



## **ArcelorMittal**

*Société anonyme*

**Registered office:**

**24-26, boulevard d'Avranches, L-1160 Luxembourg**

**Grand-Duchy of Luxembourg**

**R.C.S. Luxembourg B 82.454**

### **CONVENING NOTICE**

The shareholders of ArcelorMittal, *société anonyme* (the "**Company**")

are invited to attend the

#### **Annual General Meeting**

#### **of Shareholders (the "General Meeting")**

on 6 May 2025 at 12:30 p.m. CET

at the Company's offices, at

**24-26, boulevard d'Avranches, L-1160 Luxembourg, Grand-Duchy of Luxembourg**

to deliberate on the following matters:

## **Agenda and Proposed Resolutions of the General Meeting**

**1. Presentation of the management report of the board of directors of the Company (the “Board of Directors”) and the reports of the independent auditor on the financial statements of the Company (the “Parent Company Financial Statements”) and the consolidated financial statements of the ArcelorMittal group (the “Consolidated Financial Statements”) for the financial year 2024 in each case prepared in accordance with the International Financial Reporting Standards (“IFRS”) as adopted by the European Union.**

**2. Approval of the Consolidated Financial Statements for the financial year 2024**

*Draft resolution (Resolution I)*

The General Meeting, after having reviewed the management report of the Board of Directors and the report of the independent auditor, approves the Consolidated Financial Statements for the financial year 2024 in their entirety, showing a consolidated net income of USD 1,380 million.

**3. Approval of the Parent Company Financial Statements for the financial year 2024**

*Draft resolution (Resolution II)*

The General Meeting, after having reviewed the management report of the Board of Directors and the report of the independent auditor, approves the Parent Company Financial Statements for the financial year 2024 in their entirety, showing a net income of USD 662 million for the Company as parent company of the ArcelorMittal group, as compared to the consolidated net income of USD 1,380 million, in both cases established in accordance with IFRS as adopted by the European Union.

**4. Allocation of results and determination of the dividend and the remuneration of the members of the Board of Directors in relation to the financial year 2024**

*Draft resolution (Resolution III)*

The General Meeting acknowledges the net income of USD 662 million and that no allocation to the legal reserve or to the reserve for treasury shares is required.

On this basis the General Meeting, upon the proposal of the Board of Directors, decides to pay a dividend out of the distributable results consisting in profit for the year.

The General Meeting acknowledges that a dividend of USD 0.55 (gross) per share will be paid in two equal instalments on 11 June and on 3 December 2025.

The General Meeting, upon the proposal of the Board of Directors, sets the amount of total remuneration for the Board of Directors in relation to the financial year 2024 at EUR 1,491,943 (USD 1,549,980)<sup>1</sup>.

*Draft resolution (Resolution IV)*

Considering Resolution III above, the General Meeting, upon the proposal of the Board of Directors, decides to allocate the results of the Company based on the Parent Company Financial Statements for the financial year 2024 as follows:

Net income for the year	USD 661,504,076
Profit brought forward (Report à nouveau)	USD 30,747,189,243
Results to be allocated and distributed	USD 31,408,693,319
Allocation to the legal reserve	--

<sup>1</sup> These figures and those set out in Resolution VI are based on the EUR/USD exchange rate of EUR 1 = USD 1.0389 on 31 December 2024.

Directors' remuneration for the financial year 2024 (as per Resolution III, above)	USD 1,549,980 <sup>2</sup>
Dividend of USD 0.55 (gross) per share relating to the financial year 2024 <sup>3</sup>	USD 422,700,642
Profit carried forward	USD 30,984,442,697

## 5. Resolutions concerning the Remuneration Report for the year 2024

### *Background*

ArcelorMittal has prepared a remuneration report for 2024 as required by the Shareholders Right Directive II (Directive (EU) 2017/828) as implemented by Luxembourg law on 1 August 2019 (the “**Shareholders’ Rights Law**”), (the “**Remuneration Report**”). The remuneration policy and certain additional information is set out in the Remuneration Report, under section “Remuneration at a glance - senior management”.

As required by the Shareholders’ Rights Law, the Remuneration Report is submitted to an advisory vote at the General Meeting.

A copy of the Remuneration Report which includes the remuneration policy is available on the Company’s website [www.arcelormittal.com](http://www.arcelormittal.com) under “Investors – Equity investors – Shareholders events – AGM – Annual General Meeting of shareholders, 6 May 2025”.

### *Draft resolution (Resolution V)*

The General Meeting decides by an advisory vote to approve the Remuneration Report.

### *Draft resolution (Resolution VI)*

Based on Resolution III, the General Meeting decides to allocate the amount of total remuneration for the Board of Directors in relation to the financial year 2024 at EUR 1,491,943 (USD 1,549,980).

## 6. Discharge of the members of the Board of Directors

### *Draft resolution (Resolution VII)*

The General Meeting decides to grant discharge to the members of the Board of Directors in relation to the financial year 2024.

## 7. Election of members of the Board of Directors

### *Background*

The Company places a strong emphasis on corporate governance and its Board of Directors is currently composed of 9 directors, of which 5 are independent directors. Its governance structure is enhanced by the leadership provided by Mrs. Karyn Ovelmen as the Lead Independent Director.

This year, the mandate of each of the two following directors will come to an end on the date of this General Meeting: Mrs. Vanisha Mittal Bhatia and Mr. Karel de Gucht.

After consideration of the above, as well as the individual qualifications and experience of each of the proposed nominees to the Board of Directors and their contributions to the Board of Directors, the Board of Directors concluded that Mrs. Vanisha Mittal Bhatia and Mr. Karel de Gucht should be re-elected as members of the Board of Directors for another three-year term.

<sup>2</sup> For full details about payments to Board of Directors members including Executive Chairman and Chief Executive Officer (who are not remunerated as directors) please refer yourself to page 5 of the Remuneration Report.

<sup>3</sup> Based on 768,546,622 shares in issue at 31 December 2024 net of treasury shares held by the Company. Dividends will be paid in two equal instalments on 11 June and on 3 December 2025, resulting in a total annualized cash dividend per share of USD 0.55.

The biographical information of the two directors proposed for re-election is available on the Company's website [www.arcelormittal.com](http://www.arcelormittal.com) under "Investors – Equity investors – Shareholders events – AGM – Annual General Meeting of shareholders, 6 May 2025".

*Draft resolution (Resolution VIII)*

The General Meeting re-elects Mrs. Vanisha Mittal Bhatia as director of ArcelorMittal for a three-year mandate that will automatically expire on the date of the annual general meeting of shareholders to be held in 2028.

*Draft resolution (Resolution IX)*

The General Meeting re-elects Mr. Karel de Gucht as director of ArcelorMittal for a three-year mandate that will automatically expire on the date of the annual general meeting of shareholders to be held in 2028.

**8. Renewal of the authorisation of the Board of Directors and of the corporate bodies of other companies in the ArcelorMittal group to acquire shares in the Company**

*Background*

ArcelorMittal announced on 5 May 2023 a new share buyback program of 85 million shares (the "Program") under the authorisation given by the annual general meeting of shareholders of 2 May 2023. The Program has now completed. The press releases are available on the Company's website [www.arcelormittal.com](http://www.arcelormittal.com) under "Media - Press Releases".

To be able to implement share buyback programs going forward, the Company proposes to provide a new share buyback authorisation valid until the end of the annual general meeting of shareholders to be held in 2028 (the "2028 AGM") or until the date of its renewal by a resolution of the general meeting of shareholders if such renewal date is prior to the 2028 AGM in such manner that the shares repurchased by the Company pursuant to this authorisation do not in any event exceed 10% of the Company's issued share capital at the date hereof (such 10% being 85,280,977 shares).

The purpose of the proposed resolution is mainly to be able to implement buyback program(s), and to a lesser extent, among other purposes, to service existing commitments of the Company relating to its Long-Term Incentive Plan. The Company may cancel treasury shares from time to time in accordance with the authorisation granted to the Board of Directors by the extraordinary general meeting of shareholders held on 2 May 2023 (the "2023 EGM").

*Draft resolution (Resolution X)*

The General Meeting decides to authorise, effective immediately after this General Meeting, the Board of Directors, with the option to delegate, and the corporate bodies of the other companies in the ArcelorMittal group, to acquire and sell shares in the Company in accordance with the Luxembourg law of 10 August 1915 on commercial companies, as amended (the "Law") and any other applicable laws and regulations, including but not limited to entering into off-market and over-the-counter transactions and to acquire shares in the Company through derivative financial instruments as well as to enter into cash-settled derivative financial instruments to mitigate volatility in the per share prices paid to acquire shares in the Company.

The present authorisation is valid until the end of the 2028 AGM or until the date of its renewal by a resolution of the general meeting of shareholders if such renewal date is prior to the 2028 AGM.

The Company may not repurchase shares amounting to more than 10% of its issued share capital at the date hereof (such 10% being 85,280,977 shares). Treasury shares can be cancelled from time to time by the Company in accordance with the authorisation granted to the Board of Directors by the 2023 EGM.

The maximum number of own shares that the Company may hold at any time directly or indirectly may not have the effect of reducing its net assets ("actif net") below the amount mentioned in paragraphs 1 and 2 of Article 461-2 of the Law.

The purchase price per share to be paid shall not exceed 110% of the average of the final listing prices of the thirty (30) trading days preceding the three (3) trading days prior to each date of repurchase and shall not be less than one euro cent.

The final listing prices are those on the New York Stock Exchange, Euronext markets on which the Company's shares are listed or the Luxembourg Stock Exchange, depending on the market on which the repurchases are made.

For off-market transactions, the maximum purchase price shall be 110% of the reference price on the New York Stock Exchange (in case of purchase in USD) or the Euronext markets (in case of purchase in EUR) on which the Company's shares are listed. The reference price will be deemed to be the average of the final listing prices per share on these markets during thirty (30) consecutive days on which these markets are open for trading preceding the three (3) trading days prior to the date of purchase.

For the avoidance of doubt, price restrictions set out in the immediately preceding paragraphs do not apply to cash settled derivative financial instruments entered into to mitigate volatility in the per share prices paid to acquire shares in the Company.

In the event of a share capital increase by incorporation of reserves or issue premiums and the free allotment of shares as well as in the event of the division or regrouping of the shares, the purchase price indicated above shall be adjusted by a multiplying coefficient equal to the ratio between the number of shares comprising the issued share capital prior to the transaction and such number following the transaction.

All powers are granted to the Board of Directors, with the power to delegate, to ensure the implementation of this authorisation.

**9. Appointment of an independent auditor in relation to (i) the Parent Company Financial Statements and the Consolidated Financial Statements for the financial year 2025 and (ii) the assurance opinion on sustainability reporting to be included in the management report of the Board of Directors for the financial year 2025 if and as required**

*Draft resolution (Resolution XI)*

The General Meeting decides (i) to reappoint Ernst & Young, *société anonyme*, with registered office at 35E, Avenue John F. Kennedy, L-1855 Luxembourg, Grand-Duchy of Luxembourg (E&Y), as independent auditor to perform the independent audit of the Parent Company Financial Statements and the Consolidated Financial Statements regarding the financial year 2025 and (ii) to appoint E&Y to provide the assurance opinion on the sustainability reporting to be included in the management report of the Board of Directors for the financial year 2025 if and as required.

**10. Authorisation of grants of share-based incentives**

*Background*

The Executive Chairman, Chief Executive Officer (the "CEO" and, together with the Executive Chairman, the "Executive Office") and Chief Financial Officer (the "CFO") of the Company (jointly, the "Executive Office PSU Plan") will be eligible for Performance Share Unit ("PSU") grants under the Executive Office PSU Plan. The Executive Office PSU Plan is designed to enhance the long-term performance of the Company and to align the members of the Executive Office to the Company's objectives. The Executive Office PSU Plan complements ArcelorMittal's existing program of annual performance-related bonuses which is the Company's reward system for short-term performance and achievements. The main objective of the Executive Office PSU Plan is to offer an effective performance-enhancing incentive based on the achievement of ArcelorMittal's strategy which is aimed at creating measurable long-term shareholder value. In addition, the Company has the ArcelorMittal Equity Plan which is a long term incentive plan in place for senior employees.

The Executive Office PSU Plan provides for cliff vesting on the third-year anniversary of the grant date, under the condition that the relevant Executive Office member continues to be actively employed by the ArcelorMittal group on that date. Awards under the Executive Office PSU Plan are subject to the fulfillment of the cumulative performance criteria over a three-year period from the date of the PSU grant. The value of the grant at the grant date will equal 180% of base salary for the Executive Chairman and the CEO. The CFO will be included in the Executive Office PSU plan instead of the ArcelorMittal Equity Plan. The value of the grant at the grant date will equal 110% of base salary. Each PSU may give right to up to two (2) shares of the Company.

The allocation of PSUs to the Executive Office members (including the CFO) will be reviewed by the Appointments, Remuneration and Corporate Governance Committee (the "**Committee**"), which is comprised of three independent directors and which makes a recommendation to the Board of Directors. This Committee will also determine the criteria for granting PSUs and make its recommendation to the Board of Directors. The vesting criteria of the PSUs are also monitored by the Committee.

**2025 Cap for both Executive Office grant and other retention based grants below this level**

The 2025 cap for the number of PSUs that may be allocated to the Executive Office (including the CFO) and other retention-based grants below the Executive Office level, is proposed to be set at a maximum of six million (6,000,000) shares (the “**2025 Cap**”), representing 0.7725% on a diluted basis and 0.7805% of the Company’s issued share capital (net of treasury shares) on an outstanding basis.

An explanatory presentation, including a description of the performance targets applicable to the Executive Office PSU Plan is available on the Company’s website [www.arcelormittal.com](http://www.arcelormittal.com) under “Investors – Equity investors – Shareholders events – AGM – Annual General Meeting of shareholders, 6 May 2025”.

#### *Draft resolution (Resolution XII)*

The General Meeting acknowledges the above background information provided about the Executive Office PSU Plan and other retention-based grants and authorises the Board of Directors:

(a) to allocate up to six million (6,000,000) of the Company’s fully paid-up ordinary shares under the 2025 Cap, which may be either newly issued shares or shares held in treasury, such authorisation to be valid from the date of the General Meeting until the annual general meeting of shareholders to be held in 2026,

(b) to adopt any rules or measures to implement the Executive Office PSU Plan and other retention-based grants below the level of the Executive Office that the Board of Directors may at its discretion consider appropriate,

(c) to decide and implement any increase of the 2025 Cap by the additional number of shares of the Company necessary to preserve the rights of the grantees of Executive Office PSU Plan and other retention-based grants below the level of the Executive Office in the event of a transaction impacting the Company’s share capital, and

(d) to do or cause to be done all such further acts and things as the Board of Directors may determine to be necessary or advisable to implement the content and purpose of this resolution.

.....

The General Meeting will validly deliberate on all resolutions on the agenda regardless of the number of shareholders present and of the number of shares represented, and the resolutions relating to these agenda items will be adopted by a simple majority of the votes validly cast by shareholders present or represented. Each share is entitled to one vote.

A copy of the documentation related to the General Meeting is available from the date of publication of this convening notice on the Company’s website [www.arcelormittal.com](http://www.arcelormittal.com) under “Investors – Equity investors – Shareholders events – AGM – Annual General Meeting of shareholders, 6 May 2025”. Shareholders may obtain a soft copy of the Annual Report 2024 (in English) by making a request by e-mail to [privateinvestors@arcelormittal.com](mailto:privateinvestors@arcelormittal.com) unless they specify that they would like to receive free of charge a hard copy by mail (in which case they should provide the relevant postal address) or at the Company’s registered office.

#### **Additions of agenda items or tabling of alternative resolutions**

One or more shareholders holding together at least 5% of the issued share capital of the Company have the right to add new items to the agenda of the General Meeting and/or table draft resolutions regarding existing or new agenda items. Any such request must be received by the Company before **6:00 p.m. Central European Time ("CET")** on 14 April 2025. The request must be made in writing by e-mail to [gm2025@arcelormittal.com](mailto:gm2025@arcelormittal.com) and must include either (a) the text of the new agenda item and a draft resolution or a background explanation or (b) an alternative resolution or a new resolution for an existing agenda item, with a clear identification of the agenda item concerned and the text of the proposed resolution or a background explanation. The request must include the name of a contact person and a contact address (e-mail) to enable the Company to confirm receipt within 48 hours, and proof must be provided (in the form of a confirmation issued by a financial intermediary) that the requestor(s) was/were a shareholder(s) of the Company on the Record Date (as defined below). If such request entails a modification of the agenda of the General Meeting, the Company will make an amended **agenda available at the latest fifteen (15) days prior to the date of the General Meeting, i.e. by 21 April 2025.**

#### **Ability for shareholders to ask questions ahead of and during the General Meeting**

Shareholders have the right to ask questions about items on the agenda of the General Meeting ahead of and during the meeting. The Company will on a best efforts basis provide responses to the questions during the General Meeting's questions & answers session. Questions submitted ahead of the General Meeting must be received by the Company before **6:00 p.m. CET on 30 April 2025**. Questions must be sent by e-mail to [gm2025@arcelormittal.com](mailto:gm2025@arcelormittal.com) and include the shareholder's full name and address and a proof of ownership of Company shares as at the Record Date (as defined hereafter) issued by a financial intermediary.

### **General Meeting – Attending in person or voting by proxy**

Only shareholders who were holders of record of European Shares or New York Shares on the Record Date (as defined hereafter) are allowed to vote and participate in the General Meeting. **The “Record Date” is defined as 22 April 2025 at midnight (24:00 hours) CET and at 6:00 p.m. (18:00 hours) New York time.**

ArcelorMittal's shares are divided into European Shares and New York Shares. “**European Shares**” are the shares directly or indirectly recorded in the Company's shareholders' register held in Luxembourg. “**New York Shares**” are the shares directly or indirectly recorded in the Company's shareholders' register held in New York. The listing agent for the European Shares is ABN AMRO and the listing agent for the New York Shares is Citibank, N.A. There is no material difference between a European Share and New York Share and both type of shares give access to equal rights.

#### **1. Conditions for personal attendance**

##### ***(i) Holders of shares whose ownership is directly recorded***

###### ***a. Registration by mail***

Shareholders who own European Shares or New York Shares and whose ownership is directly recorded in their own name in the Company shareholders' register should announce their intention to attend and vote at the General Meeting by completing, signing, dating the participation form available in English and French on request from the Centralisation Agent or the Company's website [www.arcelormittal.com](http://www.arcelormittal.com) under “Investors – Equity investors – Shareholders events – AGM – Annual General Meeting of shareholders, 6 May 2025”, and sending it to:

- For holders of European Shares on the Record Date

ABN AMRO Bank N.V.  
Market Operations Corporate Broking AVA Team (HQ8045)  
PO Box 2523  
Gustav Mahlerlaan 10  
NL-1000 PA Amsterdam, The Netherlands  
E-mail: [ava@nl.abnamro.com](mailto:ava@nl.abnamro.com)  
Phone: +31 20 628 6070

- For holders of New York Shares on the Record Date

Citibank Shareholder Services  
P.O. Box 43099  
Providence, Rhode Island 02940-5000, United States of America  
E-mail: [citibank@shareholders-online.com](mailto:citibank@shareholders-online.com)  
Phone: 1-877-CITI-ADR (toll-free, U.S. only) or + 1-781-575-4555 (international)

The participation form must be received no later than **30 April 2025 by 5.00 p.m. CET** by ABN AMRO Bank for European Shares and **28 April 2025 by 10.00 a.m. New York time** by Citibank Shareholder Services for New York Shares.

###### ***b. Online registration***

Shareholders may announce their intention to attend and vote at the General Meeting by accessing [www.abnamro.com/evoting](http://www.abnamro.com/evoting) and following the registration steps.

To register electronically, holders of European Shares whose ownership is directly recorded can log in at [www.abnamro.com/evoting](http://www.abnamro.com/evoting) using their user account and password no later than **5:00 p.m. CET on 30 April 2025**. If a

shareholder is a new user and does not yet have a user account and password, he/she can create a user account and password at [www.abnamro.com/evoting](http://www.abnamro.com/evoting). Please select “**ABN AMRO Registrar**” as intermediary.

For further information please contact:

ABN AMRO Bank N.V.  
Market Operations Corporate Broking AVA Team (HQ8045)  
PO Box 2523  
Gustav Mahlerlaan 10  
NL-1000 PA Amsterdam, The Netherlands  
E-mail: [ava@nl.abnamro.com](mailto:ava@nl.abnamro.com)  
Phone: +31 20 628 6070

Holders of European Shares or New York Shares who wish to attend the General Meeting in person must bring a proof of their identity (in the form of a non-expired identity card or passport) to the General Meeting. For the General Meeting to proceed in a timely and orderly manner, shareholders are requested to arrive on time. The doors will open at **11.30 a.m. CET** and the General Meeting will start promptly at 12.30 p.m. CET.

#### ***(ii) Holders whose ownership is indirectly recorded (shares held in clearing)***

Holders of European Shares on the Record Date whose ownership is indirectly recorded, through a clearing system (e.g. Euroclear), in the Company's shareholders' register (including U.S. and Canada residents) and who wish to attend and vote at the General Meeting in person must ask their financial intermediary (bank, broker or other financial institution or intermediary) where their shares are on deposit to send a registration certificate (the “**Registration Certificate**”) to the relevant Centralisation Agent who must receive it no later than **5.00 p.m. CET on 30 April 2025**. The Registration Certificate must indicate the identity of the owner of the ArcelorMittal shares, the number of shares registered, and a statement that the relevant shares were registered in the financial intermediary's records in the holder's name on the Record Date. When the Centralisation Agent has received the Registration Certificate, an attendance card will be sent by e-mail to the relevant shareholder. For shareholders, for which the Centralisation Agent doesn't have an e-mail address, the attendance card will be made available by the Centralisation Agent at the General Meeting.

Holders of New York Shares on the Record Date whose ownership is indirectly recorded, through a clearing system, in the Company's New York shareholders' register and who wish to attend and vote at the General Meeting in person must have their financial intermediary (bank or other financial institution or intermediary) or its agent where their shares are on deposit issue a proxy to them. The proxy will confirm that they owned the relevant number of New York Shares on the Record Date and are authorised to attend and vote at the General Meeting. In addition to issuing a proxy, the financial intermediary must complete and return a New York Share registration request to Citibank, which must be received by Citibank no later than **10.00 a.m. New York time on 28 April 2025**. The holders of New York Shares must bring the proxy received from their financial intermediary to the General Meeting; the proxy will serve as attendance card for the General Meeting.

Holders of European Shares or New York Shares who wish to attend the General Meeting in person must bring their attendance card, if received by email and a proof of their identity (in the form of a non-expired identity card or passport) to the General Meeting. For the General Meeting to proceed in a timely and orderly manner, shareholders are requested to arrive on time. The doors will open at 11.30 a.m. CET and the General Meeting will start promptly at 12.30 p.m. CET.

The forms can also be downloaded from the Company's website [www.arcelormittal.com](http://www.arcelormittal.com), under “Investors – Equity Investors – Shareholders events – AGM – Annual General Meeting of shareholders, 6 May 2025”. The completed, signed and dated proxy form must be received by the Centralisation Agent no later than **5.00 p.m. CET on 30 April 2025**.

## **2. Conditions for proxy voting or appointing a proxy**

### ***(i) European Shares***

Holders of European Shares on the Record Date who are unable to attend the General Meeting in person may give voting instructions to the Company Secretary, Mr. Henk Scheffer, or to any other person designated by them. In order to give voting instructions to the Company Secretary, or to any other person designated by them, holders of European Shares, whose ownership is directly recorded, must have obtained and delivered to the Centralisation Agent the completed, dated and signed proxy form described above (see “Conditions for personal attendance”, above) **by 5.00 p.m. CET on 30 April 2025**.



Holders of European Shares whose ownership is indirectly recorded must have obtained and delivered to their financial intermediary the completed, dated and signed proxy form described above (see “Conditions for personal attendance”, above); this financial intermediary must provide the relevant Centralising Agent with the proxy form and the Registration Certificate, dated on the Record Date (**22 April 2025**), **by 5.00 p.m. CET on 30 April 2025**. When the Centralisation Agent has received the proxy form and the Registration Certificate, a proxy card will be sent by e-mail to the relevant person designated as a proxy by such holder of European Shares. For those persons designated as proxies for whom the Centralisation Agent does not have an electronic address, the admission card will be made available by the Centralisation Agent at the General Meeting.

The Company Secretary will vote in accordance with the instructions given by the shareholder in the proxy form. If no voting instructions are given in the proxy form, the Company Secretary will vote in favour of the resolutions proposed and supported by the Board of Directors. The Registration Certificate and the proxy form may be obtained from the relevant Centralisation Agent. The proxy form can be downloaded in English and French from the Company’s website [www.arcelormittal.com](http://www.arcelormittal.com) under “Investors – Equity Investors – Shareholders events – AGM – Annual General Meeting of shareholders, 6 May 2025”.

Holders of European Shares who wish to revoke their proxy may do so by timely delivering a properly executed later-dated proxy to the relevant Centralisation Agent no later than **5.00 p.m. CET on 30 April 2025**, or by attending and voting in person at the General Meeting.

### (ii) New York Shares

Holders of New York Shares on the Record Date who are unable to attend the General Meeting in person must follow the voting procedures and instructions received from their financial intermediary or, as the case may be, its procedures on changing or revoking voting instructions. Attending the General Meeting without voting will not revoke the proxy.

Persons designated as a proxy by holders of European Shares or New York Shares on the Record Date and who wish to attend the General Meeting in person must bring their proxy card and a proof of their identity (in the form of a non-expired identity card or a passport) to the General Meeting. In order for the General Meeting to proceed in a timely and orderly manner, proxy holders are requested to arrive on time. The doors will open at 11.30 a.m. CET and the General Meeting will start promptly at 12.30 p.m. CET.

## **3. Electronic voting**

Shareholders may exercise their vote electronically by accessing [www.abnamro.com/evoting](http://www.abnamro.com/evoting) and following the registration steps.

To vote electronically, holders of European Shares whose ownership is directly or indirectly recorded can log in at [www.abnamro.com/evoting](http://www.abnamro.com/evoting) using their user account and password no later than **5:00 p.m. CET on 30 April 2025**. If a shareholder is a new user and does not yet have a user account and password, he/she can create a user account and password at [www.abnamro.com/evoting](http://www.abnamro.com/evoting). Please also select via [www.abnamro.com/evoting](http://www.abnamro.com/evoting) whether your shares are in the register or in the clearing. If your shares are in the register, please select “**ABN AMRO Registrar**” as intermediary.

For further information please contact:

ABN AMRO Bank N.V.  
Market Operations Corporate Broking AVA Team (HQ8045)  
PO Box 2523  
Gustav Mahlerlaan 10  
NL-1000 PA Amsterdam, The Netherlands  
E-mail: [ava@nl.abnamro.com](mailto:ava@nl.abnamro.com)  
Phone: +31 20 628 6070

## **4. Request for information and contact details of Centralisation Agents**

Shareholders requiring more information may do so by:

- **Contacting the Centralising Agents:**

For European Shares included in (i) the Euroclear Nederland system and admitted to trading on Euronext European markets (Amsterdam, Paris), (ii) in the Clearstream Banking or Euroclear Bank system and admitted to trading on the Luxembourg Stock Exchange's regulated market, and (iii) the Iberclear system and admitted to trading on the Spanish exchanges, the Centralisation Agent is:

ABN AMRO Bank N.V.

Market Operations Corporate Broking AVA Team (HQ8045)

PO Box 2523

Gustav Mahlerlaan 10

NL-1000 PA Amsterdam, The Netherlands

E-mail: [ava@nl.abnamro.com](mailto:ava@nl.abnamro.com)

Phone: +31 20 628 6070

For New York Shares admitted to trading on the New York Stock Exchange, the Centralisation Agent is:

Citibank Shareholder Services

P.O. Box 43099

Providence, Rhode Island 02940-5000, United States of America

E-mail: [citibank@shareholders-online.com](mailto:citibank@shareholders-online.com)

Phone: 1-877-CITI-ADR (toll-free, U.S. only) or + 1-781-575-4555 (international)

**• Contacting the Company's Investor Relations department:**

E-mail: [privateinvestors@arcelormittal.com](mailto:privateinvestors@arcelormittal.com)

Phone: +44 (0)20 3214 2475

Luxembourg, 4 April 2025

*Lakshmi N. Mittal*

*(The Executive Chairman)*