

Sustainable Development Overview



ArcelorMittal

May 2024



Sustainable development – Q1 2024



Health & Safety:

Protecting employee health and wellbeing remains the overarching priority of the Company

The Company-wide audit of safety by dss+ is progressing and will support our pathway to zero serious injuries and fatalities

- 30% Fatality Prevention Standards audits are complete on sites above 150 FTE (employees and contractors)
- 47% of process safety risk management assessments complete
- 83% of interviews as part of a top-to-bottom health and safety governance review

The LTIFR¹ of 0.61x for Q1 2024

Decarbonization:

Capital efficient strategy focussed on an acceptable return on required investment

- Progressing the engineering of our decarbonization projects which is expected to be completed by the end of the year
- The Company is piloting CCS projects in Belgium and France
- Securing cost competitive input factors

All the steps that the Company is taking today support our strategy to achieve competitive decarbonisation, aiming for our technology choices at each asset to maximise our competitive advantage and deliver an acceptable return on investment.

Low Carbon Steel:

Portfolio of XCarb[®] products continues to lead the market

The Company has demonstrated the ability to produce a wide variety of different grades and types of XCarb[®] recycled and renewably produced products for a multitude of customer applications

- XCarb[®] recycled and renewably produced products offer a carbon footprint as low as 300kg CO₂/t
- Supporting our customers' net-zero ambitions and expanding into other geographies (outside of Europe)

Sales of our XCarb[®] products reached 229kt in 2023, and are expected to more than double in 2024

Focussed on creating sustainable value

Health & Safety



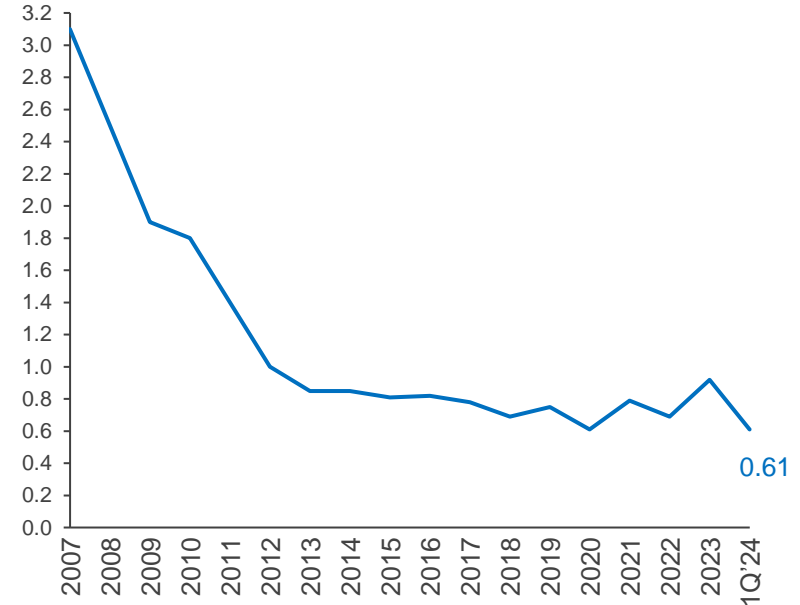
Determined to reach zero harm

Company-wide audit of safety practices by dss+ is ongoing with key recommendations to be published in September 2024 once complete. Progress as at the end of March 2024 includes:

- **30% Fatality Prevention Standards (FPS) audit are complete of sites above 150 FTE (employees and contractors).** Audits cover the 3 main occupational risks (injured by a machine that was not properly isolated or turned off, crushed by vehicle or moving machine, and falling from height) leading to serious injuries and fatalities
- **47% of process safety risk management assessments complete.** dss+ will observe and assess our CTO led assessments of the highest priority countries and assets
- **83% of interviews held as part of top-to-bottom health and safety governance review.** dss+ will assess all health and safety systems, processes, structures and capabilities; governance and assurance processes; and systems and data management

1Q'24 Health & Safety results: LTIFR¹ of 0.61 for 1Q'24

Group lost time injuries frequency rate¹



Decarbonization

Leveraging strengths to lead the market in low-emissions steel solutions



Strengths & advantages:

- Existing EAF footprint → 36 EAFs in the group (including JVs)
- Existing DRI capabilities → we are the world's largest DRI producer
- Innovation → R&D capabilities supporting “smart carbon” steel making technologies; announced plans to build industrial-scale direct electrolysis plant (Volteron™)
- Diverse operations → unique scale provides access to options and opportunities

Securing resources:

- 1700MW renewable energy projects; Argentina (130MW), India (1GW; completion 1H'24) and Brazil (554MW; completion 2025)
- Three scrap recycling businesses acquired in UK/Europe with combined collection capacity of ~1.0Mt
- Accessing high quality DRI through acquisition of Texas HBI and organic investments (Canada DRI pellet conversion project, Serra Azul pellet feed)

Low Carbon emissions product leads the market:

- Increasing our low- carbon emission steel offerings through our XCarb® branded products in response to the increased demand for low- carbon solutions from major sectors such as automotive and construction
- Sales of our XCarb® product reached 229kt in 2023, and are expected to more than double in 2024
- XCarb® products have a carbon footprint of as low as 300kg CO₂/t

Decarbonization projects progressing:

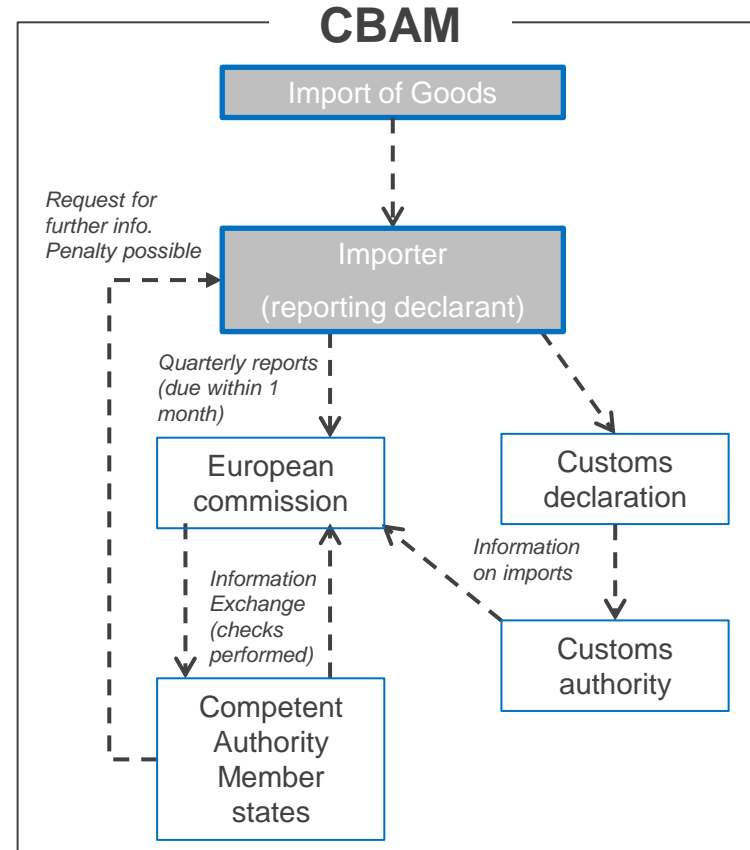
- **DRI/ EAF projects** across Europe and Canada progressing through engineering, which is expected to be completed by the end of this year:
 - Contract signed with industrial engineering company for the new EAF in Gijon (Spain);
 - Company is working with country governments to have visibility of the energy costs and capacity
- Piloting CCS projects in Belgium and France

A capital efficient strategy focussed on an acceptable return on required investment

CBAM to level the playing field; transition monitoring underway

If well designed, CBAM¹ can play an important role to ensure a level playing field on carbon - to equalise the cost of carbon between domestic products and imports

- **EU Importers must report quarterly** on the volume of their imports, total embedded and indirect emissions and carbon costs due in the country of origin for the goods imported
 - **Transition period (Oct 1, 2023 – Dec 31, 2025)** with no financial obligation but penalties maybe imposed for failing to report
 - **From Jan 1, 2026, financial obligation starts.** Phase out of free allocation (ETS)
- **The CBAM needs strengthening if the CBAM is to prove effective and fair to all**, in our opinion. Key areas include but are not limited to:
 - **Its scope.** It needs to include all steel- intensive finished products (e.g. car or wind tower)
 - **Steel being exported out of Europe** needs an export measure, so that it can be competitive globally
 - Avoid the high risk of market distortion of existing low carbon based steel production that can be shifted to Europe



XCarb® – a strong and growing presence in the market for decarbonized steel

- XCarb® brand gaining market traction
- Company has demonstrated the ability to produce a wide variety of different grades and types of XCarb® recycled and renewably produced products for a multitude of customer applications
- XCarb® recycled and renewably produced products offer a carbon footprint as low as 300kg CO2/t
- Sales of our XCarb® product reached 229kt in 2023, and are expected to more than double in 2024
- Supporting our customers' net-zero ambitions and expanding into other geographies (outside of Europe)



ArcelorMittal's XCarb® offer of low carbon emissions steel solutions

XCarb®

Green steel certificate

2020: Launch of XCarb® green steel certificates

- For steel made in blast furnace route
- Based on mass balancing
- CO₂ savings from reducing fossil coal
- Available in all products and grades

XCarb®

Recycled and renewably produced

2021: Launch of XCarb® recycled and renewably produced

- Physical decarbonised steel made in electric arc furnace
- Using 100% renewable energy
- High recycled content

XCarb®

Brand to be developed

By 2030: New XCarb® products to be launched

- Physical decarbonised steel
- Based on direct reduced iron technology

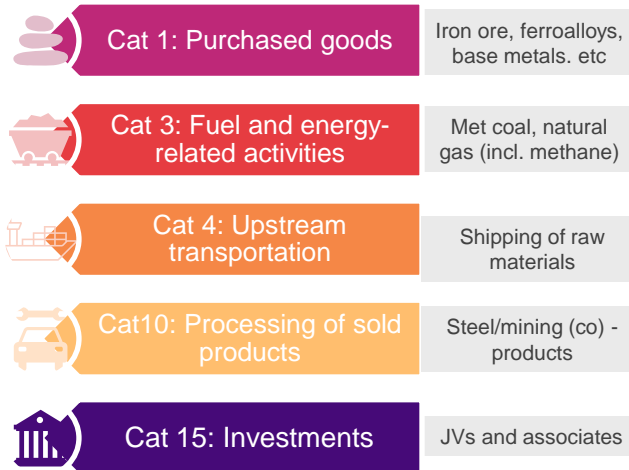
More low-carbon emissions XCarb® solutions will be launched as new decarbonization technologies are deployed

Scope 3 emissions: An update on our analysis

1 Screening process

- **Objective:** To understand quantitative materiality of Scope 3 categories.
- **AM materiality threshold:** total contribution of each category to total Scope 3 emissions is less than 5% AND the sum of all immaterial categories is less than 20% of total Scope 3.

2 Material categories(*)



3 Supplier engagement strategy

- **Based on best practices** e.g. the GHG Protocol Supplier Engagement Guidance
- **In-depth analysis of purchased goods**, like iron ore, solid fuels, ferroalloys, and base metals. In 2024, we plan to expand the analysis to other industrial products.
- **Supplier classification** into three main groups: strategic, high impact and transactional suppliers. We have identified 40 prioritised key value chain suppliers for engagement on decarbonisation plans, emission reduction targets and product carbon footprint data.
- **Pilot tool to report** suppliers' emissions for selected products. In 2024 we are planning to create a supplier performance-tracking data base.

EU Taxonomy

‘Substantial contribution’ to climate change mitigation for revenues, capex and opex for the first time:

- **14% of group turnover**
- **21% of group capex**
- **13% of group opex**

We have taken a strict approach to our interpretation of the minimum safeguards criteria.

We have published a new [human rights policy](#) in 2023 and are updating our processes and procedures in 2024 to be aligned.

As a result, we are disclosing that we do not have complete alignment with minimum safeguards in 2023.

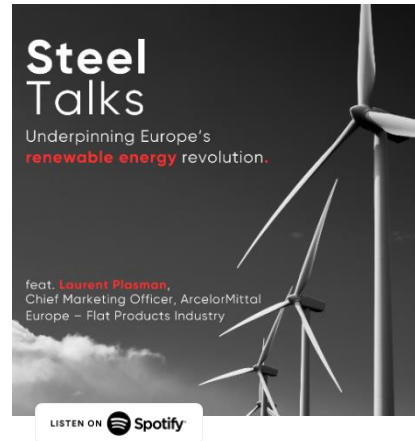
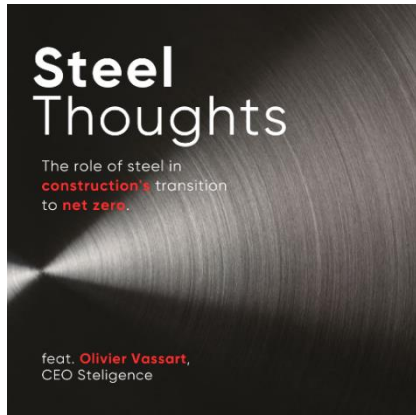
EU Taxonomy - Revenue

Economic Activities	Code	Turnover	Proportion of turnover	Substantial Contribution Criteria					Do No Significant Harm criteria					Minimum Safeguards	Proportion of taxonomy aligned turnover (2023)	Proportion of taxonomy aligned turnover (2022)	Category (enabling activity)	Category (transitional activity)	
				Climate Change Mitigation	Climate Change Adaptation	Water and marine resources	Circular Economy	Pollution	Biodiversity and Ecosystems	Climate Change Mitigation	Climate Change Adaptation	Water and marine resources	Circular Economy						Pollution
		\$mn	in %	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL
A. TAXONOMY ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%								0%	0%	
Of which enabling		0	0%	0%	0%	0%	0%	0%	0%								0%	0%	
Of which transitional		0	0%	0%													0%	0%	
A.2. Eligible not Taxonomy-aligned activities																			
Forest Management	CCM 1.3	3	0%	N	N	N/EL	N/EL	N/EL	N/EL								0%	0%	
Manufacture of energy efficient equipment for buildings	CCM 3.5	371	1%	Y	N	N/EL	N/EL	N/EL	N/EL								0%	0%	E
Manufacture of Iron and Steel	CCM 3.9	60,264	88%	Y	N	N/EL	N/EL	N/EL	N/EL								0%	0%	T
Material recovery from non-hazardous waste	CCM 5.9	295	0%	Y	N	N/EL	N/EL	N/EL	N/EL								0%	0%	
Turnover of Taxonomy eligible but not environmentally sustainable activities (not taxonomy aligned activities) (A.2)		60,933	89%	14%	0%	0%	0%	0%	0%										
Total (A.1 + A.2)		60,933	89%	14%	0%	0%	0%	0%	0%										
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy non-eligible activities (B)		7,342	11%																
Total (A + B)		68,275	100%																

Steel Works

A three-part mini-series that explores **steel's role in the transition to net zero**

- 1) Chief Executive of Steligence®, our intelligent construction solutions business, about **how steel can significantly reduce the carbon footprint of buildings.**
- 2) Chief Marketing Officer for our European flat products business speaks about the **steel intensive nature of the renewable energy revolution**
- 3) Executive Vice- President responsible for our global automotive franchise, on **the solutions we are providing automotive manufactures as they electrify their vehicles fleets**



Social - Human Rights & Gender Diversity



Human Rights: Updating our Approach

ArcelorMittal is determined to respect all internationally recognized human rights, including, but not limited to, those covered under the International Bill of Human Rights, the ILO Declaration on Fundamental Rights at Work, and implementing the UN Guiding Principles on Business and Human Rights ('UNGPs').

Human Rights Policy



As an essential element of our strategy, we are committed to respecting all internationally recognized human rights, including, but not limited to, those covered under the United Nations (UN) Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, United Nations Declaration on the Elimination of Discrimination, International Convention on the Elimination of All Forms of Racial Discrimination, ILO Declaration on Fundamental Principles and Rights at Work and other relevant Conventions, the Voluntary Principles on Security and Human Rights (VPSHR) and the International Labour Organization (ILO) Conventions. We are committed to identifying, preventing and addressing human rights impacts, including those that may be realized or realized in the future, and to ensuring that our operations and those of our value chain, including our contractors and suppliers, do not result in adverse human rights impacts, and any other people whose human rights may be adversely impacted by our activities.

The Company is committed to implementing good practices on human rights by operating the UN Guiding Principles on Business and Human Rights (UNGP), including respect for human rights, and ensuring that our operations and those of our value chain, including our contractors and suppliers, do not result in adverse human rights impacts, and any other people whose human rights may be adversely impacted by our activities.

To meet this commitment ArcelorMittal will:

- Comply with the rule of law, respecting regulatory and governmental obligations in all jurisdictions where we operate.
- Implement an ongoing human rights due diligence process, which enables us to identify and assess our own and our contractors' human rights risks and address impacts in our own operations and contractors, and those of our value chain and treatment.
- Establish human rights due diligence and grievance mechanisms into our Company's overall management and operational processes including risk management, ensuring these are established periodically.
- Provide an accessible, timely, and effective grievance mechanism to our employees, contractors, suppliers, and communities, and ensure that our grievance mechanisms are accessible to all.
- Provide a safe and healthy working environment and provide safety culture. Our commitment to work towards a goal of zero accidents, injuries, and lost time due to injury.

- Ensure fair, equitable, and equal treatment of all employees, providing an environment where people with diverse backgrounds and perspectives can thrive and all are respected, valued, supported, and empowered in respect of employment and occupation.
- Respect and uphold workers' and contractors' right to freedom of association and the right to collective bargaining.
- Comply with laws regarding conditions of employment including hours and rest time, working hours and overtime, and ensure that our operations and those of our value chain, including our contractors, do not violate the law.
- Collaborate and establish constructive processes to establish all forms of modern slavery. We do not tolerate child labor, forced or bonded labor, or other forms of modern slavery, including, but not limited to, child labor, forced or bonded labor, or other forms of modern slavery within our operations and value chain, or treatment.



Enhanced human rights policy: published in 2023

A revised and updated Human Rights policy to align with key stakeholder requirements and evolving human rights across our geographies. The new policy applies to our own people and their working environment, the handling of human rights within our value chain, and the rights of communities within which we operate.

Saliency Assessment: completed five- month intensive saliency assessment in 2023

The risks were assessed following the UNGPs methodology, and those assessed as severe were identified as the company's salient human rights risks. 12 issues were identified including health and safety, human rights in the value chain and supply chain and climate change and the Just Transition. For the full list see our Integrated Annual Review 2023.

Processes and procedures: Embedding our enhanced policy during 2024

The new human rights policy and the results of our saliency assessment will be used to update our policies and procedures on human rights. For example in Q1 2024, we have developed new human rights training for employees and suppliers, piloted a new supplier due diligence tool and we are strengthening our Responsible Sourcing Policy and Responsible Sourcing Code.

Grievance Mechanism: Updated Corporate Whistleblower in Q1 2024

We have updated our Corporate level whistleblower in Q1 2024 to include all human rights. In addition, we are updating our guidance for all operational grievance mechanisms at our sites.

Gender Diversity: Target to double women in management to 25% by 2030

- Target to **double % of women** in our leadership positions
- **Global Diversity and Inclusion (D&I) Panel** in place overseeing and steering the Group towards a more inclusive and diverse organisation
- Robust D&I roadmap (engaging leaders, strengthening governance & developing group wide programs, reviewing policies and defining minimum standards)



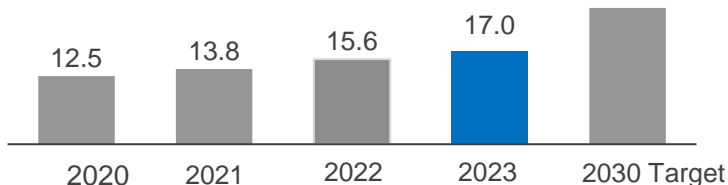
Key figures as at end of 2023:

- 40% of women on the Board
- 17% gender diversity leadership positions
- 12.5% of women on the Group Management Committee
- 11% of women are Executive Vice Presidents



Structural work preparing for improved gender diversity is in place

% of women in management



ArcelorMittal - Diverse talent enables smarter steel - our women

ArcelorMittal's Gender Diversity [video](#)

Appendix

Sustainable Development Governance

- **Board level review** of Sustainable Development progress each quarter by the Board Sustainability Committee → three independent directors, chaired by Clarissa Lins¹
- Accountability for Sustainable Development is led by the Executive Vice President, Business Optimisation, reporting directly to the **Executive Office**
- The **Climate Change Panel**'s mandate is to position ArcelorMittal as a global leader on climate change and provides recommendations to the Board Sustainability Committee
- The **Sustainable Development Panel**'s role is to strengthen the company's environmental, social and governance (ESG) oversight
- Diversity & Inclusion Governance is led by the **Global Diversity and Inclusion Panel** which acts as an informed representative of the Group
- The **Investment Allocations Committee** authorises large capex projects and reviews the carbon emissions impact of all proposals
- **ResponsibleSteel and IRMA certification** program to drive strong, consistent ESG management systems across business



Key reporting updates Q1 2024



New AMNS India Climate Action Report
Feb 2024



2023 20F
March 2024



Health & Safety Interim Update
April 2024

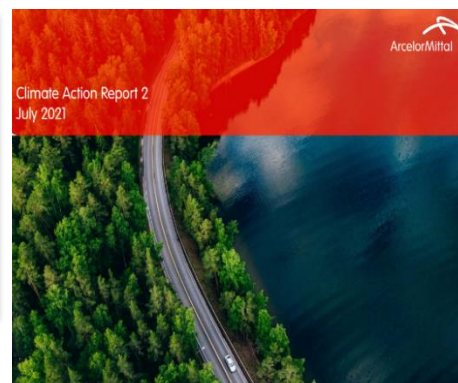
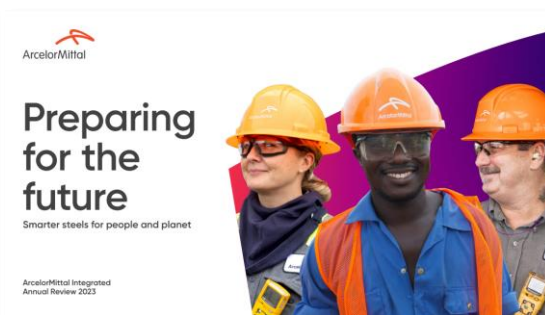


Factbook
April 2024



2023 Integrated Annual Review
April 2024

ArcelorMittal contacts



Daniel Fairclough – Global Head Investor Relations
daniel.fairclough@arcelormittal.com +44 207 543 1105

Hetal Patel – General Manager Investor Relations
hetal.patel@arcelormittal.com +44 207 543 1128

Benoit Cuisiniere – Manager Investor Relations (France)
benoit.cuisiniere@arcelormittal.com +33 1 57 95 50 38

Maureen Baker – Fixed Income/Debt Investor Relations
maureen.baker@arcelormittal.com +33 1 57 95 50 35

Victoria Irving – ESG Investor Relations
victoria.irving@arcelormittal.com +44 7435 192 206