

# 1Q 2022 Results

May 5<sup>th</sup> 2022

Genuino Christino, Chief Financial Officer  
Daniel Fairclough, Head of Investor Relations



## Disclaimer

### Forward-Looking Statements

- This document may contain forward-looking information and statements about ArcelorMittal and its subsidiaries. These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, products and services, and statements regarding future performance. Forward-looking statements may be identified by the words "believe", "expect", "anticipate", "target" or similar expressions. Although ArcelorMittal's management believes that the expectations reflected in such forward-looking statements are reasonable, investors and holders of ArcelorMittal's securities are cautioned that forward-looking information and statements are subject to numerous risks and uncertainties, many of which are difficult to predict and generally beyond the control of ArcelorMittal, that could cause actual results and developments to differ materially and adversely from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include those discussed or identified in the filings with the Luxembourg Stock Market Authority for the Financial Markets (Commission de Surveillance du Secteur Financier) and the United States Securities and Exchange Commission (the "SEC") made or to be made by ArcelorMittal, including ArcelorMittal's latest Annual Report on Form 20-F on file with the SEC. ArcelorMittal undertakes no obligation to publicly update its forward-looking statements, whether as a result of new information, future events, or otherwise.

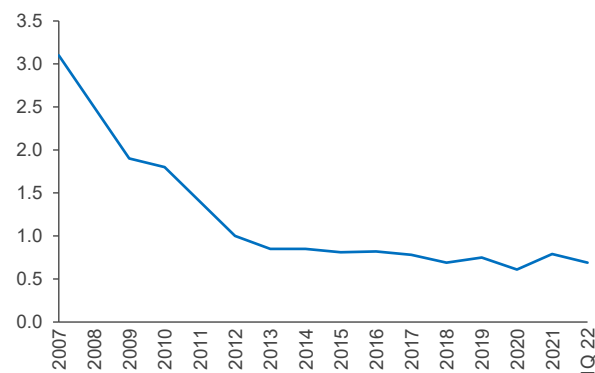
### Non-GAAP/Alternative Performance Measures

- This document includes supplemental financial measures that are or may be non-GAAP financial/alternative performance measures, as defined in the rules of the SEC or the guidelines of the European Securities and Market Authority (ESMA). They may exclude or include amounts that are included or excluded, as applicable, in the calculation of the most directly comparable financial measures calculated in accordance with IFRS. Accordingly, they should be considered in conjunction with ArcelorMittal's consolidated financial statements prepared in accordance with IFRS, including in its annual report on Form 20-F, its interim financial reports and earnings releases. Comparable IFRS measures and reconciliations of non-GAAP/alternative performance measures thereto are presented in such documents, in particular the earnings release to which this presentation relates.

## Safety is our priority: committed to reach zero harm

- Following full review of every aspect of safety a **multi-pronged action plan has been deployed**, building on and supporting the considerable policies and processes already in place
- Global H&S team **strengthened**
- Group's **H&S policy, standards and golden rules updated**: comprehensive and effective dissemination throughout the Company is being actioned
- Safety training & mentoring upgraded**: leadership presence on the shop floor now mandatory and central to day-to-day performance reviews
- Instituted a "quarantine" for operations** that have experienced a serious incident or deemed at risk of such an incident
- Remuneration links to H&S strengthened**: 50% increase in the STI link to safety performance (with fatalities acting as a circuit breaker); Safety target in STIP increased to 15%, and LTIP to 10%; ESG objectives included in LT incentive plans

### Health and safety performance (LTIF)\*



Global Health & Safety Day on April 28, 2022

Page 3

\* LTIF = Lost time injury frequency defined as Lost Time Injuries per 1,000,000 worked hours; based on own personnel and contractors; A Lost Time Injury (LTI) is an incident that causes an injury that prevents the person from returning to his/her next scheduled shift or work period. Figures presented for LTIF rates exclude ArcelorMittal Italia in its entirety and from 2021 onwards exclude ArcelorMittal USA following its disposal in December 2020. (Prior period figures have not been recast for the ArcelorMittal USA disposal); STI/LT refers to short term / long term incentive plan



We begin with ArcelorMittal's number one priority; the health, safety and wellbeing of our employees and contractors.

A concerted effort is underway to improve health and safety across the group and strengthen our safety culture. We have completed a comprehensive review of our efforts to eradicate accidents and fatalities, and have started 2022 with a refreshed company-wide commitment to put this fully into action.

Corporate oversight of safety has been strengthened, our Global Health & Safety Council is sharing and promoting best practice, peer-to-peer mentoring between sites has been introduced, training (which was reduced as a necessary precaution during COVID-19) has been strengthened and we are prioritizing support for underperforming units.

The Company is also tightening guidelines for mandatory leadership shop floor presence (which similar to training was reduced as a necessary precaution during COVID-19). All leaders must now spend a certain minimum time on the shop floor every week – when they must carry out a safety layered evaluation. While the Company policy has always specified leaders to regularly spend time on the shop floor, setting out a higher minimum accepted level for senior leaders will help reinforce the culture of visible felt leadership which we know has weakened in some regions as a result of COVID-19.

Furthermore, reporting of proactive KPIs such as potential serious injury frequency (PSIF) will be also be strengthened. Every segment is required to put in place a quality assessment process for PSIFs. Understanding clearly why PSIFs happen is vitally important to tightening processes, improving behaviours and preventing fatalities. Widespread use of what we call 'quarantining' will also now be in place across all operations where plants are put into 'quarantine' if a seriously unsafe incident takes place, or the plant is deemed to be at risk of a serious incident or fatality.

A change to the Company's executive remuneration policy has been made to reflect this focus.

Our safety performance is not where we want it to be; Management and the whole Company are absolutely focused

on eradicating fatalities - together we are committed to reaching zero harm.

## Adapting Kryvyi Rih to ensure safety of people and integrity of assets

- First priority is safety of our people working in ArcelorMittal Kryvyi Rih
- At the onset of the war in Ukraine, the Company announced the suspension of operations to protect its people and assets
- Since then we have slowly restarted operations, and are currently operating 1 of 3 blast furnaces
- Blast furnace No.6 (~20% of Kryvyi Rih capacity), was restarted on April 11, 2022 (to resume low levels of pig iron production)
- Iron ore production is currently running at about 50-60% capacity
- Identified contingencies in place to ensure operations are restarted safely and without risk



### Supporting our colleagues and communities in Ukraine

- Significant humanitarian effort undertaken → ~1000 family members evacuated
- The Company has been actively supporting the humanitarian relief efforts in Ukraine. So far \$7.6 million has been donated; this includes \$2.8 million gifted by our colleagues worldwide – an amount which was then matched by ArcelorMittal - through support established with UNICEF
- Funds raised have been used to reach vulnerable children and families affected by the conflict with essential services, including health, education, protection, water and sanitation
- Provided logistical assistance for employees across the EU27 countries to offer accommodation for our Ukrainian colleagues



Bus full of Ukrainian young children with their mothers being evacuated from Kryvyi Rih and settled in Poland



Page 4

Since the onset of the conflict in Ukraine, the safety of our people has been our main priority. In order to protect our people and ensure the integrity of our assets, all steel making operations were progressively shut down in March 2022. Some open pit mining operations continued, but at an operating rate far below normal levels.

In recent weeks we have slowly resumed steel making operations, in a phased manner, initially with a low level of pig iron production. Per this plan, blast furnace No. 6 was restarted on April 11, 2022.

Our Company has been actively supporting the humanitarian relief efforts in Ukraine. So far \$7.6 million has been donated; this includes \$2.8 million gifted by our colleagues worldwide - an amount which was then matched by ArcelorMittal - through support established with UNICEF.

The past weeks have been an incredibly challenging period, but the reaction we have seen from all our team has been truly humbling. We want to thank all our team for unwavering commitment and express our hope that this conflict will soon end and we can look forward to a positive future.

## A strong start to the year

Key 1Q'22 figures:

- **\$5.1bn EBITDA**
- **\$1.5bn FCF**
- **\$4.1bn net income**
- **\$4.28 EPS**
- **\$57/sh book value**
- **36% ROE\***

### Decarbonization leadership:

2030 targets set (25% CO<sub>2</sub>e reduction globally, 35% for Europe)

1st Smart Carbon projects to start production end-2022

1st Hydrogen reduction project to start production 2024-25

Plans announced to transform 4 integrated sites to DRI/EAf

XCarb Innovation Fund investments in five technology partnerships

### Strategic growth:

\$3.65bn strategic capex envelope to generate \$1.2bn additional EBITDA

Agreed acquisition of Corpus Christi HBI plant to facilitate decarbonization

\$0.6bn India investment to develop renewable energy capacity

Plans underway to significantly expand capacity through JVs in India and the US (Calvert)

### Capital returns:

\$7.7bn capital returned to shareholders since Sept'20

Base dividend of \$0.38/sh to be paid in June

2022 SBB increased to \$2.0bn (of which \$0.5bn completed in 1Q'22 and \$0.5bn completed in Apr'22)\*\*

Fully diluted share count reduced to 949m at end 1Q'22 (-22% lower than 3Q'20)

Focussed on creating sustainable per share value

Page 5

\* ROE (Return on Equity) is calculated as trailing twelve-month net income attributable to equity holders of the parent divided by the average equity attributable to the equity holders of the parent over the period. \*\* By the end of March 31, 2022, the Company had repurchased 18.3m shares for \$569m (of which \$504m was paid by the end of March 31, 2022, and \$65m settled early April 2022). By market close on April 25, 2022, ArcelorMittal had completed the \$1bn SBB with the repurchase of 31.8m shares at ~€28.68 per share. Including the new \$1bn share buy back and dividends, declared returns since Sep'20 total \$9.5bn



Moving to the highlights of the first quarter – despite the challenges, we have had a strong start to 2022, maintaining the excellent performance of 2021.

For the fourth successive quarter, ArcelorMittal posted EBITDA in excess of \$5.0 billion. A further \$1.5 billion in free cash flow was generated (despite working capital investment of \$2.0 billion) bringing the rolling twelve-month figure to \$7.8 billion. Our JV & Associate investments again performed well, making a valuable contribution to another solid net income of \$4.1 billion and EPS of \$4.28/sh, the highest level achieved for over a decade.

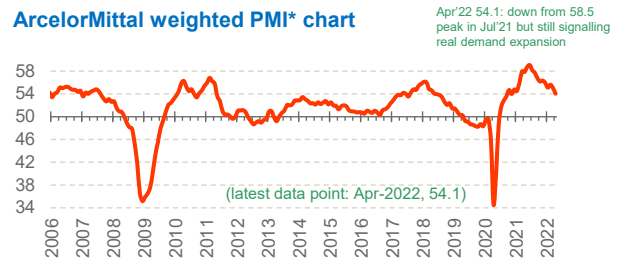
We continue to lead the industry on decarbonization; this quarter our plans were augmented by the acquisition of a highly strategic high quality metallurgical operation in Texas. Our pipeline of strategic growth projects continues to grow; this quarter we have added an attractive - and scalable - renewables project in India. Our growth plan is now estimated to add \$1.2 billion to our sustainable EBITDA assuming prices/spreads generally in line with the averages of the period 2015-2020.

And we are consistently returning capital to our shareholders; we have announced an increase in our 2022 buyback program to \$2.0 billion, of which \$1.0 billion has already been completed (\$0.5 billion was completed by March 31, 2022, and a further \$0.5 billion was undertaken by April 25, 2022).

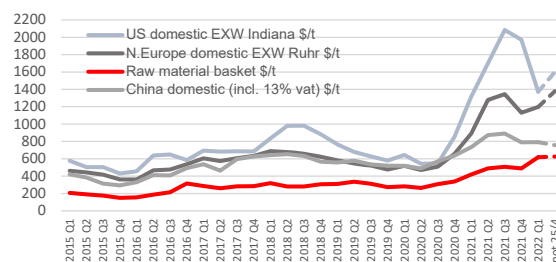
## Market conditions supportive

- **Pace of the real demand recovery has moderated:** non-automotive demand continues to recover whilst supply chain effects have continued to impact automotive
- **Supply/demand has tightened:** reflecting the implications on supply from the Russia-Ukraine conflict
- **Positive steel spread evolution:** steel prices have risen to reflect tightening markets
- **Uncertainties and risks to the outlook have increased:**
  - Duration of the Russia-Ukraine conflict and the risks to energy prices
  - Implications of higher energy prices on economic activity and consumer confidence, particularly in the EU
  - Implications of COVID19 on the China economy and the extent to which this will be offset by stimulus actions
- **Long term fundamentals intact:** given the structural changes to supply and steel's inherent role in the transition to a low carbon, circular economy

ArcelorMittal weighted PMI\* chart



Regional HRC prices & RMB \$/t\*\*



Page 6

\* ArcelorMittal weighted PMI (purchase managers index) is an aggregation of individual country's PMI, weighted by ArcelorMittal's deliveries of finished steel each year  
 \*\* Figures presented in the chart are average spreads for the quarter. Spot figures as of April 25, 2022

ArcelorMittal

Real demand continues to recover, albeit at a slower pace given the moderation in economic activity, notably in Europe, and the ongoing supply-chain challenges facing the automotive industry.

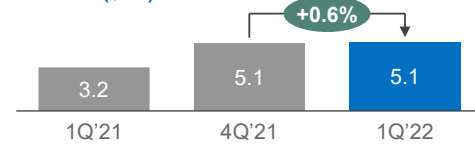
Nevertheless, supply/demand conditions have tightened since the outbreak of the Russia-Ukraine conflict. This has led to a sharp re-set of pricing, particularly in regions that have become reliant on imports, either of finished steel or semi-finished/intermediate products.

How long this situation will prevail remains uncertain and subject to many factors. But what is clear is that the longer-term fundamental outlook for steel is positive. China's focus on decarbonization and removal of VAT-rebates on steel exports are encouraging; so too are the actions taken by governments to protect against the threats of unfair trade. And we know that steel will play a critical and vital role in the transition to a decarbonized and circular economy – there is no substitute.

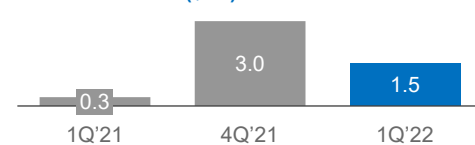
## Strong operating results for 1Q'22

- **Solid EBITDA performance:** 1Q'22 EBITDA of \$5.1bn (stable QoQ)
- **Strong steel performance:**
  - Europe (+19.1%) and NAFTA (+9.0%) EBITDA improvements QoQ offsetting ACIS (due to the Russia/Ukraine conflict) and Brazil negative price-cost impact
- **Strong iron ore performance:**
  - 1Q'22 benefitting from higher seaborne iron ore prices (+28.2% QoQ) offset in part primarily by seasonally lower iron ore shipments (-6.3%) (mainly AMMC impacted by severe weather and associated logistic issues)
- **Strong cash flow performance:**
  - FCF\*\* of \$1.5bn in 1Q'22 despite \$2.0bn investment in working capital
  - Low run-rate of capex offset by a catch up in cash taxes
- **Balance sheet strong:**
  - \$3.2bn net debt down by \$2.8bn YoY; \$11.1bn total liquidity\*\*\*

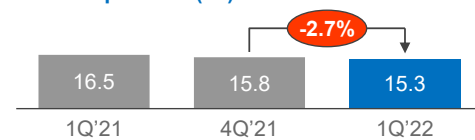
EBITDA (\$bn)



Free cashflow\*\* (\$bn)



Steel shipments\* (Mt)



Page 7

Note: QoQ refers to 1Q'22 vs. 4Q'21; YoY refers to 1Q'22 vs 1Q'21; \* Adjusted for the change in scope (i.e. excluding the shipments ArcelorMittal Italia deconsolidated as from April 14, 2021); steel shipments in 1Q'22 decreased 1.6% vs. 1Q'21; \*\*Free cashflow defined as cashflow provided by operating activities less capex less dividends paid to minorities; \*\*\*consisting of cash and cash equivalents of \$5.6bn and \$5.5bn of available credit lines



Looking to the drivers of the strong operating results for 1Q 2022.

The steel business overall performed well, reflecting the benefits of our regional diversification. Sequentially the EBITDA in Europe improved strongly, given the benefits of contract price resets. And together with the improved performance of the NAFTA segment this offset weaker performance in ACIS, due to the suspension of steel making operations in Ukraine, and in Brazil, which was subject to a negative price-cost impact.

The mining segment benefitted from the significant improvement in iron ore prices, which was partially negated by the seasonal decline in shipments, which was more pronounced than usual given the exceptionally severe weather conditions at ArcelorMittal Mines Canada (AMMC).

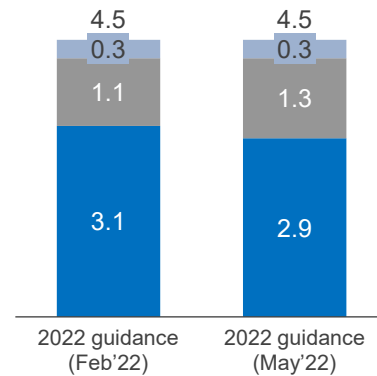


## Capex funding strategic growth + decarbonization

- 1Q'22 capex of \$0.5bn
- FY 2022 capex guidance unchanged and includes:
  - \$0.3bn spend on decarbonization projects
  - Increased strategic capex to \$1.3bn (from \$1.1bn) largely due to:
    - Renewable energy project with Greenko (India)
    - Ukraine pellet plant project temporarily suspended
  - 2022 base / normative level guidance reduced by \$0.2bn primarily due to lower maintenance spend in Ukraine

### Capex (\$bn)

- Decarbonization
- Strategic envelope
- Base / normative (Including carry over of normative from 2021)



Page 8



Moving to capex, 1Q 2022 investment was \$0.5 billion. This is expected to rise in the coming quarters as we still plan to spend \$4.5 billion this year.

The breakdown of the 2022 capex plan has changed slightly since the initial guidance provided at the beginning of the year. Base/normative capex is slightly lower due to the reduced activity in Ukraine, but this is offset by the addition of a strategic investment in India (renewables power project) which will be covered in more detail later in this presentation.

## Solid contribution from JV and Associates

- **14% of group net income:** \$559m income from associates, JVs and other investments in 1Q'22 (vs. \$383m in 4Q'21) including \$117m dividend from Erdemir
- **\$12.1bn book value** of JV & Associates (incl. other investments) as of March 31, 2022

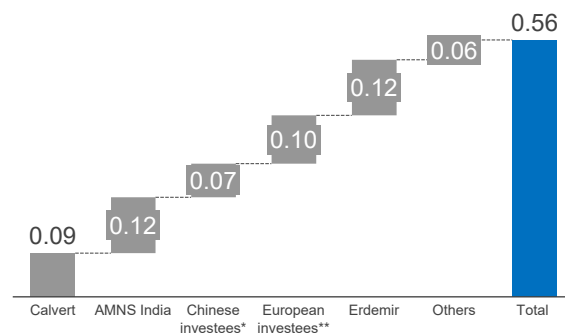
**AMNS India (60%):** Solid EBITDA performance in 1Q'22; supported by contribution from sale of pellets from newly commissioned pellet plant offset in part by a negative price cost impact

- Plans to debottleneck existing operations (steel shop & rolling parts) and achieve 8.8Mt capacity by end of 2023 underway
- Downstream: Ground-breaking CRM2 complex (2Mt PLTCM, 0.5Mt galvanizing line, 1Mt Galvanizing and Annealing line - March 2022)
- AMNS India Hazira facility expansion to at least 14.4Mt in advance preparation: advanced discussions with vendors to close, engineering and design work to start soon; awaiting final environmental clearance

**Calvert (50%):** Improved profitability QoQ; business generating healthy FCF – cash to be reinvested to fund EAF

- 1.5Mt EAF by 2023 (option to add a further 1.5Mt being studied)

Total JV/Associate share of income (\$bn)



Page 9

\* Chinese investees VAMA and China Oriental \*\*European investees includes Acciaierie d'Italia, DHS, Gonvarri, Rozak and Borcelik amongst others

  
ArcelorMittal

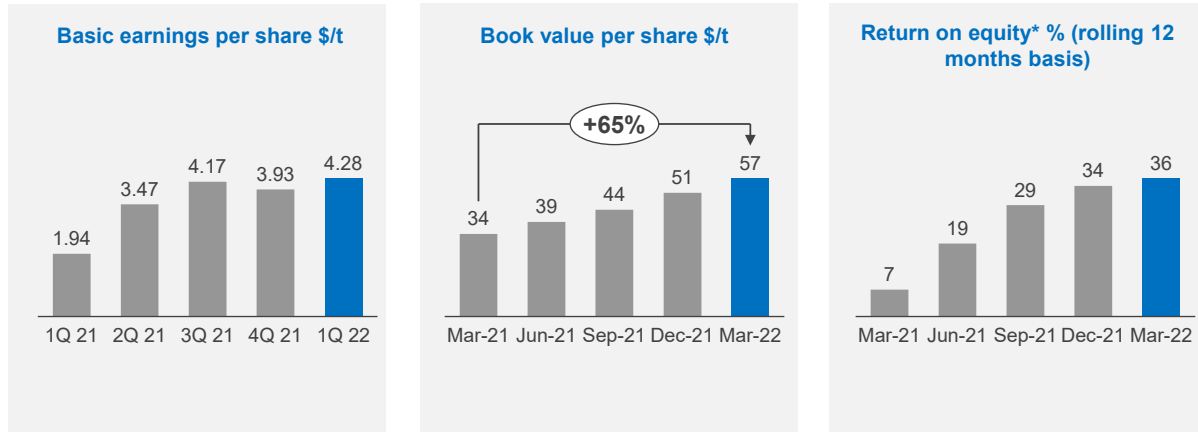
In recent periods the Company has developed strong platforms for growth through its JV and Associate investments.

These investments continue to perform well, contributing 14% of group net income in 1Q 2022, including continued improved performance at AMNS Calvert and AMNS India, and a significant annual dividend from the Company's stake in Erdemir.

## Driving per share value development

### Enhanced share value:

- Basic EPS increased +9.0% QoQ to \$4.28/sh; 1Q 2022 annualized ROE of 36%; book value per share of \$57



Page 10

\* ROE (Return on Equity) is calculated as trailing twelve-month net income attributable to equity holders of the parent divided by the average equity attributable to the equity holders of the parent over the period.



The strong operating performance from fully consolidated businesses combined together with the contribution from JV & Associates to deliver a net income of \$4.1 billion in 1Q 2022.

This strong bottom line performance has been supplemented by the benefits of a reduced share count, following the significant buybacks completed since September 2020.

As a result, EPS in 1Q 2022 was a \$4.28/sh the highest level in over a decade.

Book value per share has increased to \$57/sh, 65% higher than the level 12 months ago.

The chart on the right of this slide highlights the rolling 12-month return on book equity – this has risen to 36% this quarter.

These are clear illustrations of the per-share value being created by ArcelorMittal.

## Acquisition of 80% stake in Corpus Christi HBI plant facilitates decarbonization

ArcelorMittal has signed an agreement to acquire an 80% shareholding in voestalpine's world-class Hot Briquetted Iron ('HBI') plant located in Corpus Christi, Texas

- **Strategic acquisition** valuing the business at \$1bn (\$680m cash out for 80% equity). Accelerates integration in to high-quality metallic feedstock for EAFs & facilitates our global decarbonization journey
- **Annual capacity of 2Mt** HBI, a high-quality feedstock made through the direct reduction of iron ore used to produce high-quality steel grades in an EAF; can also be used in BF's, resulting in lower coke consumption
- **Optionality:** Ideally located with its own deep-water port with unused land on the site which provides options for further development
- voestalpine has retained a 20% interest in the plant - with a corresponding offtake agreement - ArcelorMittal would own 100% of any future development
- Balance beyond offtake to be delivered to 3rd parties under existing supply contracts, and to ArcelorMittal facilities, incl. AMNS Calvert in Alabama, upon commissioning of its 1.5Mt EAF (expected 2H'23)
- Closing expected in 3Q'22 (subject to customary regulatory approvals)

HBI plant in Corpus Christi, Texas



Page 11



The Company believes that renewables and metallics are the “resources” needed to facilitate our decarbonization journey. It is therefore imperative that we secure access to these resources on competitive terms – like its vertical integration in to iron ore, this will be a competitive differentiator in the future.

In line with this strategy, ArcelorMittal announced in early April 2022 the signing of an agreement to acquire an 80% shareholding in voestalpine's world-class Hot Briquetted Iron ('HBI') plant located in Corpus Christi, Texas. HBI, a form of DRI, is a high-quality feedstock that will be vital in the future to ensure high-quality steel grades can be produced through the electric arc furnace route, a key component of our decarbonisation plans.

This plant, one of the largest in the world with 2Mt of capacity, comes with significant optionality for future development. Although voestalpine has retained a 20% interest in the plant - with a corresponding offtake agreement - ArcelorMittal would own 100% of any such future developments.

## New renewable energy project in India creates significant value

### Renewable energy a key “resource” for decarbonized steel making:

- \$0.6bn investment combining solar and wind power (975 MW nominal capacity), supported by Greenko's hydro pumped storage project
- Overcomes the intermittent nature of wind and solar power generation to supply “round the clock” power to AMNS India
- Project & land owned and funded by ArcelorMittal; Greenko will design, construct and operate facilities in Andhra Pradesh
- AMNS India to purchase 250 MW of renewable electricity annually from the project under 25 year off-take agreement
- Over 20% of AMNS India's Hazira plant electricity requirement will come from renewable sources → reducing carbon emissions by ~1.5Mt per year
- Project commissioning is expected by mid-2024
- Estimated to add \$0.1bn to ArcelorMittal EBITDA upon completion with additional benefits accruing to ArcelorMittal through its 60% ownership of AMNS India JV
- ArcelorMittal is studying the option to develop a second phase which would double the installed capacity

Page 12



  
ArcelorMittal

Like metallics, securing renewable energy sources on competitive terms will be a differentiator of success in low carbon emissions steel making. ArcelorMittal announced in March 2022 that it had established a strategic partnership with Greenko Group, India's leading energy transition company.

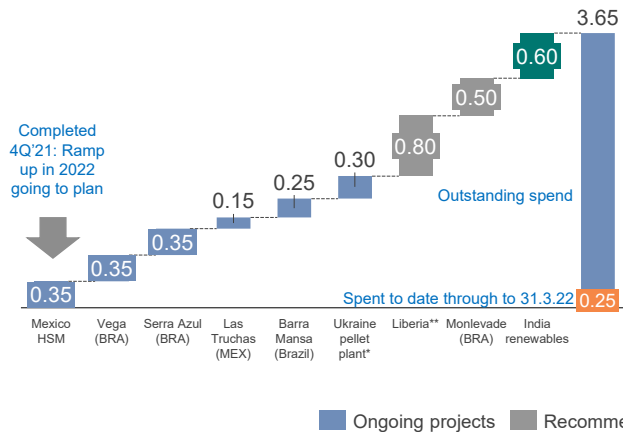
ArcelorMittal will invest \$0.6 billion in solar and wind power capacity which, supported by Greenko's hydro pumped storage project, will provide for 250 MW of uninterrupted renewable power to be supplied annually to Company JV in India (AMNS India) under a 25-year off-take agreement.

The project offers ArcelorMittal dual benefits – it provides an attractive return on investment for ArcelorMittal (expected to add \$70 million to Group EBITDA upon completion) and AMNS India (ArcelorMittal 60%) will benefit from over 20% of the Hazira plant's electricity requirement coming from renewable sources, reducing costs and lowering carbon emissions by approximately 1.5Mt per year.

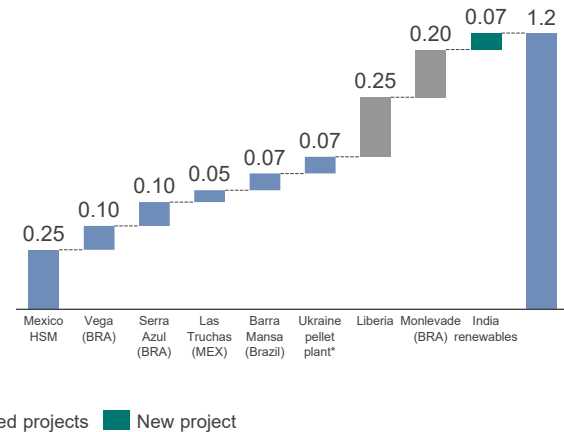
Greenko will design, construct and operate the renewable energy facilities in Andhra Pradesh, Southern India. ArcelorMittal is studying the option to develop a second phase at a later date which would double the installed capacity.

## Strategic capex envelope increased → to drive significant incremental value

Strategic capex 2021 – 2024 (\$bn)



Potential EBITDA impacts\*\*\* (\$bn)



Page 13

\* Revised completion date and budget will depend on when the project can be effectively resumed due to the Russian invasion of Ukraine; \*\* Liberia capex under review given impacts of inflation and enlarged scope; \*\*\* Estimate of additional contribution to EBITDA, based on assumptions once ramped up to capacity and assuming prices/spreads generally in line with the averages of the period 2015-2020



The India renewables project has been added to the Company's strategic capex envelope of high-return projects.

The envelope now totals \$3.65 billion of investments through 2024, of which \$3.4 billion is outstanding.

In total, these projects are estimated to add over \$1.2 billion to ArcelorMittal's sustainable EBITDA potential, once projects are ramped up to capacity and assuming prices/spreads generally in line with the averages of the period 2015-2020.

## Consistently returning capital to shareholders → reducing shares to create value

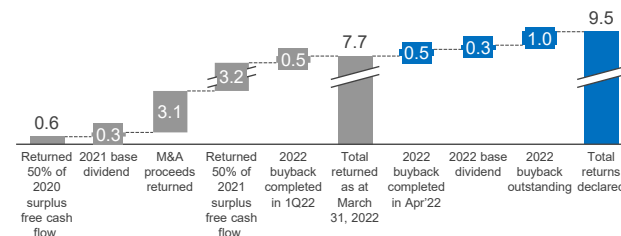
### Implementation of clearly defined capital return policy:

- \$7.7bn returned since Sept 2020 as of March 31, 2022
- Company completed the 1<sup>st</sup> \$1bn SBB on April 25, 2022 (with \$0.5bn paid as of March 31, 2022)
- Company announces an increase in its buyback program by \$1.0bn (\$2.0bn in total)
- \$0.38/share base dividend (\$0.3bn) will be paid in Jun 2022
- Total returns declared since Sep'20 of \$9.5bn

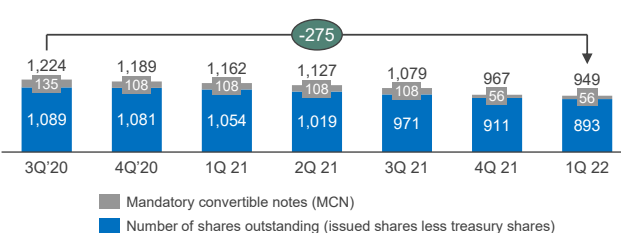
### Significant reduction of shares:

- Shares outstanding\* (excluding MCN) reduced to 893m
- At maturity (May 18, 2023) remaining MCN\*\* converts to minimum 56m shares
- Fully diluted share count reduced to 949m at end 1Q'22 (-22% lower than 3Q'20)
- ArcelorMittal cancelled 45m treasury shares in 1Q'22

### Returns to shareholders since Sept 2020 (\$bn)



### Diluted no. of shares (outstanding\* & MCN) (millions)



Page 14

\* Issued shares less treasury shares; \*\* MCN conversion includes 15m shares following the change of conversion ratio from minimum (\$9.27, prior to June 2021 dividend) to maximum (\$10.79); \*\*\* By the end of March 31, 2022, the Company had repurchased 18.3m shares for a total value of \$569m (of which \$504m was paid by the end of March 31, 2022, and \$65m settled early April 2022). By market close on April 25, 2022, ArcelorMittal had completed the \$1bn share buyback announced in Feb'22 with the purchase of 31.6m shares at an approx. average price per share of €28.68.



Alongside leadership on decarbonization and strategic growth, a key element of ArcelorMittal's value-creation proposition is to consistently return capital to shareholders. This is in the form of a sustainable base dividend and a variable component linked to post-dividend free cash flow.

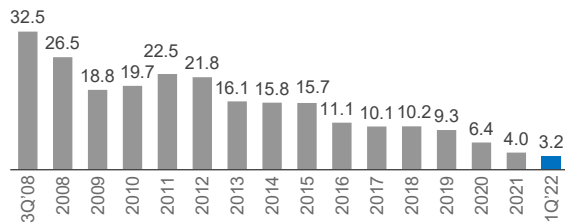
Since September 2020, \$7.7 billion of capital has been returned to shareholders, with buybacks reducing the diluted share count by 22% over the period.

The Company is now announcing an increase in its 2022 SBB to \$2.0 billion (of which \$1.0 billion has been completed) and following shareholder approval at the AGM, the \$0.38/share base dividend which will be paid in June 2022.

Including the newly expanded 2022 share buyback, the returns to shareholders (dividends and buybacks) declared since September 2020 now total \$9.5 billion.

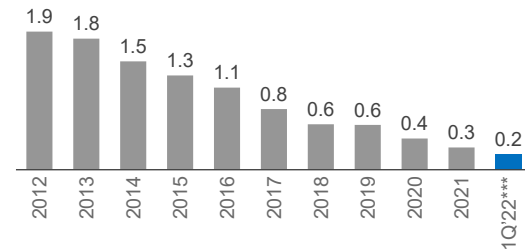
## Strong balance sheet supports consistent returns and strategic optionality

Net debt (\$bn)



- Investment grade rated credit
- \$5.5bn RCF (undrawn, covenant free)

Interest cost (\$bn)



- Supports structurally higher FCF\* (and therefore returns to shareholders) and ROE\*\*

Page 15

\* Free cash flow defined as cash from operations less capex less dividends to minorities; \*\* ROE is calculated as trailing twelve-month net income attributable to equity holders of the parent divided by average current quarter and trailing three previous quarters equity attributable to the equity holders of the parent; \*\*\* Annualised; RCF refers to revolving credit facility

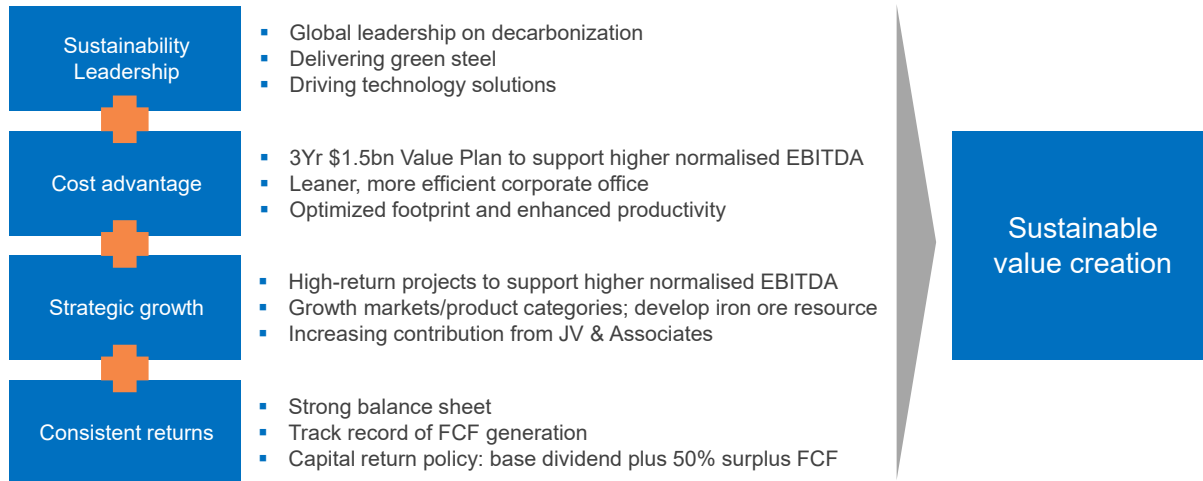


The corner stone of our consistent capital return to shareholders is our strong balance sheet.

One of the major benefits of debt reduction has been the structural reduction in interest costs. As can be seen from the slide, net debt levels are now down to the lowest level since the merger. Net interest in 1Q 2022 of \$51 million is less than a quarter of the average net interest in the reference period 2012-2021. All else equal, this is a major structural improvement in both free cash flow and net income/EPS.



## Focussed on sustainable value creation



Page 16

  
ArcelorMittal

To conclude, ArcelorMittal is uniquely positioned to create sustainable value within the global steel industry.

Following on from a strong 2021, the Company had made a positive start to 2022 and continues to make significant progress, both in terms of financial performance (setting a new record low for net debt) and its leadership of the industry on decarbonization.

The Company believes that its ongoing cost drive with the Value Plan, the impacts of the strategic capex envelope, and the structural changes to the industry should support higher normalized profitability than that achieved in recent cycles.

Through its clearly defined capital return policy, the Company is consistently returning capital to shareholders which is creating significant - and sustainable - shareholder value.

## 1Q'22 Appendix

**SUSTAINABLE LEADERSHIP** | page 18

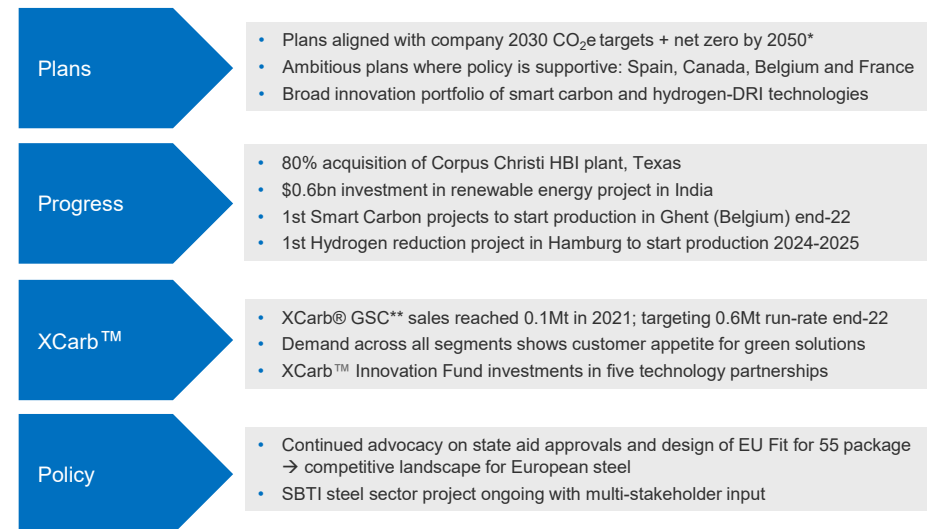
**STRATEGIC GROWTH** | page 23

**FINANCIAL PERFORMANCE** | page 26

**Sustainable leadership**



## Global strategic leadership on decarbonization



Page 19

\* Both Europe and groupwide targets are for CO<sub>2</sub> equivalent (scope 1 + 2, steel and mining) per tonne crude steel; \*\* CO<sub>2</sub> savings certificates, verified by an independent auditor, directly relate to CO<sub>2</sub> savings from the Group's investments in decarbonization technologies implemented across a number of its European sites; GSC refers to green steel certificates; SBTi refers to Science Based Targets Initiative



## Sustainable development (SD) progress in our Integrated Annual Review & Factbook

Published April 2022, covering:

- Driving a relentless focus on safety
- Transforming for long-term growth – strategic growth and new products
- Our Roadmap to Net Zero
- Sustainability leadership
- Strong governance

Supporting our colleagues and communities in Ukraine

Smarter steels for people and planet

ArcelorMittal Integrated Annual Review 2021

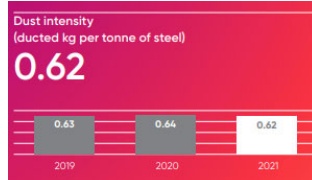
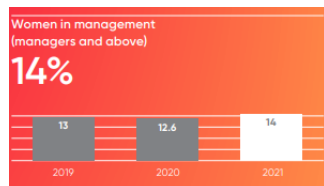
#ArcelorMittal

Fact Book 2021

Smarter steels for people and planet

**True leadership carries deep responsibility**

Aditya Mittal, CEO



In 2021, ArcelorMittal's IAC has approved expected capital expenditures totaling

**\$565 million**

for 40 projects with environmental benefits

Page 20

ArcelorMittal

## Complete low-CO<sub>2</sub> solution for construction customers



**XCarb™**  
Towards carbon neutral steel

Recycled and renewably produced

- Steligence® solutions enable material-efficient steel solutions for architects and engineers
- Increasingly integrated into our Steligence® solutions are our XCarb™ products for the construction of green buildings.
- XCarb™ can support the construction industry in meeting more stringent requirements for reducing the embedded carbon footprint of buildings and infrastructure
- Launched in 2021, the combination of high recycled content and use of green electricity in steelmaking deliver significantly lower CO<sub>2</sub> emissions:
  - For sections and merchant bars: **0.33t CO<sub>2</sub>** per tonne
  - For EcoSheetPile™ Plus: **0.37t CO<sub>2</sub>** per tonne

Page 21



MegaColumn™ technology reduces vertical structural elements to enable lower footprint and costs. Being used for first time in what will be Canada's tallest building, the One Tower.

## First ResponsibleSteel site certification in the Americas

ArcelorMittal follows its industry-first site certifications in Europe with Americas-first certification in Brazil

Responsible Steel™  
Certified Site

Presented to

**ARCELORMITTAL  
BRASIL S.A.**



- ArcelorMittal Tubarao, March 2022: first site in the Americas to receive certification against the ResponsibleSteel™ site standard
- Nine of ArcelorMittal's European steelmaking sites were the first steel plants globally to be certified against ResponsibleSteel in July 2021:
  - ArcelorMittal Belgium (Geel, Genk, Gent, Liège)
  - Luxembourg (Belval, Differdange and Rodange)
  - Germany (Bremen and Eisenhüttenstadt)
- Further sites in Europe, Brazil and N America have commenced the rigorous independent audit process
- Unique multistakeholder ESG standard for steel industry
- Value to customers, investors and steelmakers
- Independent assurance and oversight of management systems, governance and disclosure across a broad range of social, environmental aspects:
  - human rights and labour rights
  - water stewardship and biodiversity
  - climate change and greenhouse gas emission
  - community relations and business integrity

Page 22

  
ArcelorMittal

**Strategic growth**

The graphic consists of a rectangular area with a red-to-orange gradient. A white triangle is positioned on the right side, pointing towards the center. The text 'Strategic growth' is written in white in the top-left corner of the gradient area.



## Mexico hot strip mill - First coils produced Dec'21; ramp up as per plan

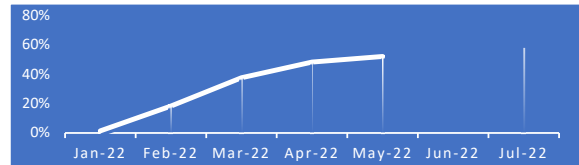
### HSM project to optimize capacity and improve mix:

- 2.5Mt Hot strip mill (HSM) to capture additional margin on selling HRC into domestic market vs. slab exports
- Leveraging highly competitive cost position in a growing market, with high import share
- First coils produced in Dec'21 → ramp up now underway and on track to reach 60% capacity in 2H'22
- Hot skin pass mill (HSPM) expected to be completed in 2H'22
- Quality is better than expected; secondary generation is lower than anticipated
- Current forecast EBITDA impact of ~\$0.1bn in 2022: At full capacity adds \$250m EBITDA (normalized spreads)


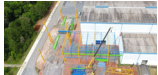

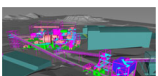
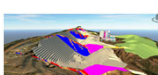

### Push pull pickling line (PPPL):

- Capture additional domestic volume through HR pickled and oiled products (HRPO) generating higher margin
- PPPL capacity of up to 0.75Mtpa → first pickled and oiled coils are expected in 2H'24

### HSM ramp up progress in 2022



## Other strategic envelope projects underway

Monlevade (Brazil)	Expansion to increase wire rod capacity by 1Mtpa (to 2.25Mtpa) to gain share in HAV products in this high growth market. Detailed engineering is ongoing. Piling and civil works under negotiation. Technical discussions started with erection companies.	
Vega (Brazil)	Increase coated / CRC capacity (700kt CRC) to improve mix. First equipment arriving on site and progressing in accordance with plan. Civil works and erection of acid regeneration plant and repair and inspection line is well advanced	
Barra Mansa (Brazil)	New Section Mill #2 (400kt SBQ, MBQ and sections). Main equipment under negotiation with bidders, contract for disassembling of old mill to open space for the new equipment awarded	
Las Truchas (Mexico)	Pellet feed production at 2.3Mtpa (+1Mtpa from current levels) and improve concentrate grade. Procurement of long lead time items (mills and pumps) and equipment in progress. Detailed engineering is ongoing.	
Serra Azul (Brazil)	Construct facilities to produce 4.5Mtpa DRI quality pellet feed (itabirite mining currently 1.6Mtpa capacity). Detailed engineering is ongoing, hiring of drilling, earthworks and civil and procurement of main equipment ongoing. Auxiliary buildings civil works initiated	
Liberia mines*	15Mt expansion - transitions ArcelorMittal Liberia to 'premium products' Detailed construction design well advanced. Main civil works contract progressing to plan, whilst tenders for key construction contracts and remaining equipment are underway	

Page 25

\* Liberia capex under review given impacts of inflation and enlarged scope

**Financial performance**

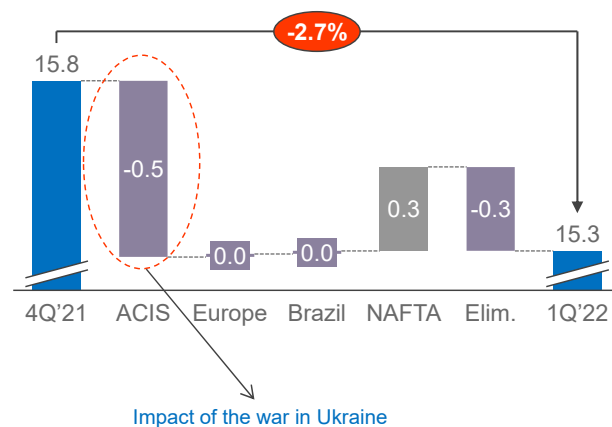


## 1Q'22 Steel operating results

### 1Q'22 to 4Q'21 highlights

- **Europe:** EBITDA +19.1% QoQ (EBITDA/t at \$289/t)
  - primarily due to a positive price-cost effect with higher contract pricing more than offsetting higher raw material costs
- **NAFTA:** EBITDA +9.0% QoQ (EBITDA/t at \$467/t)
  - primarily due to higher shipment volumes
- **ACIS:** EBITDA -30.8% QoQ (EBITDA/t at \$186/t)
  - primarily due to lower steel shipments (largely reflecting the impact of the war in Ukraine) and higher costs
- **Brazil:** EBITDA -23.1% QoQ (EBITDA/t at \$241/t)
  - primarily due to a negative price-cost effect

### 4Q'21 to 1Q'22 steel shipments (Mt)

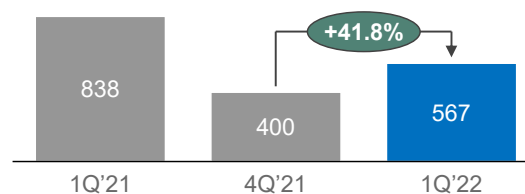


## Improved Mining performance in 1Q'22

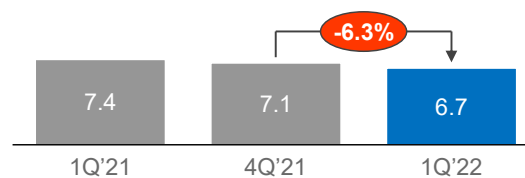
### 1Q'22 vs. 4Q'21 highlights

- 1Q'22 EBITDA increased +41.8% due to the positive impact of higher iron ore reference prices +28.2% offset in part by lower iron ore shipments (-6.3%)
  - Lower production in 1Q'22 was primarily due to lower rail haulage of shippable production driven by severe weather conditions at AMMC
  - Iron ore shipments decreased in 1Q 2022 by -6.3% to 6.7Mt as compared to 7.1Mt in 4Q 2021, primarily driven by seasonally lower shipments at AMMC (severe weather and associated logistics issues) and rail incident in Liberia

### Mining EBITDA (\$m)

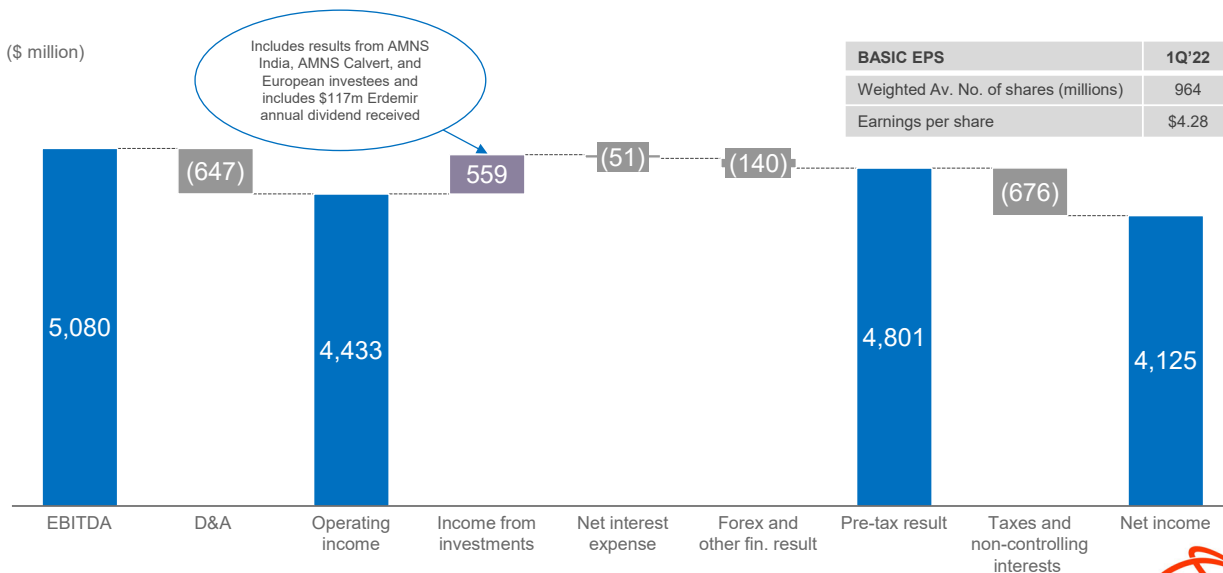


### Iron ore shipments (Mt)



## 1Q'22 EBITDA to net result

(\$ million)

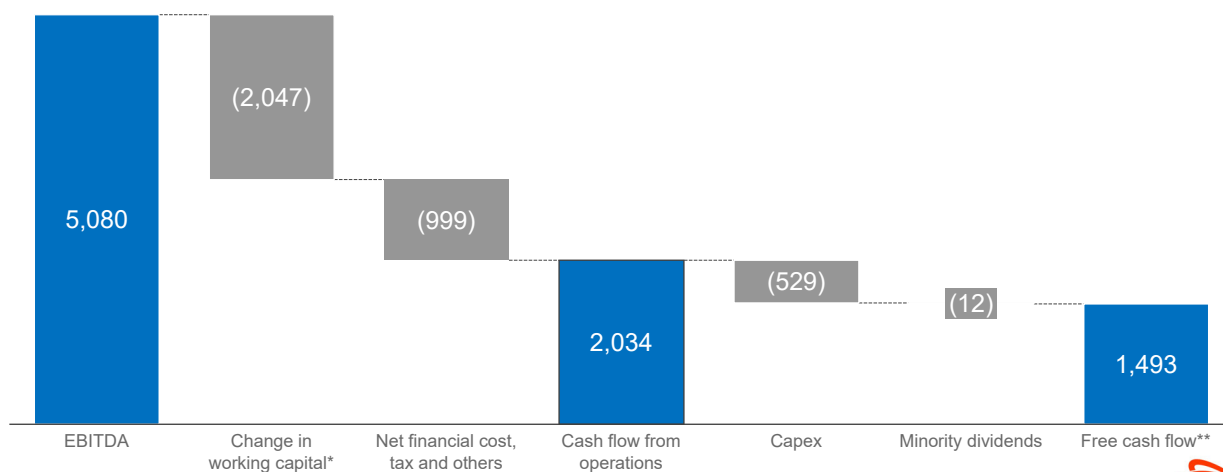


BASIC EPS		1Q'22
Weighted Av. No. of shares (millions)		964
Earnings per share		\$4.28

Page 29

## 1Q'22 EBITDA to free cashflow

(\$ million)



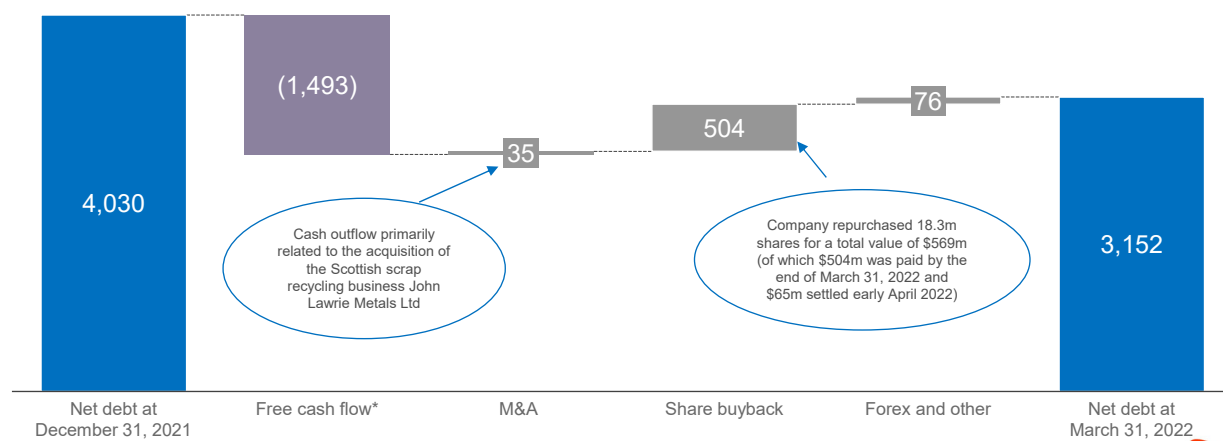
Page 30

\* Change in working capital: trade accounts receivable plus inventories less trade and other accounts payable; \*\* Free cash flow defined as cashflow from operations less capex less dividends to minorities.



## 1Q'22 net debt analysis

(\$ million)



Page 31

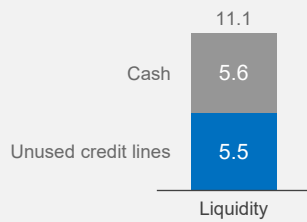
\* Free cash flow defined as cashflow from operations less capex less dividends to minorities.

  
ArcelorMittal



## Strong balance sheet

### Liquidity\* at March 31, 2022 (\$bn)



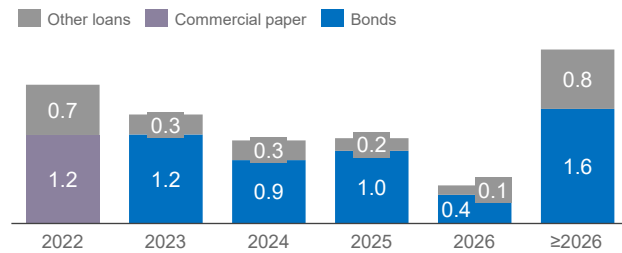
#### Liquidity lines

- \$5.5bn lines of credit refinanced
  - \$5.4bn maturity Dec 19, 2025 and \$0.1bn maturity Dec 19, 2023
  - On April 30, 2021, ArcelorMittal amended its \$5.5bn RCF to align with its sustainability and climate action strategy

Page 32

\* Liquidity is defined as cash and cash equivalents (included cash held as part of assets held for sale) plus available credit lines excluding back-up lines for the commercial paper program; \*\* there are no longer financial covenants in ArcelorMittal debt financings

### Debt maturities at March 31, 2022 (\$bn)



#### Debt\*\*:

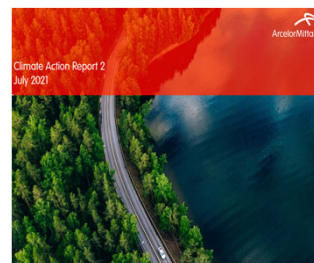
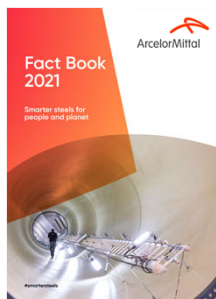
- Continued strong liquidity
- Average debt maturity → 5.7 Years

#### Ratings:

- S&P: BBB-, stable outlook
- Moody's: Baa3, stable outlook



## ArcelorMittal contacts



**Daniel Fairclough – Global Head Investor Relations**  
[daniel.fairclough@arcelormittal.com](mailto:daniel.fairclough@arcelormittal.com) +44 207 543 1105

**Hetal Patel – UK/European Investor Relations**  
[hetal.patel@arcelormittal.com](mailto:hetal.patel@arcelormittal.com) +44 207 543 1128

**Maureen Baker – Fixed Income/Debt IR**  
[maureen.baker@arcelormittal.com](mailto:maureen.baker@arcelormittal.com) +33 1 71 92 10 26

**Chanelle George – Investor Relations Assistant**  
[chanelle.george@arcelormittal.com](mailto:chanelle.george@arcelormittal.com) +44 203 214 2893