-term benefits for the environment, the economy and society are undeniable. This project is also supported by the Luxembourg government.

"It's an important project that reflects our subsidiary's commitment to decarbonisation. This will help us to meet our 2030 targets (-75% carbon emissions from electricity consumption), bearing in mind that we have launched other projects in Spain, Germany and France. At the same time, we are actively involved in promoting XCarb® steels recycled and renewably produced."

Jean-Baptiste Courtier, CEO
ArcelorMittal Distribution France

Revolutionary synergy in a reheating furnace

Enrichment of combustion air with oxygen and oxylancing technology at Moyen Mill Belval (TMB)

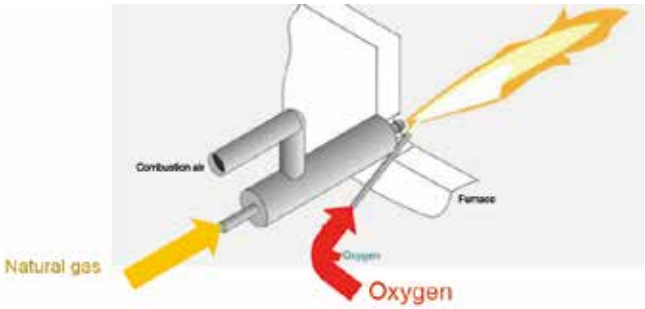
Oxygen injection and oxylancing technology stand out as some of the most beneficial technological advances in optimising the energy efficiency of steelmaking reheating furnaces. Traditionally, reheating furnaces for rolling mills used air as a source of oxygen, but this method had limitations in terms of energy efficiency and environmental impact, due to the 79% nitrogen content in the air. Nitrogen is largely neutral in combustion but must be reheated, reducing the efficiency of the energy used. By replacing the air with pure oxygen, it is possible to reduce the air/gas ratio and thus also reduce the amount of energy and CO_2 emissions associated with reheating the semi-finished products before rolling. Oxygen can be injected in two ways:

1 directly by injection into the furnace atmosphere using lances, a technology known as oxylancing for injections of up to 45%.

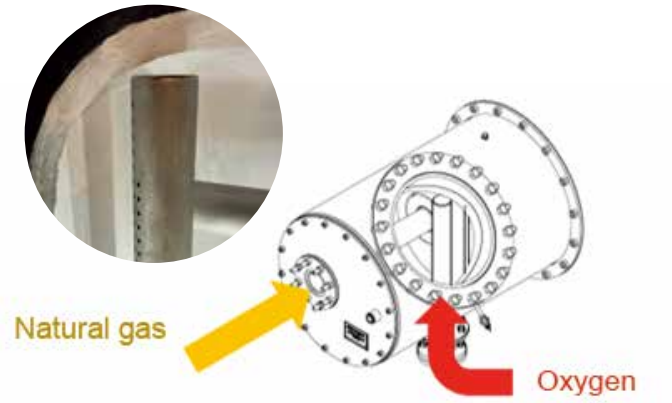
2 combustion air enrichment: enrichment of up to 12% is possible, but this has the disadvantage of dramatically increasing the production of nitrogen monoxide and dioxide (NOx), as the flame temperature rises sharply.

The TMB reheating furnace was equipped with these two technologies in 2023. Combustion air enrichment and oxylancing tests have been successfully carried out, reducing natural gas consumption and increasing productivity on products where the furnace is a bottleneck [1]. The oxygen injection was completed in 2024. From an environmental point of view, the use of oxygen injection and oxylancing helps to reduce natural gas consumption and directly reduce CO_2 emissions. High-velocity oxygen injection (oxylancing) creates turbulence that helps generate lower-temperature, almost invisible flames (flameless), reducing nitrogen dioxide and monoxide (NOx) emissions.

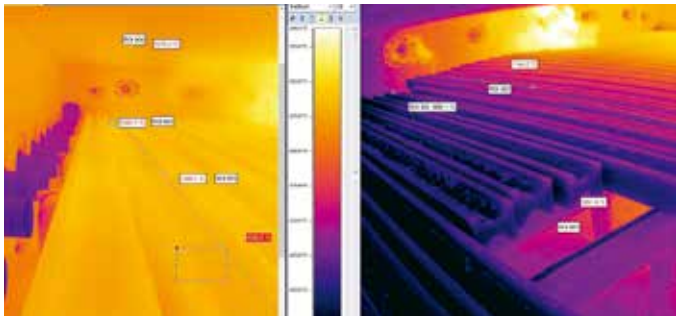
TMB teams have been trained in the safe use of oxygen injection. TMB was a pioneer for LPL in combustion air oxygen injection and oxylancing technology, which represent a powerful combination for optimising the energy efficiency and decarbonisation of reheating operations for semi-finished steel products. This advance is also a first in Europe for the injection of oxygen into the combustion air of a digitally controlled furnace. The synergy between combustion air enrichment and oxylancing improves energy efficiency, increases productivity and reduces the environmental impact of rolling.



Principle of oxylancing and oxygen injection lance



Combustion air enrichment principle and perforated rail for injecting oxygen into a burner



The injection of oxygen creates turbulence, resulting in a diffuse flame that limits the formation of NOx.

[1] *A bottleneck refers to any stage in a production process where the flow of tasks is constrained, slowing down the overall rate of production.*

GRI 2-28

Renewal of the LIST-ArcelorMittal Luxembourg partnership until the end of 2028

The Luxembourg Institute of Science and Technology (LIST) and ArcelorMittal Luxembourg are continuing their successful partnership since its launch at the end of 2019.

The two entities then signed a five-year agreement to work together on the research and development of innovative projects and services in the areas of improving energy efficiency and responsible use of resources, optimising multiple energy efficiency measures, heat recovery and electricity generation from excess heat.

LIST, which aims to transfer scientific and innovative solutions to economic and industrial players, brings its know-how to ArcelorMittal, based on the concept of "the Forge", where project ideas and concepts are developed and tested as part of ArcelorMittal's transition to the production of circular and decarbonised steel.

After analysing the needs and opportunities to reduce the environmental impacts of steel plants and increase their energy efficiency, working groups are making progress on the key topics identified, namely:

- Detailed characterisation, in terms of quantity and temperature, of excess heat from production processes
- Energy and material recovery from slag
- Converting excess heat into electricity.

It was on the basis of this latest technical report that the Heat2Power project was born. This research project has resulted in the development of software based on mathematical optimisation to select the optimum combination of several technologies for producing electricity from waste heat during the steelmaking process. This project was supported by the Luxembourg National Research Fund.

Since the partnership was renewed at the end of 2023 for a further five years, two decarbonisation initiatives have been underway:

- The Heat4 Steel project, a follow-up to Heat2 Power, which aims to decarbonise electric steelmaking by recovering waste heat.
- A feasibility study on the recovery of slag from the steelmaking process.

Other projects are well advanced in defining their field of research. One involves assessing the environmental impact of construction sites, in collaboration with ArcelorMittal's R&D Centre in Esch-sur-Alzette, while the other focuses on the study of peri-urban areas in the transition to climate neutrality, with ArcelorMittal LPL.

The partnership between LIST and ArcelorMittal Luxembourg is in line with ArcelorMittal's sustainable development policy in Luxembourg and the Group's ambition to significantly reduce its carbon footprint in Europe by 2030, and to achieve carbon neutrality by 2050 in line with its commitment to the Paris Agreement.

To find out about the fundamental principles of this partnership, listen to the interview with Pascal Moisy, Head of Communications, Sustainability & Community Investments at ArcelorMittal Luxembourg, via this QR code:

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GRI 2-23

A reliable and efficient supply chain for our customers

Product quality and respect for delivery terms are basic expectations for our customers. In addition to these expectations, ArcelorMittal in Luxembourg aims to ensure that its supply chain, both upstream and downstream of production, provides guarantees of compliance with environmental, social and ethical standards. In this way, it is strengthening the traceability of its products to satisfy its customers, who are increasingly exacting, particularly in the construction and automotive sectors, which themselves have to comply with ever more stringent regulations.

Making our value chain more reliable

Our Code for Responsible Sourcing, developed in collaboration with our customers, suppliers, peers and NGOs, has set our minimum requirements in terms of Health & Safety, human rights and ethical and environmental standards for our suppliers.

Every year, ArcelorMittal evaluates the main suppliers to its industrial sites in Luxembourg. This assessment enables us to analyse our suppliers in greater depth, so that we can guarantee that we are sourcing products that are trustworthy in environmental, social, economic and ethical terms.

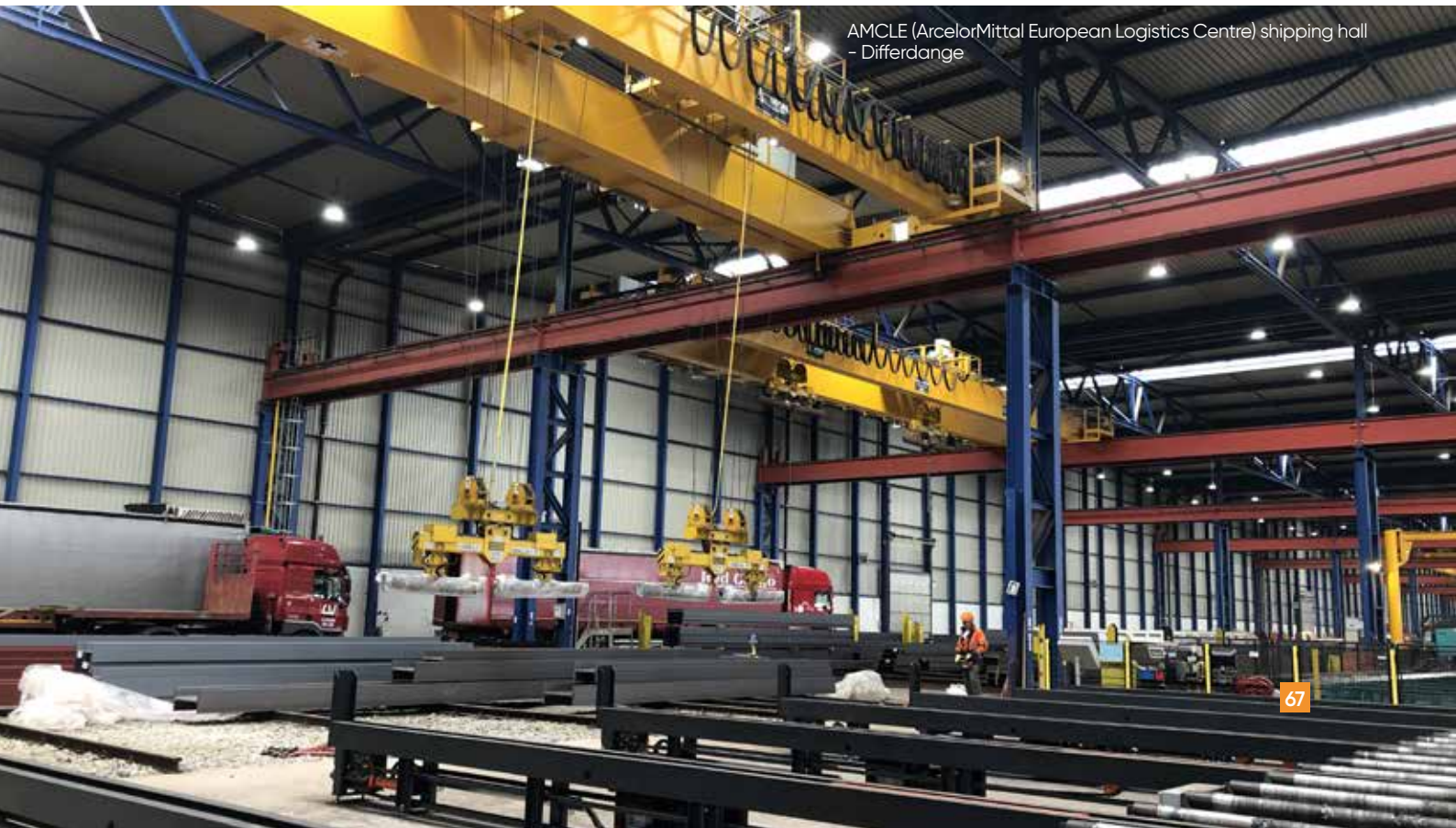
This tool has been developed for many years now, with the themes assessed remaining similar.

Assessment criteria include:

- Compliance of deliveries with requirements (quantity, quality, technical specifications, nature of customer-supplier relations, etc.);
- Responsible sourcing on site (compliance with Health & Safety procedures, environmental impact management and related specifications, etc.);
- Responsible sourcing (management of Health & Safety, the environment, human resources, human rights and ethics, etc.);
- Meeting deadlines;
- Commercial potential (competitiveness).

Several stakeholders are involved in this assessment, from the buyer to the user, through the on-site warehouses that receive the goods. The sample to be assessed is determined on the basis of:

- The scale of expenditure and the number of orders;
- The score for the previous campaign;
- The criticality of suppliers (single supplier, or directly linked to the plant's strategy, product with a key impact on quality, etc.).



AMCLE (ArcelorMittal European Logistics Centre) shipping hall - Differdange

"SteelUp! is a project essential to the survival of the Luxembourg steel industry. We will be fully autonomous in the production of all of our products here in Luxembourg."

Pierre Jacobs, CEO ArcelorMittal Long Products Luxembourg

SteelUp!

The Belval steelworks modernisation project: an impact on our supply chain through self-sufficiency for our Luxembourg sites

Following the birth of the new semi-finished product (bloom) at the Belval steel mill in early 2023, the steel mill modernisation project aims at the self-sufficiency of ArcelorMittal Long Products Luxembourg (LPL). This investment is one of a series of projects covered by a Memorandum of Understanding (MoU) signed in September 2022 between ArcelorMittal Luxembourg and the Ministry of the Economy, confirming the Luxembourg government's willingness to provide financial support for this type of strategic investment through the various applicable aid mechanisms.

Historically, Mill A (Rodange rolling mill) obtained 80% of its supplies from abroad, and 20% from Belval. Thanks to its new bloom, the Belval steel mill now supplies 30% to Rodange. Eventually, Mill A will be supplied entirely by the Belval steel mill. This new organisation will make it possible to make significant CO_2 emissions savings: those generated by the foreign plants that supplied Mill A (around 300,000 tonnes of CO_2), and those from this new facility at Belval (around 10,000 tonnes per year). LPL's logistics costs will also be reduced, while ensuring the continued operation of the Rodange plant.

The steel mill's modernisation will also improve our metallurgical capability through a new degassing system and the modernisation of continuous casting, as well as our production capacity thanks to a new electric arc furnace. This is a brand-new product for the Belval steel mill, which currently primarily produces commodities (production of steel in large quantities at a low margin) and whose objective in the long term is to produce 80% commodities and 20% high added value (HAV) products.

The new electric arc furnace will be faster, more modern and more compact, with robotisation for increased safety, a single basket that will reduce energy loss and increase production thanks to a shorter cycle time, a first at ArcelorMittal Europe. Not to mention a cleaner, more ergonomic control cabin to promote well-being in the workplace. CO_2-free degassing facilities will make it possible to eliminate nitrogen and hydrogen from rail steel grades, thereby avoiding porosity in the steel.

Lastly, the modernisation of continuous casting will double the production capacity of D4 (large-section semi-finished product).

The project was approved in April 2023 for a budget of 68 million euros, 15 million of which will be funded by the Luxembourg government. Completion is scheduled for the end of 2025.

To view the video of the project shot in December 2024:

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GRI 413-1

An active role in our communities

ArcelorMittal Foundation Luxembourg

Our activities in Luxembourg have a considerable impact on the local and national communities in which we operate. We sponsor projects that encourage sustainable community programmes, thereby supporting long-term economic and social growth. To underpin its integrated sustainable development approach, ArcelorMittal intends to emphasise initiatives and associations related to our core business and our significant impacts in order to maximise the creation of shared value. We also encourage our employees to get involved in their local communities.

ArcelorMittal Foundation Luxembourg, a foundation under Luxembourg law recognised as being in the public interest, was registered in 2007 and brings together all the support and sponsorship activities carried out by ArcelorMittal Luxembourg. Its Chairman is Michel Wurth, Chairman of the Board of Directors of ArcelorMittal Luxembourg. The Foundation brings together all of our community engagement initiatives in Luxembourg and the Greater Region and supports projects under the following four pillars: Environment, Culture and Heritage, Education, Social. It also has a role of facilitating and developing synergies between stakeholders in the Greater Region through its network of partners.

To find out more about ArcelorMittal Foundation Luxembourg's activities, you can consult its activity report available on the *ArcelorMittal Luxembourg* website.

Training for our internal communities

In 2024, an internal training programme on diversity, equity and inclusion (DEI) was rolled out in Europe as part of the integration programme for new recruits at ArcelorMittal Luxembourg. 732 colleagues took the course in Europe, and 12,090 colleagues accessed DEI content worldwide via our internal training platform "AMU360".

In 2024, we also successfully launched the Sustainability Academy in partnership with AXA Climate School. In Europe, 3,930 colleagues completed the training in the first and second quarters.

Third-party meetings

ArcelorMittal in Luxembourg is at the heart of an ecosystem that includes a number of different players, otherwise known as stakeholders, the most important of which are our employees, as well as employee and co-contractor representatives, the media, various ministries, administrations and public authorities, our customers and suppliers, our various partners and, of course, the municipalities in which we have facilities and all of the local communities (residents and associations).

Taking account of the expectations of these stakeholders is an integral part of our Sustainable development strategy and our ResponsibleSteel™ certification, which is used to define our material issues and the corresponding matrix (see information in the methodological note section on page 39).

A system of regular meetings with local authorities and their residents had already been in place for several years, but was put on hold during the COVID period. Thanks to the common will of the various parties, the process was relaunched in 2023.

For ArcelorMittal in Luxembourg, third-party meetings are an essential tool for engaging with its communities. Twice a year, we meet with our contacts in the municipalities of Differdange, Belval and Rodange-Pétange, in conjunction with the Environment Agency (AEV), the Water Management Agency (AGE), local residents' associations, etc. These meetings allow us to create momentum for discussion; the aim is to popularise our activity and the solutions provided in order to reduce the inconvenience caused and clarify the questions or doubts of our neighbours. We discuss a range of topics, set the agenda together and put forward various projects. It's a proactive way of sharing that allows us to give everyone involved a sense of responsibility, to give real time to listen and to show that we take this seriously and rigorously. We are confident in our investment plan and our commitments, and we are mindful of our image and our responsibilities. We have a duty to be proactive in our communications by conveying messages about improving our operating conditions. This entire approach depends on mutual trust in each other's commitments, which is why it is so important to maintain this dialogue and, above all, to carry out the actions to which we ourselves have committed.

Pierre Collin, Differdange Steel Plant Manager, and Serge Wilmes, Minister of the Environment, Climate and Biodiversity, at Differdange steel mill.

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GRI 401-1

A pipeline of skilled engineers and scientists for tomorrow

Science, Technology, Engineering and Mathematics (STEM) are the future of our society, and of our Group in particular. By investing in the development of these disciplines, ArcelorMittal in Luxembourg is guaranteeing its capacity for product and process innovation. STEM is a reflection of a company's competitiveness, and as such is a key issue.

In today's climate where decarbonisation is at the forefront of industries' minds as they develop and review production processes, STEM graduates are essential to ArcelorMittal as they provide the necessary support and knowledge that will enable ArcelorMittal to meet its goal of becoming carbon neutral by 2050.

The range of projects available, from digitalisation to carbon capture and iron ore reduction using hydrogen, gives STEM students the perfect platform to put the theories they have been taught into practice and contribute to net-zero steel.

At ArcelorMittal, we recognise that as the steel market becomes more challenging and competitive, we need to invest in the growth and development of today's youth.

Relationships with businesses and schools

PROTEC: positioning ArcelorMittal as an employer of choice for the younger generation and promoting our values in universities

Launched in September 2023 by the central HR, Attraction & Retention team of ArcelorMittal Europe - Long Products (LPE), the PROTEC (Project Technology Department) project aims to attract young graduates to our innovation and transformation programme to produce smarter steels for the planet and its people. Our aim is thus to create an ecosystem to attract candidates for specific projects at our plants.

- Selection of 30 universities in nine countries with the support of local HR teams
- Selection and training of 60 in-house ambassadors to represent their plant and long products at trade fairs and visits
- Regular communication with universities to promote specific projects designed for students and published on our ArcelorMittal Careers pages
- Establishment of a network of candidates for the segment and the Group.

The PROTEC project was launched at our sites in Hamburg and Duisburg, Germany. Their teams have set up a system of privileged relationships with local universities through specific projects upon which students work for the end of their studies and to be hired. The project has proved its worth, and most of our engineers in Germany have been recruited via this system.

In September 2023 we launched the concept within Long Products Europe, and plan to expand it more widely. To use PROTEC, our teams have to go through our internal and external recruitment tool, organised by country, with the publication of projects aimed at students; there they can find long-term placements (minimum six months) and possible topics for their dissertations. The system identifies target universities in nine countries, publishes offers and projects and communicates throughout the universities.

Our in-house ambassadors are people from the field, with diverse backgrounds: of all generations and professions, most of whom studied at the universities we visited. They introduce ArcelorMittal to students and explain their jobs and the challenges they face, both during visits to universities and when students visit our plants. The University of Luxembourg came to visit our Long Products Luxembourg site in Belval in February 2024, mainly for PhD and R&D profiles.

We monitor applicants during and after their placement to ensure that their experience is a rewarding one for both them and the company.

"One year after its launch, PROTEC has been well integrated and has become a benchmark for students on the courses we are targeting in France, Belgium and Luxembourg. More than 500 students have applied for our vacancies, which confirms young people's interest in our Group and makes ArcelorMittal an employer of choice."

Cécile Gresle, Head of Leadership Development, Long Products Europe, ArcelorMittal

Attendance at recruitment fairs

In 2024, human resources took part in a number of recruitment fairs to meet new talent: Moovijob Luxembourg, Career Dating ENIM Metz, Forum virtuel VIE, ICN Nancy, Forum apprentis UIMM Yutz, Schoulfoire & Léierplazendag Luxembourg, Jobday Fedil-ADEM, Jobday RTL-ADEM, Salon de l'alternance IUT Longwy, Polytech Nancy and Unicareers Luxembourg. The Engineering and Support functions were invited to accompany the team to meet candidates and discuss their recruitment needs with them. We received the prize for the most dynamic company in Luxembourg, awarded by Business France for welcoming and developing V.I.E.s.

ArcelorMittal Luxembourg at the ICN recruitment fair

Partnership between ArcelorMittal Luxembourg and the Chair of Steel Construction at the University of Luxembourg

The partnership between ArcelorMittal Luxembourg and the Chair of Steel Construction at the University of Luxembourg began in 2011. The Chair's new laboratory at Belval has become a benchmark for testing large-scale construction elements.

In 2024, the Chair received the worldsteel/constructsteel innovation award for its work on removable connections between steel beams and wooden floors. Extensive work has been carried out to ensure compatibility between these two building materials.

The Chair's mission is dedicated to the "steel construction of the high-performance building of the future", with a focus on sustainability to reduce carbon emissions, waste production and the consumption of raw materials.

According to Professor Odenbreit, the partnership is fruitful and productive, with an in-depth exchange of ideas and mutual benefits: the Chair invests money in equipment for its research projects, simultaneously receiving grants, and the results benefit ArcelorMittal in equal measure. All projects must be consistent with circularity, the future being the reuse of steel components.

The Chair is currently working on the optimisation of structural steel elements, in terms of efficiency and durability, and on the metallurgical identification of steel properties. As part of a project to analyse the life cycle of steel, it has developed a tool for analysing the carbon emissions of steel assemblies and composites. The next step will be the reporting of digital data for the future reuse of steel components.

"I am convinced that we are moving in the right direction in the use of steel to bring sustainability to the construction market."

Professor Odenbreit, Civil Engineering,
University of Luxembourg,
Chair of Steel Construction

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GRI 2-25 I GRI 413-1

A shared and valued contribution to society

ArcelorMittal is firmly rooted in Luxembourg through its industrial facilities and the presence of its head office in Luxembourg City. The company remains a major social and economic player, providing jobs for local subcontractors, and is a major taxpayer.

In addition to the added value generated by its core business, ArcelorMittal Luxembourg generates a positive impact through the two foundations it administers, ArcelorMittal Foundation Luxembourg and Fondation Veuve Emile Metz-Tesch. The activities of these two entities are described in their respective annual reports. The first is available on the ArcelorMittal Foundation Luxembourg website, the second upon request.

Our reputation, a reflection of our contribution to society

At the end of 2023, ArcelorMittal Luxembourg's communications department launched an external reputation survey with the aim of finding out how the company is perceived by the general public and adjusting its communications strategy accordingly. The survey was carried out with ILRES, a company specialising in surveys and market research in Luxembourg. More than 2,000 people from Luxembourg and the Greater Region, aged between 16 and 65, responded between November 2023 and January 2024. The questions focused on the general public's level of knowledge and appreciation of ArcelorMittal, its industrial activity in the Grand Duchy, its commitments and its attractiveness in the world of employment.

The aim of this study is to identify the positive aspects that ArcelorMittal Luxembourg can build on with its target audiences and the areas where it needs to make progress. This study revealed that ArcelorMittal in Luxembourg is perceived as a successful and economically solid company, yet has room for improvement in terms of the perception of its actions in the social and environmental fields. The survey will be repeated every two years in order to measure changes, assess the impact of actions taken and align our communication strategy. The next survey wave is scheduled for June 2025.

We are convinced that the communication concerning our practices and actions already in place is the first step in our strategy to promote ArcelorMittal's corporate social responsibility initiatives to the general public. We have increased our presence on digital media to showcase our progress. As well as developing our LinkedIn and Instagram social networking sites and YouTube platform, we have also updated our website to allow our communities to follow our projects and the results we have achieved. The entire website has been designed to meet the constraints of our branding, our internal needs and the expectations of our visitors. Our new interface is more inclusive, with every photo and script adapted to be accessible to as many people as possible, no scrolling texts and clear, legible writing. Our website is more eco-responsible, each piece of content included on one of its pages has its own carbon footprint.

Our Ecoindex rating has risen from F (18/100) to B (72/100), and the site's greenhouse gas emissions have been reduced by 186 kg CO_2/year. By way of comparison, this estimate corresponds to a gain equivalent to:

- 757 km by medium-haul aircraft
- 653 km by petrol car
- The manufacture of 3.76 smartphones (>5.5 inches)

GRI 2-25 I GRI 2-26 I GRI 3-3 I GRI 404-2 I GRI 410-1

Ensuring transparent governance

All of our stakeholders - employees, customers, suppliers and the communities around us - must be treated with dignity and respect. Compliance with the law and ethical standards is fundamental for ArcelorMittal, which wishes to set an example.

To this end, ArcelorMittal in Luxembourg is vigilant in monitoring feedback from people living near its sites and ensures that its employees undertake training courses to guarantee ethical practices in the conduct of our activities.

Indicators	2022	2023	2024
Number of local alerts The alerts correspond to communications received from local residents by ArcelorMittal Luxembourg on a reported issue.	1	Local alerts: - Belval: 15 - Differdange: 11 - Rodange: 0	Local alerts: - Differdange: 19 - Belval: 13 - Rodange: 0
Percentage of employees trained in the Code of Ethics The ArcelorMittal Code of Ethics provides a set of guidelines to be followed by all employees when conducting their business. The aim is to preserve the ArcelorMittal reputation of honesty and integrity in its management practices as well as in all business transactions.	96.3%	96%	97.2%
Percentage of employees trained in Human Rights ArcelorMittal has published a comprehensive policy on Human Rights in order to coordinate all the Group's efforts, focusing on the priority areas identified.	94.8%	95.9%	95.5%

GRI 2-25

Complaint management procedure for our external stakeholders

ArcelorMittal has put in place national and local procedures for managing complaints from external stakeholders:

by telephone:

(+ 352) 4792 1

by post to the following address:

ArcelorMittal
Country Management
Luxembourg
24-26, boulevard
d'Avranches
L-1160 Luxembourg

via the "Contacts" section of the ArcelorMittal Luxembourg website:

https://luxembourg.arcelormittal.com/en/contacts/

via the Ethicspoint platform, a tool for managing complaints from our internal and external stakeholders operated by an independent body:

http://arcelormittal.ethicspoint.com

(+352) 8008 5260

ArcelorMittal Belval site by telephone:

(+352) 8002 2014

ArcelorMittal Differdange site by telephone:

(+352) 8002 4282

ArcelorMittal Rodange by telephone:

(+352) 5019 2300

Glossary

Electric arc furnace steel mill:
In an electric arc furnace steel mill, steel is produced from scrap melted using electrical energy, in contrast to the cast iron sector (blast furnace - converter) where it is made from iron ore and coal.

Long steel products:
Any steel product that has a relatively small cross-section and a relatively long length, such as railway rails, I-beams, concrete reinforcing bars and sheet piling. Long steel products are mainly used in construction and civil engineering work.

Flat steel products:
Any steel that has been rolled into a thin sheet. Flat steel products are mainly used in the manufacture of external coverings for domestic appliances, motor vehicles and ships.

CBAM: Carbon Border Adjustment Mechanism:
A European regulatory instrument designed to subject products imported into the customs territory of the European Union to carbon pricing equivalent to that applied to European manufacturers of these products.

Angle:
L- or V-shaped metal profile.

Continuous casting:
Continuous solidification of molten metal. The liquid metal flows continuously into a mould that is cooled sharply. A skin of solidified metal then forms which is taken up as it leaves the mould by a device called a segment where it is supported and continues to cool until all the metal has solidified. The bar is then cut to the appropriate length. Continuous casting facilities have one or more strands.

CSR: Corporate Social Responsibility:
All of the practices put in place by companies to comply with the principles of sustainable development, i.e. to be economically viable while having a positive impact on society and respecting the environment.

CSRD: Corporate Sustainability Reporting Directive:
European directive on corporate sustainability reporting. It aims to harmonise companies' extra-financial reporting by improving the transparency and quality of sustainability data (environmental, social and governance data).

CS3D: Corporate Sustainability Due Diligence Directive:
European directive aimed at encouraging sustainable and responsible behaviour by companies throughout their value chains, involving a duty of due diligence in their own activities and those of their suppliers. The essential elements of this duty are the identification, suspension, prevention, mitigation and accounting of negative impacts on human rights and the environment in the company's operations, value chains and subsidiaries.

DRI (direct reduced iron):
Pre-reduced iron ore.

Electrogalvanization:
Electrolytic galvanising technique. The steel item is coated by depositing a zinc coating by electrolysis, that is to say, by passing an electric current through it.

ESG:
Developed by the financial sector in the 2000s to identify responsible investment, i.e. the integration of environmental, social and governance (ESG) factors into investment and decision-making processes. These factors cover a wide range of issues that are not traditionally part of financial analysis, but which may be of financial importance.

ESRS: European Sustainability Reporting Standards:
European sustainability reporting standards established to help companies better understand and communicate their environmental, social and governance (ESG) impact. They form an integral part of the Corporate Sustainability Reporting Directive (see CSRD).

Hot dip galvanising:
Technique used to coat a steel part with zinc or a zinc-based alloy by dipping it in a bath. The coating makes the product more corrosion-resistant.

GHG:
A gas in the atmosphere that retains some of the heat received from the sun's rays. Some GHGs are naturally occurring (e.g. water vapour or carbon dioxide) and/or the result of human activities (e.g. fluorinated gases).

Rolling mill:
Industrial facility designed to reduce the thickness of a material while giving it a very specific section (see also long steel products and flat steel products). This deformation is obtained by continuous compression during the transition between two cylinders rotating in opposite directions.

Sheet pile:
Section designed to be driven into the ground or into sediment which connects to neighbouring piles through lateral veins called locks (in German) or claws (in French). Sheet piling is mainly used for retaining walls, quay walls, cofferdams or impermeable screens.

Beam:
This is a hot-rolled steel product which has an I or H shape.

Profile:
Material that has been given a profile, or specific form.

ResponsibleSteel™:
The first international CSR certification standard for the steel industry, designed to promote the responsible sourcing and production of steel within the industry.

Lost Time Injury Frequency Rate (LTIFR):
Number of accidents resulting in lost time of more than one day per million hours worked.

Wire drawing plant:
A plant specialising in wire drawing, i.e. the reduction of the diameter of metal wire via mechanical traction by passing it through the holes of a die.

Definition of subjects

Tripartite agreement

Tripartite agreement "Lux2025" and socio-economic compliance (fines and non-monetary sanctions for non-compliance with socio-economic laws/regulations).

Talent acquisition and retention

Searching for, obtaining, evaluating and hiring candidates to fill the positions required for the company's success.

An organisation's retention strategy or ability to keep its talent and maintain a low turnover rate.

Public affairs

Public relations associated with government organisations, the media, public interest or pressure groups.

Public subsidies

Any public subsidies received such as tax relief and tax credits, grants, investment aid, research and development aid and other applicable types of aid, allocations, royalty exemptions, financial assistance from export credit agencies (ECAs), financial incentives, other financial benefits received or receivable from any state for any transaction.

Supply chain

Supply chain mainly linked to the sourcing of raw materials, production and storage, and the shipping of products.

Competitiveness

Optimising costs, product mix and volumes according to market conditions. The notion of competitiveness also covers cases of dumping, mergers or any unfair competitive practice (cartel, monopoly).

Environmental compliance

Fines and non-financial penalties received for non-compliance with environmental laws or regulations.

Compliance with environmental management systems (ISO 14001, ISO 50001).

Product compliance with local and international environmental standards.

Consumption of resources

Consumption of resources such as input materials used (renewable/non-renewable) to manufacture products.

Energy consumption

Energy consumption inside and outside the organisation (renewable/non-renewable).

Reduction of consumption (during the production process, transport, etc.)

Local communities

Importance of current and potential negative impacts of operations on local communities, local community involvement, impact assessment, development, sponsorship and pro bono programmes.

Industrial waste and transport of hazardous waste

Type of waste generated and treatment methods used (including major spills).

Transport of hazardous waste (local treatment, import, export, particularly internationally).

Water

Use of water in the manufacture of products and impacts on sources affected by water withdrawal.

Water recycling and reuse.

Circular economy

Going beyond the current linear "extract-produce-discard" industrial model, the circular economy aims to redefine growth by focusing on the benefits for society as a whole. Supported by a transition to renewable energy sources, the circular model brings value and economic, natural and social capital. It is based on three principles: eliminating waste and pollution, reusing products and materials and regenerating natural systems.

Local suppliers

Procurement budget for major sites spent with local suppliers.

Innovation

Innovation linked, for example, to Research & Development to develop new products, to better recycle materials and products and to improve the energy efficiency of current products.

Participation in local initiatives

Participation in Luxembourg clusters (materials and production, logistics), national discussions, the ESR label awarded by the INDR, representation on the Board of Directors of IMS Luxembourg.

Operational performance

Operational performance linked to the implementation of efficient processes and infrastructures to avoid production stoppages, among other things.

Prevention of psychosocial risks

Risks revolving around the design and management of work, and the social and environmental context, which can potentially cause psychological or physical damage (stress at work, burn-out, illness).

Rehabilitation of industrial sites

Agora project, conversion of industrial sites (Belval, Schifflange).

Supplier health and safety

Accidents, occupational illnesses, work-related deaths of suppliers and their degree of exposure to risks.

Customer health and safety

Assessing the health and safety impact of products and services.

Consequences of non-compliant products and their impact on health and safety.

Employee health and safety

Worker representation on official health and safety committees involving employees and management.

Accidents at work, occupational illnesses, absenteeism, work-related deaths and their degree of exposure to risks.

Health and safety issues covered by formal agreements with trade unions.

Headquarters in Luxembourg

Location of ArcelorMittal's global headquarters.

Economic value generated and distributed

Direct economic value generated: revenue.

Economic value distributed: salaries and benefits, operational costs (such as payments to contractors), payments to equity providers, payments to government and community investment.

GRI content index

Declaration of use	ArcelorMittal in Luxembourg has reported the information cited in this GRI content index for the period from 1 January 2024 to 31 December 2024 with reference to the GRI Standards.
GRI standard used	GRI 1: Foundation 2021

GRI STANDARD	STATEMENT	LOCATION (PAGES)
"GRI 2: General information 2021"	2-1 Organisational details	25; 28; 30
	2-2 Entities included in the organisation's sustainability reporting	25
	2-3 Reporting period, frequency and contact point	25
	2-4 Restatements of information	25
	2-5 External assurance	25
	2-6 Activities, value chain and other business relationships	30; 32; 33; 34
	2-7 Employees	41; 42
	2-9 Governance structure and composition	26
	2-11 Chair of the highest governance body	27
	2-12 Role of the highest governance body in overseeing the management of impacts	26; 35
	2-13 Delegation of responsibility for managing impacts	35
	2-14 Role of the highest governance body in sustainability reporting	27; 28; 29
	2-16 Communication of critical concerns	27; 28
	2-22 Statement on sustainable development strategy	35
	2-23 Policy commitments	26; 67
	2-25 Process to remediate negative impacts	72; 73; 74
	2-26 Mechanisms for seeking advice and raising concerns	44; 73
	2-28 Membership associations	29; 31; 49; 66; 71
	2-29 Approach to stakeholder engagement	35; 37
	2-30 Collective bargaining agreements	41
GRI 3: Material topics 2021	3-1 Process to determine material topics	35; 36; 39
	3-2 List of material topics	35; 39; 40
	3-3 Management of material topics	38; 41 to 73
GRI 201: Economic performance	201-1: Economic value generated and distributed	44
GRI 204: Procurement practices	204-1 Proportion of spending on local suppliers	43; 44
GRI 301: Materials	301-1 Materials used by weight or volume	42
	301-2 Recycled input materials used	42; 55; 56
	301-3 Reclaimed products and their packaging materials	42
GRI 302: Energy	302-1 Energy consumption within the organisation	43

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GRI standard used	GRI 1: Foundation 2021

GRI STANDARD	STATEMENT	LOCATION (PAGES)
GRI 303: Water and effluents	303-1 Interactions with water	43; 57; 60; 61; 62
	303-2 Management of impacts	43; 62
	303-3 Water withdrawal	43; 61
	303-4 Water discharge	43; 60
	303-5 Water consumption	43; 61
GRI 304: Biodiversity	304-1 Sites close to sensitive areas	60
	304-2 Significant impacts	60; 43
	304-3 Endangered species	60
	304-4 Restored or protected sites	60; 61
GRI 305: Emissions	305-1 Direct (Scope 1) emissions	43; 62; 64; 65
	305-2 Indirect (Scope 2) emissions	43; 62
	305-3 Other indirect (Scope 3) emissions	43; 53; 54; 55; 56; 62
	305-5 Reduction of emissions	43; 58; 59; 64; 65; 68
	305-6 Emissions of ozone-depleting substances	43
	305-7 Other air emissions	43; 59
GRI 306: Waste	306-1 Waste-related impacts	43; 57; 60
	306-2 Management of waste	43; 57; 58; 60
	306-3 Waste generated	43; 57; 58
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	401-3: Parental leave	41
GRI 403: Health and safety at work	403-1 OHS management system	45; 46
	403-2 Hazard identification and risk assessment	45; 46
	403-3 Occupational health services	50
	403-4 Worker participation	47; 48; 51; 52
	403-5 Health and safety training	47; 51; 52
	403-6 Promotion of worker health	48
	403-7 Prevention of OHS impacts related to activities	50; 52
	403-9 Work-related injuries	41; 45
	403-10 Work-related ill health	50
GRI 404: Training and education	404-1: Hours of training	41
	404-2: Training programmes	44; 47; 48; 52; 73
GRI 405: Diversity and equal opportunities	405-1: Diversity (age, gender, etc.)	41; 42
GRI 410: Safety practices	410-1: Security personnel trained in human rights policies or procedures	44; 73
GRI 413: Local communities	413-1: Operations with community engagement	37; 69; 72
	413-2: Potential/actual negative impacts	38; 63

To our readers and stakeholders

We value your opinion. We would be grateful if you could take a few minutes to give us your feedback on this Sustainable development report by answering the questions below.

The questionnaire is also available on the ArcelorMittal Luxembourg website under *Responsibilities/Sustainable development reports*.

Please allow around 5 minutes to complete the questionnaire.

1. In relation to the ArcelorMittal Group, you are:

- ☐ Internal
- ☐ External

2. If you are external, please specify:

- ☐ Customer
- ☐ Investor
- ☐ Supplier
- ☐ Government and public administration representative
- ☐ Representative of a local authority
- ☐ Local resident
- ☐ Media
- ☐ Association (asbl)
- ☐ Other (please specify):

_____

_____

3. Is the document clear and legible?

- ☐ Yes
- ☐ No

Comments:

_____

_____

4. Do you feel that ArcelorMittal's approach to sustainability in Luxembourg, as presented in this document, is clearly set out?

- ☐ Yes
- ☐ No
- ☐ Neutral

5. Why did you consult this report? (you can tick more than one box)

- ☐ Research into non-financial information
- ☐ Curiosity
- ☐ Commercial relations Benchmark
- ☐ Research into best practice
- ☐ Other (please specify):

_____

_____

6. Have you found the information you were looking for?

- ☐ Yes
- ☐ No
- ☐ Not applicable

7. Based on your perceptions and expectations, assess how important it is for ArcelorMittal in Luxembourg to act and report on the following issues:

Tick the boxes according to the following scale:	Low	High	Very high	Review
Innovation				
Competitiveness				
Environmental compliance				
Economic value created and distributed				
Operational performance				
Employee health and safety				
Greenhouse gases and other emissions				
Circular economy				
Rehabilitation of former industrial sites				
Participation in local initiatives				
Relationships with local communities				
Local purchases				
Water				
Public affairs				
Public subsidies				
Prevention of psychosocial risks				
Talent acquisition and retention				
Headquarters in Luxembourg				
Consumption of resources				
Training and education				
Supplier health and safety				
Financial consequences of climate change				
Tripartite agreement				
Energy consumption				
Energy efficiency				
Industrial waste and transport of hazardous waste				
Customer health and safety				
Supply chain				

We would be grateful if you could send your answers to us at the following e-mail address: *contact.luxembourg@arcelormittal.com* or via the ArcelorMittal in Luxembourg website under *Responsibilities/Sustainable development reports*.

The information provided on this questionnaire is optional. This information is used to analyse and improve our Sustainable development report. The recipients of the data are the Communications and Sustainability Department and members of Management.

Under the amended Data Protection Act of 6 January 1978, you have the right to access and rectify any information held about you. If you wish to exercise this right and obtain information about yourself, please contact contact.luxembourg@arcelormittal.com.

ArcelorMittal

GRI 102-53

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For any request relating to the 2024 Sustainable development report for ArcelorMittal in Luxembourg, please contact:

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