

2022 Sustainable Development Report

ArcelorMittal Luxembourg



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About the report

This report presents the sustainable development achievements and performance of the ArcelorMittal Group in Luxembourg in 2022, following from the report published in June 2022 regarding our 2021 results. This report covers all activities for the period from 1 January 2022 to 31 December 2022, in line with the tax reporting period of the ArcelorMittal SA Group. This report is published annually. It will next be published in 2024 and will focus on achievements and performance in 2023.

The report contains forward-looking statements which represent the expectations, beliefs, plans and objectives of ArcelorMittal's management regarding ArcelorMittal's financial and operating performance in 2022 and beyond, and assumptions or judgements based on such performance. Forecasts of future performance are forward-looking and as a result, these involve estimates, assumptions, judgments and uncertainties. Many factors may cause actual results to differ from the predictions of management. All our publications, as well as the English version of this report, are available at <http://luxembourg.arcelormittal.com>. If there are any discrepancies between the French and English versions, the French version shall prevail. The ArcelorMittal Group's Integrated Report 2022 is also available at <https://corporate.arcelormittal.com> for further information.

Message from Management



Michel Wurth
Chairman ArcelorMittal Luxembourg



Henri Reding
Country Head Luxembourg and Head of Health & Safety ArcelorMittal Europe Long Products



Valérie Massin
Head of Human Resources ArcelorMittal Europe Long Products and Vice-President ArcelorMittal Luxembourg

This year, for the first time, we have chosen to provide only a paperless format of our Sustainable Development Report, which sets out our Corporate Social Responsibility (CSR) actions. Our Sustainable Development report is therefore evolving and becoming 100% digital.

The year 2022 was marked by a more favourable health situation, but also by the start of the war in Ukraine, which turned the world upside down and rekindled fears and uncertainties in the heart of Europe, and by an energy crisis that undermined many of the world's economies.

Our responsibility and our commitment to our Ukrainian colleagues, but also to the populations of Turkey and Syria affected by a terrible earthquake at the beginning of 2023, have led the Group and ArcelorMittal Luxembourg to react quickly to support the populations affected by these terrible events, notably through unprecedented financial and human aid.

Despite this difficult environment, ArcelorMittal's CSR strategy in Luxembourg continued to be pursued. This process is progressing steadily, in line with the Group's ambition to produce steel that is «smarter for people and planet». By its very nature, steel is a sustainable material, because it can be 100% recycled indefinitely. In Luxembourg, over 95% of our steel production is based on recycled scrap.

Health and safety is our number one priority. Nothing is more important. This is reflected in the values that underpin the vision and actions of the ArcelorMittal Group: safety, sustainability, quality and leadership. We believe that we cannot credibly claim to hold any of these values if our health and safety performance is not at the cutting edge of the steel industry, and constantly improving. We firmly believe that a goal of zero accidents at our facilities and in all areas of our business is possible and achievable, and we are doing everything we can to reach this goal.

In addition, the ArcelorMittal Group is committed to achieving carbon neutrality worldwide by 2050, with an initial significant step of reducing its emissions in Europe by 35% by 2030.

Numerous projects are underway to transform our industry. On 27 September 2022, the Ministry of the Economy and ArcelorMittal signed a memorandum of understanding to deploy the financial resources needed to develop projects that will enable Luxembourg's steelworks to move towards carbon-neutral steel production.

The ResponsibleSteel™ certification obtained in July 2021 by the Belval, Differdange and Rodange sites is allowing us to further develop our CSR strategy and deploy synergies within our sites. In 2023, we will launch a consultation with our stakeholders

and update our stakeholder mapping and materiality matrix.

Autumn of this year was also notable for a progress report given to the Luxembourg media on the work carried out as part of the partnership with LIST (*Luxembourg Institute of Science & Technology*).

The activities of the ArcelorMittal Foundation Luxembourg, which supports local charities and associations, can now be accessed more easily thanks to the publication of its annual report, available on request (Foundation_Luxembourg@arcelormittal.com) and soon to be available on its website, which is currently under construction.

Finally, 2022 was the year of our partnership with Esch2022 European Capital of Culture. Support for local cultural initiatives was highlighted by ArcelorMittal Luxembourg's status as a main partner of Esch2022, which hosted a number of events throughout 2022 that were attended by more than a thousand Group employees in the Grand Duchy.

In order to prepare for changes in EU regulations and to remain ahead of the game in terms of our decarbonisation commitments, we are currently working on implementing quantifiable targets that can be assessed by our stakeholders.

ArcelorMittal in Luxembourg is proud to uphold the values of CSR in all its initiatives.

Introduction of the Group

ArcelorMittal, a global presence

ArcelorMittal is the world's leading steel and mining company, with a presence in 60 countries and primary steel production facilities in 16 countries. The Group aims to produce ever smarter steels that have a positive benefit for people and planet. Steels made using innovative processes which use less energy, emit significantly less carbon and reduce costs. Steels that are cleaner, stronger and reusable. Steels for electric vehicles and renewable energy infrastructure that will support societies as they transform through this century.

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

This means preparing for and responding to the long-term environmental and social trends that are transforming the environment in which we operate. It also means listening carefully to stakeholders, both locally and globally, and recognising a trend towards rising expectations. It also means describing

what we need to do now to protect and increase stakeholder value in the future. Finally, it means continuing to produce innovative steel solutions while maintaining operational standards that meet or exceed the expectations of customers and investors.

Wherever we are in the world, safety comes first for the ArcelorMittal Group. Building and maintaining a culture of safety is a daily commitment that relies on the total commitment of our managers and staff. Rigorous safety procedures, combined with extensive training and a culture of shared vigilance in which every employee is encouraged to speak up, have been implemented in all our operations. We still have some way to go to achieve zero accidents, but our safety performance is

second to none in terms of importance to the company.

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

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

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

Recognised for its commitment to sustainable development, ArcelorMittal has been a member of the FTSE4Good index since 2007 (<http://www.ftse.com/products/indices/FTSE4Good>), which measures the performance of companies that meet globally recognised corporate responsibility standards. Since 2005, ArcelorMittal has also been a member of the CDP (Carbon Disclosure Project), an independent not-for-profit organisation that encourages companies to measure their impact on the environment and natural resources and to make this public. Since 2003, the Group has also been a

member of the United Nations Global Compact, which lists 10 key principles defining corporate values to be applied in conducting business. In 2018, we supported the recommendations of the Task force on Climate-related Financial Disclosures (TCFD), to which our 2021 Climate Action Report is a response. ArcelorMittal is also a member of the European Steel Association (EUROFER).

ArcelorMittal continues its commitment to carbon neutrality: this means that by 2030 we will be able to significantly reduce our Scope 1 CO2 emissions, which include

all emissions related to the production process, without having to wait for the large-scale, affordable renewable energy needed to make hydrogen-based steel. Urgent action to reduce CO2 emissions is needed over the next decade, and with our roadmap to 2030, we recognise that the time to act is now!

ArcelorMittal's key financial figures for 2022 show sales of US\$79.8 billion and crude steel production of 59 million tonnes, while our own iron ore production reached 45.3 million tonnes.

Our “net-zero” roadmap

In July 2021, the ArcelorMittal Group published a “net-zero” roadmap illustrating our journey towards carbon neutrality.

Our roadmap comprises five drivers - in essence, groups of actions and initiatives - that will serve as springboards for achieving carbon neutrality by 2050.

These drivers are as follows:

- transformation of the steel-making process;
- transformation of energy;
- increased use of scrap metal;
- supply of clean electricity; and
- offsetting of residual emissions.



“We made good progress on our decarbonisation projects in 2022, including the acquisition of the HBI plant in Texas and four scrap metal processing companies. We ended the year with the inauguration of the European steel industry’s first carbon capture and utilisation plant in Ghent. This year, our XCarb® innovation fund announced an investment in Boston Metal, which is developing molten oxide electrolysis technology to produce near-zero-carbon steel. Customers are also advocates of this transition, demanding more and more low-carbon solutions.”

Aditya Mittal, CEO of ArcelorMittal





GRI 102-2 | GRI 102-3 | GRI 102-4 | GRI 102-6 | GRI 102-7

ArcelorMittal in Luxembourg

ArcelorMittal is the largest private sector industrial employer in the Grand Duchy, with 3,521 employees at the end of 2022. The products manufactured in Luxembourg by ArcelorMittal are internationally recognised and are chosen for many large-scale projects.

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

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

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

In Luxembourg in 2022, the new management entity ArcelorMittal Luxembourg Produits Longs (LPL) was created, which considers the Belval, Differdange, Rodange and Dommeldange industrial sites as a single production unit with various complementary facilities. The long-term goal is to make this structure self-sufficient, i.e., capable of providing the crude steel produced in Luxembourg to meet all the needs for finished rolled products in the Grand Duchy. At Belval, there is an electric steel mill with a continuous caster, and two rolling mills - Train Moyen for the production of medium beams and Train 2 for the production of sheet piles. Belval is the world leader in large sheet piles. This is used in the construction of quay walls, dykes, underground car parks, tunnels, bridges and roads.

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

The facilities at Differdange also include an electric steel mill and a continuous caster. Train Grey specialises in the rolling of heavy beams (particularly 'Jumbo' beams) and sheet piles. Differdange currently produces the tallest (1,108 mm) and heaviest (1,377 kg/m) beams in the world. The Quenching and Self-Tempering or "QST" process produces beams of exceptional quality: HISTAR® beams. Combining high-yield strength with excellent resilience and weldability, and also offering significant weight savings, they are used in the construction of skyscrapers.

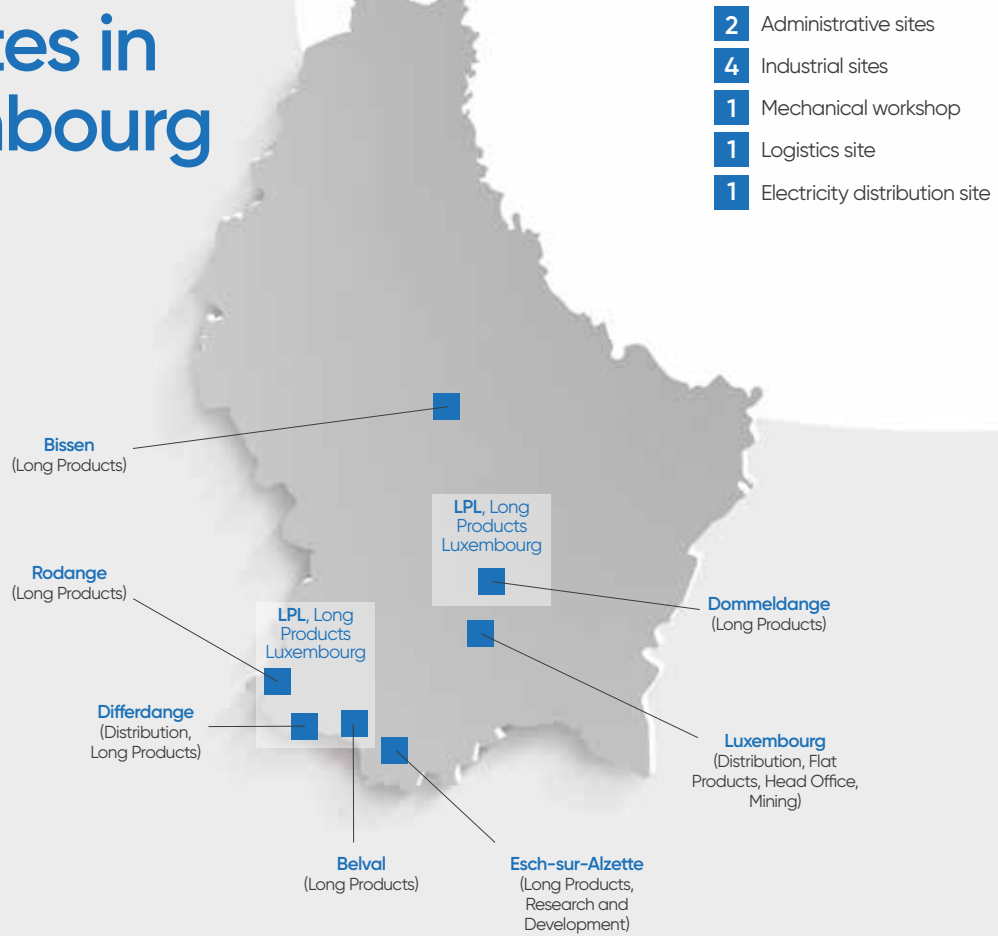
The Rodange rolling mill (Train A) produces special sections, in particular rails of various types for overhead cranes and tramways.

The Bissen site, which joined the Long Products portfolio in 2018, is a century-old wireworks specialising in the production of wire, metallic and non-metallic coatings for wire, wire for fencing and the agricultural sector, and metal fibres for the construction industry. In Luxembourg, ArcelorMittal also has a centre specialising in Research and Development for heavy long products, located in Esch-sur-Alzette.

Among the specialist sites, Dommeldange is a mechanical workshop with centres of expertise in engineering, welding, machining and assembly, serving the Belval and Differdange facilities in particular. The European Logistics Centre is a central storage facility for beams for the ArcelorMittal Downstream Solutions distribution network; it also handles logistics for deliveries to plants in Luxembourg. Finally, Sotel distributes electricity to ArcelorMittal's main plants in Luxembourg.

In addition, ArcelorMittal in Luxembourg is a partner of the Luxembourg government in Agora, a company created in 2000 jointly and equally with the Luxembourg government. Agora's mission is to plan and build a new, modern urban district on the former industrial wasteland of Belval, covering an area of around 120 hectares. This project, which is at an advanced stage, is a world benchmark in the area of brownfield redevelopment. Building on this experience, Agora has launched an urban planning competition in 2019 with a view to redeveloping the 62 hectares of brownfield land on the Schifflange site. The project by the Danish team COBE Architects was chosen from among four projects submitted by multidisciplinary teams, and an overall guide plan was put in place during 2020. The site has since been transferred to Agora, as agreed in the original project agreement.

Our sites in Luxembourg



Sheet Piles

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



Beams

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



Rails

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



Threads & fibres

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

95 %

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

1.9 million

The tonnage of crude steel produced in our Luxembourg plants in 2022.

ArcelorMittal Luxembourg is a founding member of IMS (Inspiring More Sustainability), a network that supports organisations in their commitment to Corporate Social Responsibility by promoting dialogue with their stakeholders. In 2020, ArcelorMittal in Luxembourg signed the Lëtzebuerg Diversity Charter.

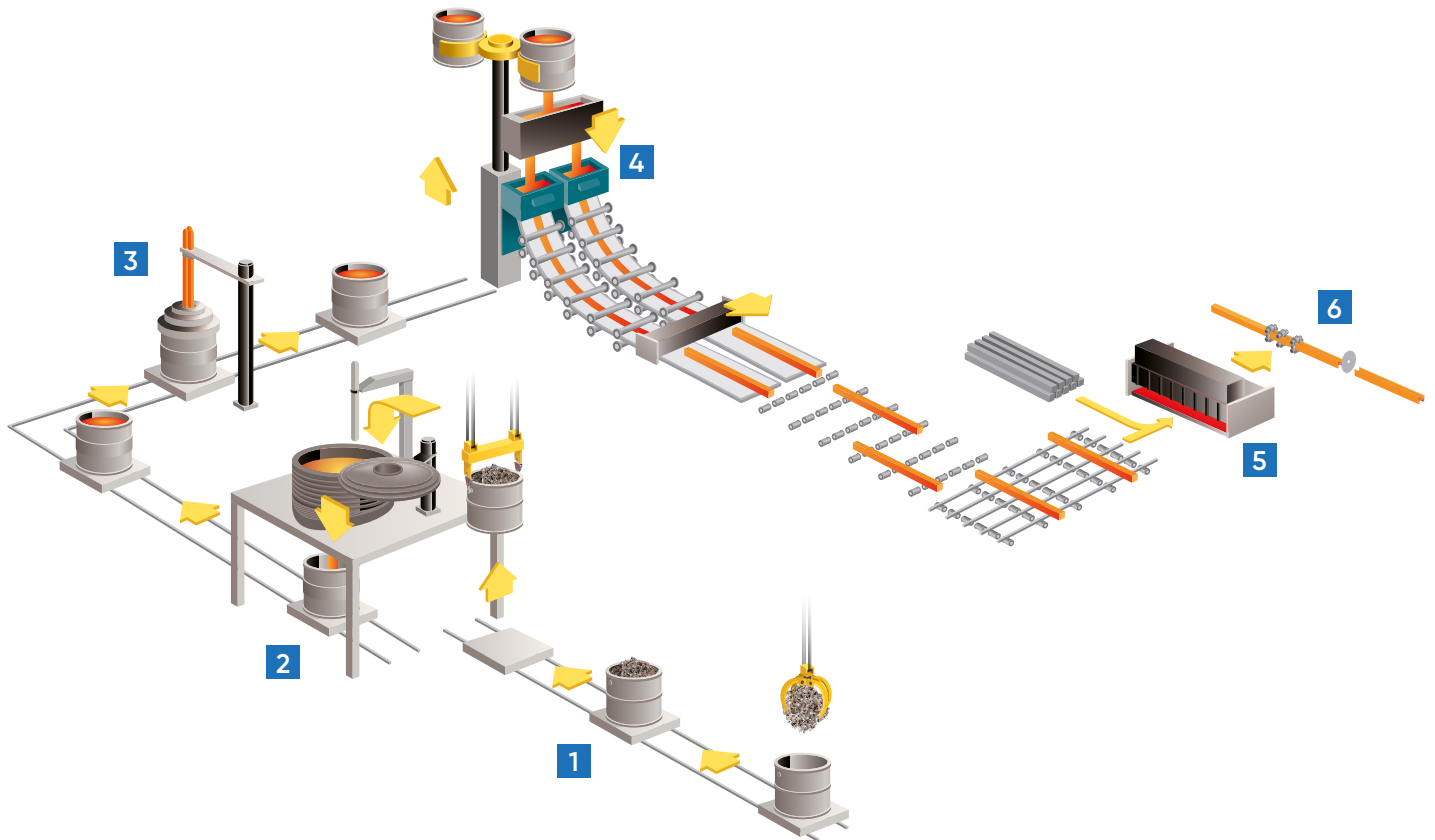
ArcelorMittal in Luxembourg has been awarded the ESR (Socially Responsible Company) label, which was renewed in 2021 by the National Institute for Sustainable Development and Corporate Responsibility (INDR), and the Responsibility Europe label. This is recognition that the company promotes a genuine culture of sustainable development.

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

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



Steel produced in Luxembourg: the main stages



Scrap metal yard at the ArcelorMittal Belval site

Sorting scrap

Scrap iron, the main raw material, is first transported to the scrap yard. Measuring devices are installed at the site entrance to detect any sources of radiation.

About 15% of the scrap metal comes from internal recycling while the rest is bought from stockists or scrap dealers of various origins: offcuts from processing industries (automobile), used consumer goods (scrap vehicles, household appliances, food or drink cans), steel from building demolitions. The quality of the scrap metal directly influences the quality of steel produced. As such, all loads are tested to pinpoint those elements likely to change the characteristics of the products manufactured, such as tailings (materials that do not contain iron). The scrap metal is then sorted by quality.



Electric arc furnace of Belval

Steelmaking

The scrap metal baskets arrive at the electric arc furnace, where the teams prepare the injections and mixtures required for casting. This is undertaken using the radiation energy of an electric arc, supplemented by the combustion heat of natural gas burners and the addition of anthracite.

The steel is refined by blowing oxygen, and lime is used to form a slag making it possible to capture the undesirable impurities contained in the scrap, which form oxides under the action of oxygen, and bind to the lime. Charcoal injections make this slag foam, thus protecting the upper tank from the electric arc's radiation, and enhancing the transfer of energy to the steel bath.

Filters trap the furnace fumes, supplemented by a quench and activated carbon injection system, making it possible to meet the most stringent environmental standards.



Grading

In the ladle furnace, the steel is refined thanks to the addition of alloys, which will enable the mechanical properties specified by customers to be reached.

The steel bath is homogenised by combining it with argon, an inert gas which does not react, even at high temperature. Desulfurisation is performed at the same time.

For the full length of the treatment, the steel ladle is kept at the right temperature via a three-phase alternating current running between the steel and three electrodes, placed directly in the steel bath.

5

Reheating steel

Each rolling mill includes a reheating furnace, in which hot or cold semi-finished products may be placed. Laminating must in fact be carried out hot to ensure quality and productivity. Once it is brought to a given temperature, the steel is gradually transformed as it passes between the rolling rolls, to thus refine its grain and achieve the mechanical properties requested by customers.



Casting steel

At the continuous casting stage, the steel is poured into the mould and begins to solidify on contact with the mould which is water-cooled. The skin thickness reaches ten or so millimetres. Upon output from the facilities, the steel is cut by oxycutting according to the length required by the rolling mills.



Rolling steel

The rolling mill is an industrial facility whereby the thickness of the steel can be reduced, and the product can be shaped to obtain beams, angles or sheet piles.













Finalising orders

After cooling, the product is straightened and cut into commercial lengths, prepared prior to shipment to customers or intermediate users.

Strengthening our sustainable development strategy

ArcelorMittal has published a Sustainability Report since 2010 to give full visibility to its activities in Luxembourg. In 2015, we embraced the Group's approach to 10 key issues, based on the priority impact and expectations of ArcelorMittal's key stakeholders around the world, and supported by transparent corporate governance.

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

1		2		3		4		5	
Health, safety and quality of life at work for our people		Products that accelerate more sustainable lifestyles		Products that create sustainable infrastructures		Efficient use of resources and high recycling rates		Trusted user of air, land and water	
6		7		8		9		10	
Responsible energy user that helps create a lower carbon future		Supply chains that our customers trust		Active and welcomed member of the community		Pipeline of talented scientists and engineers for tomorrow		Our contribution to society measured, shared and valued	

ArcelorMittal Luxembourg's CSR strategy

To guide the CSR approach in Luxembourg, a Sustainable Development Committee was set up in 2015. It brings together senior managers, heads of industrial sites and various in-house experts.

In order to make our Sustainable Development approach more professional, at the end of 2017 this Committee decided to carry out an in-depth analysis to identify «material» issues, considered to have both a significant economic, social or environmental impact and to be influential in the assessment or decision-making of our stakeholders. ArcelorMittal in Luxembourg, assisted by the consultancy firm KPMG Luxembourg, conducted an impact study and a consultation of its main internal and external stakeholders. From 2022, the frequency of meetings of this Committee has been increased to meet the growing commitments of ArcelorMittal Luxembourg.

The materiality analysis identified six priority areas:

 Health and safety of our employees	 Innovation	 Operational performance
 Competitiveness	 Environmental compliance	 Greenhouse gases and other emissions

Three issues are also important to ArcelorMittal and its stakeholders:

 Circular economy	 Rehabilitation of industrial sites	 Economic value generated and distributed
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Validated at the end of March 2018, this analysis was then supplemented by an inventory of each material subject with the relevant experts. It provided a clearer picture of:

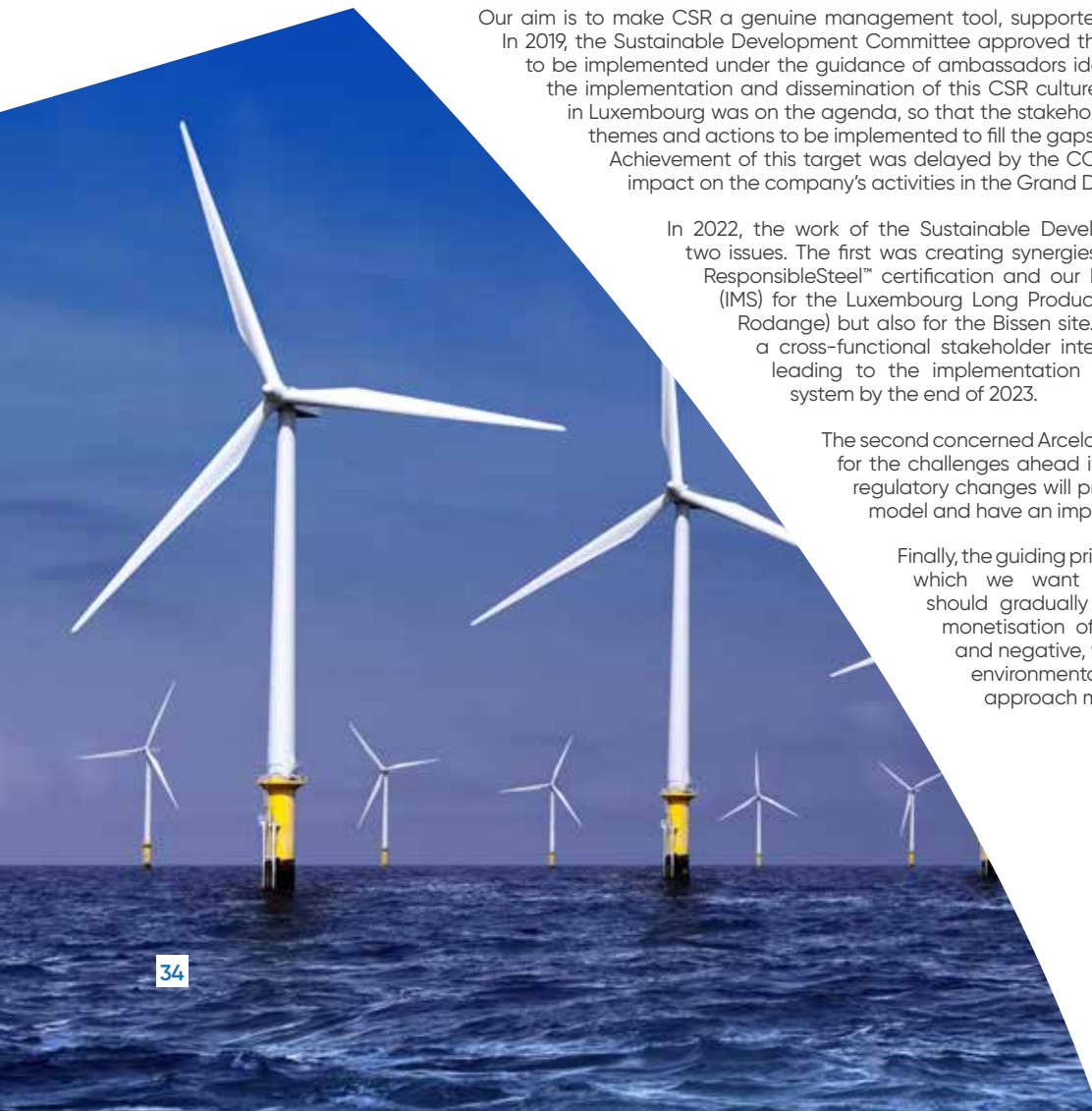
Our strengths and weaknesses	Our opportunities and threats	Our performance indicators and our objectives	Our main internal contact points, along with our level of independence in Luxembourg
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Our aim is to make CSR a genuine management tool, supported by more efficient governance. In 2019, the Sustainable Development Committee approved the introduction of an action plan to be implemented under the guidance of ambassadors identified for this purpose. In 2020, the implementation and dissemination of this CSR culture within each ArcelorMittal entity in Luxembourg was on the agenda, so that the stakeholders could take ownership of the themes and actions to be implemented to fill the gaps identified in the existing systems. Achievement of this target was delayed by the COVID-19 pandemic, which had an impact on the company's activities in the Grand Duchy.

In 2022, the work of the Sustainable Development Committee focused on two issues. The first was creating synergies between our CSR strategy, our ResponsibleSteel™ certification and our Integrated Management System (IMS) for the Luxembourg Long Products sites (Belval, Differdange and Rodange) but also for the Bissen site. As a result of this collaboration, a cross-functional stakeholder interview project will be rolled out, leading to the implementation of a stakeholder management system by the end of 2023.

The second concerned ArcelorMittal Luxembourg's preparation for the challenges ahead in terms of reporting. The various regulatory changes will profoundly transform the reporting model and have an impact on our businesses.

Finally, the guiding principle remains that our approach, which we want to become more integrated, should gradually move towards considering the monetisation of our externalities, both positive and negative, which would make the economic, environmental and social benefits of our CSR approach more tangible.



Regulatory developments in terms of CSR reporting

In the work carried out by Fedil and the Luxembourg Chamber of Commerce since 2021, to which ArcelorMittal Luxembourg has made a major contribution through working groups, it has been pointed out that the European Commission is working on the introduction of new CSR reporting obligations.

In addition to the reporting obligation, to which we are already subject, all organisations will be obliged to adopt a common methodology which EFRAG (European Financial Reporting Advisory Group) has been mandated to

develop. At the same time, the ArcelorMittal Group is considering adopting the SBTi (Science Based Targets) methodology. The SBTi initiative is a joint project of the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund (WWF). The initiative aims to encourage companies to define quantified targets for reducing greenhouse gas (GHG) emissions in line with scientific recommendations.

The aim is to promote strategies aligned with the level of decarbonisation required to

keep the rise in global temperatures below 2°C, or even below 1.5°C, compared with pre-industrial temperatures, in line with the recommendations of the Intergovernmental Panel on Climate Change (IPCC).

The announced transition to integrated reporting from 2023 has been postponed because of the expected changes in reporting, in particular the introduction of dual materiality. The financial and sustainable development reports are therefore presented in the same document this year.

ArcelorMittal Luxembourg Foundation

In 2021, the Board of Governors of the ArcelorMittal Luxembourg Foundation met with the aim of reactivating the Foundation and incorporating all the support and sponsorship activities carried out by ArcelorMittal Luxembourg within it. The governors are drawn from the Luxembourg management of the industrial sites, representatives of the Group's global management in charge of CSR activities,

plus Valérie Massin, Managing Director and Vice-President of ArcelorMittal Luxembourg, and Roland Bastian, Managing Director and Vice-President. It is chaired by Michel Wurth, Chairman of ArcelorMittal Luxembourg.

All support and sponsorship activities have therefore been transferred to the Foundation, which has become the governing body for these activities. The

Communications and CSR Department remains the functional body responsible for managing relations with the causes we support. The aim of the Foundation is to bring together all CSR initiatives in support of causes in Luxembourg and to promote our commitments to the four pillars of this commitment: Environment, Culture and Heritage, Education, Social.

Continued deployment of the CSR strategy and role within the organisation

Our organisation is based on a country-level ecosystem which provides a framework for our global CSR strategy, to which the various sites adhere and from which they carry out their actions in perfect synergy.

The CSR role within ArcelorMittal enables us to initiate projects and new ideas, to take responsibility for them, and to guarantee and steer the approach. In

addition, it should enable the definition and implementation of CSR methodologies within the organisation, while guaranteeing progress in the professionalisation of Sustainable Development within Luxembourg and the development of a strategic vision. This is in line with the Group's objectives of carbon neutrality by 2030 and 2050. To this end, the ResponsibleSteel™ certification of ArcelorMittal's Belval, Differdange and

Rodange sites will optimise the further deployment of our strategy at production site level.

The establishment of sponsors dedicated to materiality issues will therefore be reassessed in 2023 following consultations with our stakeholders carried out as part of the ResponsibleSteel™ approach.

Optimisation and cross-referencing of ResponsibleSteel™/CSR and IMS (Integrated Management System) issues.



The Sustainable Development Committee has decided to integrate and interconnect the methodologies of our CSR strategy with the ResponsibleSteel™ principles. A crossfunctional working group has been set up to enable certified sites to implement dedicated action plans through this new label that meet the requirements of both the CSR strategy and ResponsibleSteel™ and the activities of the Environment, Energy, and Integrated Management Department, as well as cross-referenced and optimised reporting methodologies.

In 2021, the IMS (Integrated Management System) Department mapped its stakeholders across the various entities on the basis of the country mapping that was carried out in 2018 when our materiality matrix was set up.

In spring 2023, the stakeholder consultation project was launched. It will run until the end of the year and will be followed by the implementation of dedicated action plans. Panels to update the materiality matrix and action plans will be held in 2024 and 2025.

Finally, to convert this sustainable development culture into shared written commitments, the Sustainable Development policy common to all three functions has been validated and disseminated since 2022.

To enable you to put local priorities into perspective alongside the Group's key issues in the international framework of the United Nations Sustainable Development Goals for 2030, the following correlation table is provided.

		Innovation	Competitiveness	Health and safety of our employees	Environmental compliance	Operational performance	Greenhouse gases and other emissions	Circular economy	Rehabilitation of industrial sites	Economic value created and distributed	Contribution ODD
1				✓		✓					 
2		✓						✓			
3		✓						✓			 
4					✓	✓	✓	✓			
5					✓			✓			     
6					✓		✓	✓			     
7						✓					  
8										✓	     
9		✓	✓			✓					 
10			✓						✓	✓	 
Ensuring transparent governance		✓	✓	✓	✓	✓	✓	✓	✓	✓	

The correlation table helps to show our existing commitment to topics deemed material. As a responsible company, ArcelorMittal Luxembourg also contributes to the United Nations Sustainable Development Goals by 2030.

Engaging with our stakeholders

Our sustainable development actions only make sense if they reflect both our challenges and those of our stakeholders. This implies perfect knowledge of our stakeholders, and of the direct and indirect influence that we have. Genuine ways to be involved already exist as seen in the table below, ranging from information to the inclusion of certain stakeholders in our governance process.

In late 2017, our main stakeholders were consulted as part of our materiality analysis in order to obtain a better understanding of our economic, social and environmental impacts and their influence. We are now deepening our relations with and commitment to some of them, in order to work together more effectively on our common challenges identified as priorities. The ResponsibleSteel™ approach further supports this work of integrating our stakeholders into the conduct of our operations.

We also plan to update our materiality matrix in 2023 following interviews with stakeholders conducted by the sites in the context of ResponsibleSteel™.

	Employees and trade unions	Local communities	Government, Administrations and Public Authorities	Customers	Suppliers	Investors and Partners	Media
Stakeholder challenges	<ul style="list-style-type: none"> Safety Health and well-being Working conditions Remuneration Career development Attracting high potential employees and developing skills Work-life balance Operational excellence Environment Employee engagement 	<ul style="list-style-type: none"> Community engagement processes Environmental concerns Social and economic development Attracting high-potential employees Donations Innovation 	<ul style="list-style-type: none"> Competitiveness Investments Employee management Environmental engagement Social engagement Climate change Changes in environmental regulations 	<ul style="list-style-type: none"> Product reliability and quality Innovative, competitive and sustainable products Effective use of resources Compliance with social and ethical standards Competitive prices Reducing our carbon footprint 	<ul style="list-style-type: none"> Responsible sourcing Operating performance Product quality Business ethics 	<ul style="list-style-type: none"> Results and performance Competitiveness Investments Efficiency Sustainability Employee health and safety 	<ul style="list-style-type: none"> Quick access to reliable information Identified contact point within our company to answer different requests (interviews with top management and experts, documentary, etc.) Input on economic, social and environmental topics (corporate strategy, earnings release, innovation, local activities, industrial wasteland reconversion, steel market)
Our engagement	<ul style="list-style-type: none"> In-house magazine, intranet and brochures, posters, TV screens, special offers for employees, etc. Organising internal & external events Team building Volunteering Team meetings Conferences and thematic campaigns Training and learning ArcelorMittal Luxembourg S.A. Board of Directors under shared management with the directors representing the employees and unions 	<ul style="list-style-type: none"> Common projects and long-term cooperation with communities Communication on the development of our activities and responses to questions Strengthening links with communities Regular meetings and dialogue with communities 	<ul style="list-style-type: none"> Attendance at conferences Regular discussions and meetings Plant visits Participation in trade missions and official visits 	<ul style="list-style-type: none"> Customer events Fairs Links with research institutions and partnerships for product development Surveys Code of Ethics and Human Rights Plant visits 	<ul style="list-style-type: none"> Regular meetings Dialogue, surveys and questionnaires Code of Ethics and Human Rights 	<ul style="list-style-type: none"> Transparency of information Regular meetings and dialogue Plant visits 	<ul style="list-style-type: none"> Media relations manager Visit of plants Press conference on general and specific topics Invitation to press trips organised by the Group Communication plan dedicated to the new headquarters
Our goals	<ul style="list-style-type: none"> Ensuring a safe, attractive working environment Valuing our employees as they are central to our company Promoting social harmony 	<ul style="list-style-type: none"> Maintaining close, trusting relationships with communities Supporting local and regional economic development 	<ul style="list-style-type: none"> Promoting a level playing field in trade Contributing to growth through taxes, contributions and product innovation 	<ul style="list-style-type: none"> Creating sustainable products at a fair price Ensuring a reliable value chain Strengthening long-term relationships 	<ul style="list-style-type: none"> Complying with responsible sourcing requirements Making the supply chain more reliable Ensuring the quality of products and services supplied Promoting a policy of fair competition and ensuring fair payment conditions 	<ul style="list-style-type: none"> Aiming for sustainable growth and positive results Delivering profit 	<ul style="list-style-type: none"> To be acknowledged as a modern and collaborative company Build a positive reputation supported by ArcelorMittal's commitment in Luxembourg (social, environmental, economic)

Our performance in 2022

Our performance is monitored using key indicators which aim to reflect the specific features of our business. These aim to evolve in order to support the emphasis given to the strategic priorities identified in our materiality analysis.

Key	Indicators	2020	2021	2022	
1-Health, safety and quality of life at work for our employees	Lost-time injury frequency rate Number of injuries resulting in lost time of more than one day, suffered by our own staff, our sub-contractors and our temporary staff during a 12-month period, per million hours worked.	0.30	0.49	0.40	
	Number of fatalities	0	0	0	
	Number of ISO 45001 certified sites The norm sets out the organisational requirements for the occupational Health and Safety management system. This indicator is modified in 2023 because the reporting area covered sites that were not eligible for certification. It has therefore been decided to carry over to production sites. AMCLE was certified ISO 45 001 in April 2023. (Not taken into account in this KPI, which covers 2022, but will be taken into account in the data reported next year).	4 out of 7	4 out of 7	The Belval, Differdange, Rodange and Dommeldange sites are certified.	
	Number of employees as of 31 December 2022 in headcount	3,695	3,482	3,521	
	Total training hours for our employees, temporary employees, and subcontractors	88,200	93,172	112,073	
	Number of young people welcomed by our Luxembourg entities gathering apprentices, interns and international work experience volunteers	161	188	214	
	Number of training courses offered to all employees This indicator is composed of the training offer of two internal entities. AMU (ArcelorMittal University) has developed its training offer and offers training to all employees online. Our «in-house» training offer remains stable (175 vs 174). The number of courses offered by AMU has increased from 314 to 596.	488	771	951	
	Percentage of employees covered by a collective agreement	74 %	63 %	73 %	
	Total number of employees who have taken parental leave, by gender	131 104 men et 27 women	117 88 men et 29 women	133 105 men et 28 women	
	Number of employees who have left the company in the year following their return to work after parental leave, by gender	0	0	0	
	Percentage of working day lost due to social disputes	0	0	0	
	Total number of employees by employment contract and by gender	2022	Female	Male	Total
		CDD	10	95	105
		CDI	496	2,920	3,416
		Total Luxembourg	506	3,015	3,521
2021		Female	Male	Total	
CDD		7	95	102	
CDI		480	2,900	3,380	
Total Luxembourg		487	2,995	3,482	
2020		Female	Male	Total	
CDD		12	63	75	
CDI		510	3,110	3,620	
Total Luxembourg		522	3,173	3,695	
Total number of employees by gender	2022	Female	Male	Total	
	Part-time	85	77	162	
	Full-time	421	2,938	3,359	
	Grand total	506	3,015	3,521	
	2021	Female	Male	Total	
	Part-time	380	2,827	3,207	
	Full-time	103	77	180	
	Grand total	483	2,904	3,387	
	2020	Female	Male	Total	
	Part-time	117	87	204	
	Full-time	400	2,998	3,398	
	Grand total	517	3,085	3,602	

Key	Indicators	2022		2021		2020				
1-Health, safety and quality of life at work for our employees	Total number of employees by age	Female	Male	Female	Male	Female	Male			
		<30	256	43	223	266	43	223		
		30/50	1,718	334	1,899	1,923	360	1,923		
		>50	1,041	129	873	1,027	119	1,027		
		Grand total	3,015	506	2,995	3,173	522	3,695		
		2021	Female	Male	Total	2020	Female	Male	Total	
		<30	35	223	258	<30	43	223	266	
		30/50	334	1,899	2,233	30/50	360	1,923	2,283	
		>50	118	873	991	>50	119	1,027	1,146	
		Grand total	487	2,995	3,482	Grand total	522	3,173	3,695	
		2020	Female	Male	Total	Nationalities		Number of employees	%	
		<30	43	223	266	French	2,084	56	2,084	56
		30/50	360	1,923	2,283	Luxembourg	569	15	569	15
		>50	119	1,027	1,146	Belgian	366	10	366	10
		Grand total	522	3,173	3,695	Portuguese	142	4	142	4
		2020	2021	2022	Italian	88	2	88	2	
		Number of employees	Number of employees	Number of employees	German	74	2	74	2	
		%	%	%	Romanian	50	1	50	1	
		French	2,084	2,122	Indian	57	2	57	2	
		Luxembourg	569	419	Spanish	45	1	45	1	
		Belgian	366	316	55 others	220	6	222	6	
		Portuguese	142	139	Total	3,695	100	3,695	100	
		Italian	88	88						
		German	74	61						
		Romanian	50	45						
		Indian	57	60						
		Spanish	45	49						
		55 others	220	222						
		Total	3,695	3,521						

Key	Indicators	2020	2021	2022
2-Products that accelerate more sustainable lifestyles 3-Products that create sustainable infrastructure	Research & Development Amount in k€ - R&D Center of Esch/Alzette			
	The level of external R&D expenditure in 2022 is up significantly compared to 2020 and 2021. There health crisis and its economic consequences had led to a pronounced slowdown in 2020 of our order and invoicing cycles for research activities carried out with our suppliers, subcontractors and academic partners. After a significant recovery in these external research expenses, the However, the 2022 level is still lower than that of 2019, before the health crisis.	2,079	2,598	2,857

Key	Indicators	2020	2021	2022
4 - Efficient use of resources and high recycling rates	Tonnes of materials used in the production process (scrap, used tyres, lime, etc.)	2,271,933	2,493,956	2,230,631
	Percentage of by-products recovered per tonne of waste generated Quantity of operating waste such as black slag, calamine, etc. from steel production, returned to a recovery process rather than a disposal process.	79.1 %	74.8 %	81.1 %
	Percentage of recycled materials in the production of crude steel casting Proportion of scrap and used tyres put into the furnace during steel production. Scrap represents the vast majority of it.	94.8 %	95.4 %	95.3 %
	Tonnes of recycled scrap	2,151,055	2,374,916	2,122,160
	Tonnes of CO₂ avoided due to using scrap in comparison with an integrated route (blast furnaces)	2,796,372	3,087,391	2,758,808

Key	Indicators	2020	2021	2022
5 – Trusted user of air, water and soil	Dust emission (g/tCS) Grammes per tonne of crude steel (tCS: tonne Crude Steel)	6.55	10.30	9.97
	Water withdrawal (m3/tCS) Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	0.68	0.71	0.58
	Surface water	0.02	0.04	0.03
	Piped water	0	0	0
	Ground water	0.15	0.16	0.17
	NOx emissions (g/tCS) Grammes per tonne of crude steel (tCS: tonne Crude Steel)	195	238	198
	SOx emissions (g/tCS) Grammes per tonne of crude steel (tCS: tonne Crude Steel)	99	90	84
	Water discharge (m3/tCS) Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	0.69	0.68	0.50
	Percentage of waste disposed of in landfills	20.9 %	25.2 %	18.9 %
Fines received for non-compliance with environmental legislation and regulations Amount and number of non monetary fines	0	0	0	

Key	Indicators	2020	2021	2022
6 – Responsible energy user that helps create a lower carbon future	Energy consumption (GJ/tCS) Gigajoules per tonne of crude steel (tCS: tonne Crude Steel)	8.96	8.77	8.79
	CO₂ emissions per tonne of crude steel (kg CO₂/tCS) Kilogram per tonne of crude steel (tCS: tonne Crude Steel)	272	259	255
	Direct emissions (Scope 1 set by the GreenHouse Gas protocol) corresponding to the CO ₂ directly emitted by the furnaces	186	178	165
	Indirect emissions (Scope 2 set by the GreenHouse Gas protocol) corresponding to the CO ₂ emitted to generate the energy consumed: electricity and heat (hot water, steam)	42	36	45
	Other indirect emissions (Scope 3 set by the GreenHouse Gas protocol) corresponding to CO ₂ emissions from products used in our workshops such as quicklime and industrial gases (oxygen, nitrogen)	44	45	45
	ISO 14001 certified facilities The standard covers environmental management. It is based on the principle of continuous improvement in environmental performance by controlling the impact associated with company activities.	4 out of 7	4 out of 7	4 out of 7
	ISO 50 001 certified facilities The standard covers energy management.	3 out of 7	3 out of 7	3 out of 7

Key	Indicators	2020	2021	2022	
7 – Supply chains that our customers trust	Sourcing via local suppliers amount in k€	Electricity	64,018,000 Germany: 3.5% Belgium: 8.2% France: 88.3%	134,180,000 Germany: 4% Belgium: 16% France: 80%	307,830,000 Germany: 3% Belgium: 94% France: 3%
		Gaz	17,120,000 Germany: 0% Belgium: 100% France: 0%	65,250,000 Germany: 0% Belgium: 100% France: 0%	119,260,000 Germany: 0% Belgium: 100% France: 0%
		Total Electricity and Gaz	Total: 81,138,000 Germany: 2.77% Belgium: 27.58% France: 69.65%	Total: 199,430,000 Germany: 3% Belgium: 43% France: 54%	Total: 427,090,000 Germany: 2% Belgium: 96% France: 2%
	Sourcing via local suppliers amount in volume	Transport & logistics	In order to provide relevant information, this indicator has been changed in 2023. Previously, we reported on the percentage of trucks by country of origin. However, to give a better idea of volumes and types of transport, we are changing this indicator to show the mode of transport used to bring scrap metal (raw material) to our sites, and to indicate the volumes and modes of transport of finished products. Incoming and outgoing volumes are logically almost identical.	Total: 98,226,181 Luxembourg: 59 % Belgium: 26 % Germany: 3 % Austria: 5 % France : 2 % Others: 5 %	Total: 102,805,983 Luxembourg: 62 % Belgium: 26 % Germany: 3 % Austria: 4 % France : 2 % Others: 3 %
Number of suppliers assessed for their environmental and social impacts 33 suppliers have been assessed in 2022 with a question concerning their impact environmental and social.		0	68	33	

Enjeu	Indicateurs	2020	2021	2022
8 – Active and welcomed member of the community	<p>ArcelorMittal Luxembourg donations Amount in € representing the projects sponsored, including STEM projects.</p> <p>In 2022, ESCH 2022 was granted exceptional sponsorship of €325,000.</p>	339,300	362,200	776,850

Enjeu	Indicateurs	2020	2021	2022
9 – Pipeline of talented scientists and engineers for tomorrow	<p>Amount invested in STEM (science, technology, engineering, mathematics) projects</p> <p>From 2020 onwards, donations to student associations on the sites will be included in the volumes reported.</p>	215,500	171,950	177,500

Enjeu	Indicateurs	2020	2021	2022
10 – Our contribution to society measured, shared and valued	<p>ArcelorMittal's economic contribution to Luxembourg Payroll (pay and employer contributions) allocated to ArcelorMittal employees in Luxembourg, and expenditure to our suppliers and subcontractors in Luxembourg for their services.</p> <p>In 2022, ArcelorMittal's economic contribution in Luxembourg is almost the same as before the COVID crisis. In 2019, the amount allocated was €500,640,678. Expenditure on subcontractors and suppliers has risen from €105 million in 2021 to €282 million in 2022, which largely explains the total difference.</p>	435,098,709	364,496,566	504,570,943

Enjeu	Indicateurs	2020	2021	2022
Ensuring transparent governance	<p>Number of complaints received by the Internal Audit service During 2022, a complaint was received concerning Luxembourg. This request concerned the head office; no allegation was made in the tool concerning the activity relating to long products.</p>	3	3	1
	<p>Percentage of employees trained in the Code of Business Conduct The ArcelorMittal Code of Business Conduct provides a set of guidelines to be followed by all employees when conducting their business. The aim is to uphold ArcelorMittal's reputation for honesty and integrity in its management practices as well as in all business transactions.</p>	95.7 %	96.5 %	96.3%
	<p>Percentage of employees trained in Human Rights ArcelorMittal has published a comprehensive policy on Human Rights, in order to coordinate the group's efforts as a whole, focusing on the priority areas identified.</p>	86.4 %	94.5 %	94.8%

Key issue 1

Safe, healthy, quality working lives for our people



Safety

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

Our journey towards a safety culture

Since 2023, safety management has been based on 4 main pillars:

- Preventing fatal accidents
- Leadership in safety
- Risk management
- Health and well-being at work

Organisation of safety

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

In Luxembourg, the *Long Products Luxembourg* (LPL) business was reorganised at the end of 2022. Following the merger of the three operational sites (Belval, Differdange and Rodange), the decision was made to have a single health and safety manager with a functional link to the

safety engineers in the various units. Clear governance has been established to ensure that the strategy is deployed.

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

A Safety Committee (COSEC), responsible for safety, was set up at the Dommeldange site in 2020. It meets monthly and ensures that information on safety, quality and the environment is fed back and passed on. The actions to be taken are set out in the Dommeldange Master Plan.

Procedures, standards and performance control

The procedures and standards in place, which are in line with the most demanding international standards, are regularly audited by independent bodies, notably as part of the ISO 45001 certification process. OHSAS 18001 certification has been replaced by ISO 45001 and has not appeared in our report since last year.

ArcelorMittal also has its own safety standards and audits:

- The FPS (Fatality Prevention Standards) are procedures setting out the basic safety rules to be applied in the field to prevent fatal accidents at all sites.
- FPA (Fatality Prevention Audit) based on field audits to verify the application of the 11 FPS. The questionnaires are reviewed periodically, incorporating actions arising from the Group's most recent accidents. Organised into six levels, the sites have to move up the ladder year after year to achieve excellence: level 5 for the 11 FPAs.

The LPL area had a follow-up audit of the FPS at the end of 2022 in order to verify the correct application of the standards and to be able to close the open questions.

Since 8 December, the LPL area has reached the maximum level for all the Group's standards.

Bissen: level 3 - 1 open question, level 4 - 2 open questions, level 5 - 11 open questions

AMCLE: FPA level 3

Dommeldange: 9 FPAs and 2 not concerned, level 5 for 6 FPAs; level 4 for 6 FPAs; level 3 for 8 FPAs

Take Care Training

The *Take Care* health and safety training programme has been rolled out in four phases at all ArcelorMittal operating sites in Europe. It aims to share the key elements for changing attitudes and behaviour. The first stage, focusing on self-awareness, consolidation on the ground and sustaining improvement, was rolled out from 2017 onwards in Belval, Differdange, Rodange, Bissen and Dommeldange.

The Take Care 2 training programme was completed at the end of 2022. 100% of LPL staff have completed the programme.

A Take Care 3 programme was due to be launched in 2023. However, the health and safety perception survey launched by the Group in April 2023 showed that the level of readiness varied from site to site. In May 2023, it was decided to launch a new 3-year Take Care programme. All staff will have to undergo 42 hours of training to ensure that they have mastered all the Take Care 1 and 2 modules.

Focus on Safety

In 2022, ArcelorMittal Europe - Long Products launched its foreman safety leadership programme.

Sanjay Samaddar, Chief Executive Officer, ArcelorMittal Europe - Long Products and Julie Malherbe, Head of Health and Safety, Long Products Luxembourg tell us more about the importance of the foremen's safety leadership programme.

Watch this video to see the launch of the programme at our pilot site in Luxembourg.



Health and Safety Day 2022

The Health & Safety Day took place over two days, on 28 April and 2 May, in order to reach as many of our employees as possible. Around 1,500 people took part in the event.

A reminder of the golden rules:

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

Other activities offered to employees included a reminder of 1st aid procedures, a presentation of the Management and Prevention Policy against Harassment in the Workplace and an extraordinary race organised by the Occupational Health Department. This consisted of giving first aid assistance to a dummy, moving it on a stretcher over a course strewn with pitfalls, all without knocking over balls placed on a tray also placed on the stretcher.



Meet the new Director of LPL (Luxembourg Produits Longs)

Formerly known as AMBDR, with a different organisation for each site, ArcelorMittal Belval, Differdange and Rodange have now come together under the LPL banner (*Luxembourg Produits Longs* or *Long Products Luxembourg*). This change coincided with the arrival of Pierre Jacobs as CEO, and he took advantage of this day dedicated to health and safety to meet the employees working closest to the facilities in order to share with them his ambitions around safety – or rather to share them with them again, as these were not his first safety discussions on LPL sites.

A comprehensive programme has been put in place, covering everything from awareness-raising and risk analysis to training for in-house employees and, above all, external co-contractors, as explained in this video:



“ Safety starts with me and continues with all of us.”

Pierre Jacobs, CEO of ArcelorMittal Luxembourg Long Products, presented his safety objectives at Health & Safety Day 2022.



Luxembourg Produits Longs

Les Règles d'Or de la Sécurité

Nous sommes en bonne forme pour prendre notre travail !

Être en bonne forme nous permet de mieux réagir face aux risques.

Vigilance partagée : je maintiens la communication avec mes collègues.

n° 1

ArcelorMittal

- Si je ne me sens pas bien, je reste chez moi, je consulte mon médecin et je suis ses recommandations.
- En cas de restrictions ou d'aménagement du poste de travail, je respecte les recommandations du médecin du travail.
- Avant de travailler, j'ai suffisamment dormi, je suis reposé.
- En cas de stress ou de difficulté de concentration, j'en discute avec ma hiérarchie.
- Je ne suis pas sous l'emprise d'alcool ou de drogue pour venir travailler.
- Je n'introduis pas et je ne consomme pas d'alcool ou de drogue à mon poste de travail.
- Lorsque je prends un traitement ayant un impact sur ma vigilance, j'en parle à mon médecin du travail.

ArcelorMittal takes part in the Health and Safety at Work Forum

The Occupational Health and Safety (OHS) forum organised by the Union des Entreprises Luxembourgeoises (UEL) took place on 26 October 2022 at LuxExpo The Box. 1,500 visitors attended this 15th edition conference. Around a hundred exhibitors presented the latest developments in occupational health and safety, and more than 20 workshops were held throughout the day. The OHS Forum was organised by the initiators of VISION ZERO: the Accident Insurance Association, the Union des Entreprises Luxembourgeoises and the Institut National pour le Développement Durable.

VISION ZERO 2023 - 2030 strategy

The new phase of VISION ZERO was presented at this OHS Forum. The aim is to pursue OHS efforts, particularly in high-risk sectors, with the support of the Luxembourg government.

With a view to continuous improvement and progress, new national targets have been set for the period 2023 to 2030.

As a long-standing partner of the UEL Forum, ArcelorMittal Luxembourg was present at this year's event with a stand showcasing two initiatives developed by our teams.

Dr Marc Jacoby organised sessions at the stand on the theme of «Our brain, advocate of the least effort». Neuroscience has shown that the human brain can, in certain cases, put us at risk, particularly when it is not focused on the activity being carried out at the moment.

When the brain is on "autopilot", the danger can arise without being properly understood by the individual. In addition to the sessions at the stand, which raised visitors' awareness of this little-known topic, Dr Jacoby gave a talk on the subject, which drew a record audience for the forum!

The ArcelorMittal LPL Health & Safety team was also present at the stand, presenting the virtual training module on crane operation. This module enables newcomers, as well as more experienced bridge operators, to carry out load handling exercises in a highly realistic virtual environment. Through different scenarios, the trainees carry out several successive tasks and familiarise themselves, without any risk, with the subtleties of the job of bridge operator.

In 2023, the UEL Occupational Health and Safety Forum was held on 11 May 2023.



From left to right: Gilles de Luca, Claude Bouckaert, Julie Malherbe and Quantilien Bury presented the «Bridge Operator» course in virtual reality.

GRI 103-11 GRI 103-2

Health at work

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

Day 10 of Take Care Training (TCT) dedicated to the link between neuroscience and safety.

Our Occupational Health Department has developed a training course designed to raise awareness of the potential link between the way our brains work and the risk of accidents occurring as a result.

We introduce various concepts, including the notion of intuitive versus reflective thinking, explain the specific ways in which our brains work (automatic mode/routine mode, concentration and attention capacities) and illustrate what we say with concrete examples

from outside the workplace that are easy for everyone to understand because they have experienced it before, as well as professional examples.

For each topic covered, the approach is as follows:

- In small working groups: highlighting concrete professional situations illustrating the topic covered
- Research by the working group into proposals for action concerning the professional situations identified
- Presentation of action proposals by each working group

All employees at our 3 sites - Belval, Differdange and Rodange - have benefited from this training as part of day 10 of the «Take Care Training» over a period extending from November 2021 to December 2022. In each working group, we gathered information on the problems encountered by our employees. At the end of the training course, we drew up a catalogue listing all the issues, the associated safety risks and the suggestions made by employees to limit these risks.

We presented a summary to the management of ArcelorMittal Luxembourg Long Products in January 2023, with a project to monitor the various action plans with the support of the Safety Department.

The «Mental Health First Aid» training course that we successfully launched in 2021, delivered by Dr Jacoby and Nancy Marinelli, our social worker, is still relevant. It was initially aimed at a targeted audience: human resources, health and safety, DSPT and the intention is to disseminate it more widely. As part of the development of the ArcelorMittal Luxembourg Long Products Strategy, supervised by Julie Malherbe, the Health Department proposed the objective of training mental health first aiders in each unit. As part of this, an awareness-raising workshop was held on Health and Safety Day 2023 for the LPL area.

Harassment

As part of the implementation of the harassment procedure by ArcelorMittal, occupational health physicians are involved in harassment investigations and were called upon twice in 2022.

Training for new arrivals

ArcelorMittal LPL's Safety Department has developed a four-day safety training course aimed at all people entering into the LPL area: trainees, temporary workers, permanent and fixed-term contract employees.

The Health Department was asked to run a half-day session.

Various subjects are tackled in this session, the main objective being to make future employees aware of the different risks present in the workplace, such as noise, vibrations and chemicals. The regulatory framework for occupational health is also covered, as is the subject of addictions (alcohol, drugs), explaining our Health Department's approach in this area.

This half-day is also asked to cover briefly the subject dealt with by occupational medicine on Day 10 of the Take Care Training course: Concentration, Attention.

As part of these four days, Alexandre Colarelli, a nurse in charge of in-house 1st aid training, will also teach what to do in the event of a medical emergency at one of our sites.

Ergonomics

In 2018, Stéphanie Bagaglia, our ergonomics nurse, developed an «à la carte» Gestures and Postures training course for the production sectors to better adapt to and meet the needs of the field in terms of postural constraints

It includes a day of theory and practice in the participants' working environment to illustrate the advice in a practical way and to reflect on the issues identified beforehand.



The Rodange site offered this training to all staff as part of the Take Care Training days, and by the end of 2022, 180 members of staff had been trained in total.

This approach is taking shape at the Differdange site in 2023.

COVID-19 health situation

The year 2022 saw another wave of COVID-19 in the 1st quarter.

Throughout the year, the Occupational Health Department's activities continued to be affected by the Luxembourg government and the governments of the various border countries maintaining the rules on isolation in the event of positive cases or contact cases. The task of the Health Department is always to provide the best possible guidance to symptomatic staff, to monitor workers who have tested positive and to decide the most appropriate time for them to return to work without risking infecting other colleagues, to carry out workplace tracing and to monitor all in-house contact cases and high-risk contact cases originating outside the workplace. In 2022, this gave rise to a total of 1,304 occupational medicine consultations.

The Health Department has continued to equip itself with rapid antigen tests so that it can screen symptomatic employees in each of our infirmaries who may be suspected of being contaminated by the virus, in order to optimise the speed of treatment and ensure daily monitoring of high-risk contact cases. The Health Department has been available on an ongoing basis to all employees at all our sites to help them manage the various situations associated with the COVID pandemic, such as

- answering all their questions about: isolation conditions, quarantine, etc.
- prescribing PCR tests for employees to ensure rapid detection and follow-up of contact cases

As part of the ongoing management of the COVID-19 health crisis, the Health Department has continued to play an active role in updating the instructions drawn up at the start of the pandemic in 2020. These instructions detail all the aspects of prevention implemented at all our sites, adapting to changes in the health situation in Luxembourg and neighbouring countries over the months.

When the Luxembourg government introduced the COVID-19 check for companies (January-February 2022), the nurses in the Health Department were heavily involved in preparing it, bearing in mind that, because of the need to protect personal data, information relating to employees' vaccination status could only pass through the Health Department.

An information campaign was carried out on the changes in internal prevention rules and on what to do if you test positive or are in high-risk contact, depending on your country of residence.

Supporting and monitoring employees: Continued on RPS prevention linked to the health crisis

The Occupational Health Department continued to be available to treat any employee showing signs of psychological distress, in connection with the health crisis as well as any other form of psychological distress linked to psychosocial risks.

Training and development

Our aim is to create smarter steels for the planet and its inhabitants: it is significant for each of our employees and for the talent we would like to attract. Learning and development are part of our DNA and a key element in giving each of our employees the opportunity to develop over the long term in their work and to evolve within the organisation according to their needs and expectations in relation to the opportunities offered today and in the future.

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

- **Leadership** that inspires excellence: creating value through our people, leading by example, supporting people's development, creating environments where people feel physically and psychologically safe.
- **Talent for a prosperous future:** finding motivated people whose values match our own, creating a culture that motivates and inspires people to make a difference in society and the world, developing talent and leaders for the future.
- **Diversity and inclusion to engage everyone:** feeling proud and motivated to belong to

ArcelorMittal in Luxembourg, committing to go the extra mile for our collective success, committing to improve our diversity and inclusion.

ArcelorMittal in Luxembourg provides each of its employees with learning and development solutions to build on these three key pillars and keep their employability up to date in their functional area.

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

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

ArcelorMittal staff in Luxembourg have access to «My Virtual Campus» managed by ArcelorMittal University and to local programmes or pathways tailored to their needs.

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

Some of the highlights of 2022 to illustrate learning and development within ArcelorMittal in Luxembourg in addition to the mandatory and compliance programmes:

Managing peak performance and well-being:

- 60 people have been certified as mental health first aiders
- Sessions and programmes to learn about stress management, proximity management to build a safe psychological environment, mental health prevention, etc.



Visit to the Belval site for new members of the HR team in Luxembourg



Harassment prevention:

Development and deployment of an online training course on the prevention of harassment, compulsory for all people working for ArcelorMittal in Luxembourg.

Development of functional capabilities with integration sessions for HR, dedicated to processes and the legal framework in Luxembourg and to support HR who have just joined ArcelorMittal in Luxembourg. They also had the opportunity to visit a production plant.

The learning month 2022 with local sessions open to all about the environment and CSR, working from home, mental health, well-being, diversity and inclusion, and conscious and unconscious prejudice.



Key issue 2

Products that accelerate more sustainable lifestyles



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



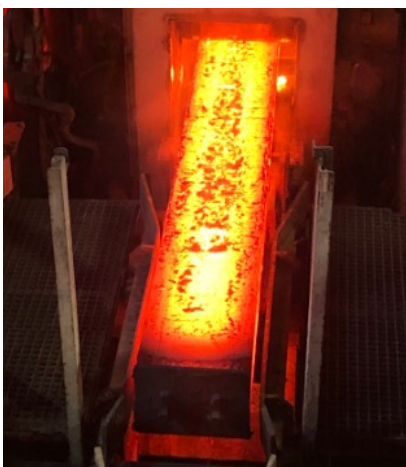
This new bloom will enable Train A (Rodange rolling mill) to be completely fed from the Belval steelworks in the long term. This rolling mill for special sections (rails, angles, tracks, etc.) is currently supplied with semi-finished products from the Group's steelworks in Duisburg (Germany) and Dabrowa (Poland). These two sites, located 300 and 1,200 km from Rodange respectively, use iron ore and blast furnace technology to produce the current blooms. In contrast, the Belval steelworks produces 100% of its steel from recycled scrap and an electric furnace, which consumes less energy and generates much less CO₂. This «green bloom», produced 15 km from Train A, will therefore have a carbon footprint around five times smaller.

A major step forward in the future of the Luxembourg steel industry: ArcelorMittal Luxembourg Long Products teams give birth to a new bloom in their Belval steelworks

came out of the Belval continuous caster on Tuesday 14 February 2023 at 4.10pm. This is a major milestone in the strategy of self-sufficiency in semi-finished products of the new ArcelorMittal Luxembourg Long Products cluster, which includes the Belval, Differdange, Rodange and Dommeldange plants.

There is still a long way to go to complete this major project. At present, only two strands will produce this bloom in structural steel grades, and it will not be until 2026 that the Belval steelworks will be capable of producing all grades of A-train steel. However, this remains an important step on the road to self-sufficiency for our Luxembourg facilities.

The result of work carried out in 2022, the very first large-section bloom (or intermediate product) (known as 'D4')



Key issue 3

Products that create sustainable infrastructure



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

ArcelorMittal continues its XCarb® initiatives, a commitment to producing carbon-neutral steel

In March 2021, ArcelorMittal announced the launch of its first three XCarb® initiatives, as part of the company's journey towards its commitment to carbon neutrality by 2050.

XCarb® brings together all of ArcelorMittal's low-carbon and carbon-neutral steelmaking products and activities, as well as broader

initiatives and green innovation projects, into a single effort focused on making demonstrable progress towards carbon-neutral steel.

[Find out more about XCarb® from recycled and renewable sources](#)

XCarb® steel from recycled and renewable sources supports sustainable transport in Esch-sur-Alzette



Inauguration in the presence of François Bausch, Deputy Prime Minister, Minister for Mobility and Public Works, Joëlle Welfring, Minister for the Environment, Climate and Sustainable Development, Georges Mischo, Mayor of Esch-sur-Alzette and Simone Asselborn-Bintz, Mayor of Sanem.

The cycle link between Esch sur Alzette and the Belval district in Luxembourg is a magnificent example inaugurated at the end of 2022. This structure was built entirely from self-sinking steel, and its environmental footprint was reduced by using XCarb® steel from recycled and renewable sources produced locally at our Differdange plant.

This cycle and pedestrian path between Esch-sur-Alzette and Belval is part of the overall development of the national cycle network, which includes the link between Esch-sur-Alzette and Luxembourg City.

The most astonishing part of the route - a first of its kind in Europe - is the 1.2 km-long bridge, winding over 75 metres high, close to the ArcelorMittal Belval site, the central station and rows of trees of respectable size and age, which have been preserved thanks to the design of the project.



Olivier Vassart, CEO Steligen, presenting Joëlle Welfring, Minister for the Environment, Climate and Sustainable Development, with an XCarb® souvenir panel from recycled and renewable sources (© ArcelorMittal)

XCarb[®], a recycled and renewably produced steel, is the mainstay of the project's low carbon content.

The carbon footprint of the project was a decisive factor for the public authorities, from the choice of route to the materials used. Thanks to XCarb[®] steel from recycled and renewable sources, the steel used in the bridge has a very low embodied carbon content - around 300 kg of CO₂ per tonne, or six to seven times less than a tonne of steel produced by the blast furnace route: only scrap metal and renewable electricity were used in our ArcelorMittal Belval and Differdange plants to produce the structural steel elements.



The new bridge winds between our Belval site and the railway line. Three areas of expertise at ArcelorMittal, from beams to double-curvature T-sections

The steel elements involved in the project had to be adapted to the layout of the bridge.



View of the bridge from below, showing its steel structure and the curves in the route.



one of the beams cut into a T shape and bent at the Stelgence[®] manufacturing centre to fit into the bridge

Small base elements (IPE200 and IPE600) were used for the bridge deck elements. In addition, 340 tonnes of HL1100 beams were used as longitudinal elements for the straight segments of the bridge, after being cut into T-sections at the Stelgence[®] manufacturing centre.

However, the most astonishing steel elements involved in this order are 200 tonnes of curved T-sections, custom-designed for the rotating segments of the bridge. Using the hydraulic press at the Stelgence[®] manufacturing centre, two folds had to be added to the beams, including a counter-joint. While all the T-sections were curved on the weak axis, either in an S-shape or in standard circular/parabolic shapes, some of these T-sections were also cambered on the strong axis.

Arcorox[®] and XCarb[®] for a durable bridge

In addition to XCarb[®] steel from recycled and renewable sources, every tonne of steel was supplied in ArcelorMittal's innovativ Arcorox[®] range of weathering steels.

When designed with Arcorox[®] weathering steel combined with XCarb[®] from recycled and renewable sources, a bridge meets all the cost, design and strength requirements, while achieving tomorrow's most stringent carbon and safety targets.

A bridge with Arcorox[®] sections is designed to last: there is no need for a protective coating now or in the future, so maintenance is low and safety and use remain high.

The footbridge linking Esch-sur-Alzette to Esch-Belval is the longest of its kind in Europe. The main section between Esch/Alzette and Belval was completed at the end of 2022.

Ready for a virtual tour? Watch the video here!



Our steel builds Birmingham's "Paradise"

Located in the heart of Birmingham (UK), Paradise is a new seven-hectare district built as a hub for work and leisure, with office space, restaurants, cafés and flats. It is here that One Centenary Way, a 13-storey steel-framed commercial office development, is being built using ArcelorMittal Europe - Long Products HISTAR[®] 355 sections, supplied by ArcelorMittal Downstream Solutions UK.

Improving productivity and reducing risk with HISTAR[®]

To build the backbone of One Centenary Way, the customer BHC turned to its long-standing partner ArcelorMittal Distribution Solutions UK. The material was then ordered from ArcelorMittal Europe - Long Products, which supplied various types of steel sections, up to grade HD 400 x 1202 in HISTAR[®] 355 quality, produced by our Differdange plant.

The nature of the structure and manufacture also required Z35 material. The material was used in a critical part of the structure - the transfer beams that span the A38 and support the 13-storey offices above. In addition, HL 1000 B profiles were used for the Vierendeel exoskeleton.



Paradise: a 3-phase redevelopment

Formerly known as Paradise Circus in the 19th century, Paradise has always been a regional hub of culture and commerce in Birmingham city centre.

The redevelopment is currently underway and will be carried out in three phases:

- Phase 1: completion of two office buildings known as One and Two Chamberlain Square
- Phase 2: construction of One Centenary Way
- Phase 3: construction of commercial and mixed-use buildings on the entire northern part of the site

From sheet metal to hot-rolled sections, the added value of customer support

Traditionally in the UK, hot rolled sections are often designed in sheet form, and One Centenary Way was no exception. In collaboration with BHC and the Ramboll design office, ArcelorMittal facilitated the changeover from sheet metal to rolled sections. This development was the most advantageous option, eliminating the risk of welding defects.

Indeed, due to its low carbon equivalent

value, HISTAR® 355 was recommended for eliminating pre-heating requirements for butt welds, thus improving workshop productivity and reducing the risk of weld defects and the costs and implications of weld repairs. Given the long hours spent in the workshop on butt welding, the choice became obvious. ArcelorMittal Global R&D Esch supported BHC in the development of the butt welding procedure for HD 400 x 1202 rolled sections.

“Another advantage of the change in specifications is that the switch to HISTAR® 355 has saved over 1,200 tonnes of CO₂ emissions. Now, a similar project using ArcelorMittal's XCarb® steel from recycled and renewable sources could deliver even greater savings,” comments Walter Swann, ArcelorMittal Steligen - Construction Engineer. Construction of the One Centenary Way tower was completed in March 2022. The entire Paradise complex will be completed in 2028.

Key issue 4

Efficient use of resources and high recycling rates



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

The circular economy, an integrated approach

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

Most of our Luxembourg products and construction solutions are designed using the cradle-to-cradle approach. Our HISTAR® steels, which combine considerable weight savings with strength, are produced at our Differdange site, as are our latest-generation sheet piles from Belval. This reduces the quantities of materials and therefore the energy needed for their production, as well as the time required for handling and erection. The advantages of our products are transparently communicated via the EPDs (Environmental Product Declaration), based on a life cycle analysis (LCA) and certified by an independent body, obtained for our HISTAR® steels and our sheet piles in 2017 and 2018. Developing innovative construction solutions is also the aim of the Steligen® initiative, which encourages the next generation of high-performance buildings and construction techniques, and creates a more sustainable life cycle for buildings.

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

Its consumption will have to be gradually reduced. More on the management of emissions, water and energy can be found regarding issues 5, 6 and 7 respectively.

Our waste is also the subject of three areas of action: prevention, recycling and disposal. (see also next page) Nearly 75% of our operational waste (co-products) is recycled. Of the 180kg of waste generated per tonne of steel produced (tCS: tonne of crude steel), black slag (electric steelworks

slag, 100kg/tCS) accounts for most, along with mill scale (44kg/tCS).

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

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

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



Our waste management

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

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

For example, leaks are avoided as far as possible as a result of continuous maintenance to conserve oils.

Recycling then involves using the specific properties of the waste generated by our production processes as raw materials. In fact, less waste is generated by the process (personal protective equipment, packaging, etc.), which is collected selectively and

recycled or disposed of through recognised channels.

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

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

Internal recycling is chosen in particular for calamine (a layer of iron oxides produced on the surface of steel parts subjected to high temperatures), a residue of the steelmaking process that forms during continuous casting and when half-products pass through the reheating furnaces of our rolling mills, which is reinjected to partially replace the iron ore.

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

Finally, disposal, i.e., sending certain operational waste to landfill, such as some of the sludge from the rolling mills, is carried out in accordance with the strict environmental standards described in issue 5 of this report. In 2022, dedicated research projects continued.

Key issue 5

Trusted user of air, land and water



For many years now, climate change has been making us aware of our responsibility to respect water, air and soil. In addition, our stakeholders are calling on us to improve the environmental footprint of our sites. All our efforts are therefore focused on continuing our activities with greater respect for nature, by improving our processes.

Managing soil and biodiversity: a complex balance to strike

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

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

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

Among other things, chemical analyses are carried out periodically to guarantee the reliability of the structure, and the amount of waste from the plants is carefully monitored. The slag is processed by a specialist subcontractor for direct use in various sectors such as public works.

It should be noted that the quality of these co-products is managed right from the production stage through temperature control, cooling and rock removal.

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

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

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

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

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

habits of the different species present, their diet and reproduction period.

The experts then propose solutions to comply with the legislation: for each protected species, the ideal habitat with a sufficiently large territory for the animal to flourish must be recreated. Our former sites are home to a number of protected species, from the alpine newt on the Mondercange slag heap to the white-fronted red-tailed eagle identified at Lentille Terre Rouge and the woodlark at Eherange. To find out more about the environmental process involved in industrial conversion, please see issue 10 of this report.

Lastly, the Nature and Forestry Administration (ANF) manages sites belonging to ArcelorMittal in protected areas of national and community interest under a leasing agreement for a renewable period of five years. ArcelorMittal is making available various plots of land located in the Natura2000 areas of Differdange, Dudelange and Esch-sur-Alzette, which are subject to management plans drawn up by the ANF, as well as habitat action plans, such as the one dedicated to limestone grasslands, and several species action plans, such as those for the woodlark or the smooth snake. As part of the national nature protection plan, and more specifically the national biodiversity strategy, many of the ecologically valuable sites belonging to ArcelorMittal in Luxembourg, such as the former open-cast quarries, benefit from ANF's environmental management expertise. Once industrial sites, these areas have now been reclaimed by nature. The aim is to preserve the biodiversity that these areas may harbour, while enhancing their ecological potential through extensive farming.

Water management

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

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

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

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

The water eventually goes into our ponds and is pumped back out again, as our sites operate in a closed circuit. Since 2018, ongoing maintenance has been carried out on these settling tanks to optimise their operation.



Pierre Jacobs, CEO ArcelorMittal LPL, presents the objectives of Responsible Steel™ and ArcelorMittal LPL's commitments.

Our ResponsibleSteel™ approach continues

Since 2021, our ArcelorMittal LPL (Luxembourg Long Products) sites in Belval, Differdange and Rodange have been among the first to obtain Responsible Steel™ certification, along with the sites in Ghent (Belgium), Bremen and Eisenhüttenstadt (Germany).

This labelling enables each site to demonstrate that the organisations of ArcelorMittal's various processes meet rigorously defined standards across the wide range of social, environmental and governance criteria that comprise the ResponsibleSteel™ standard. This certification is awarded by an independent body.

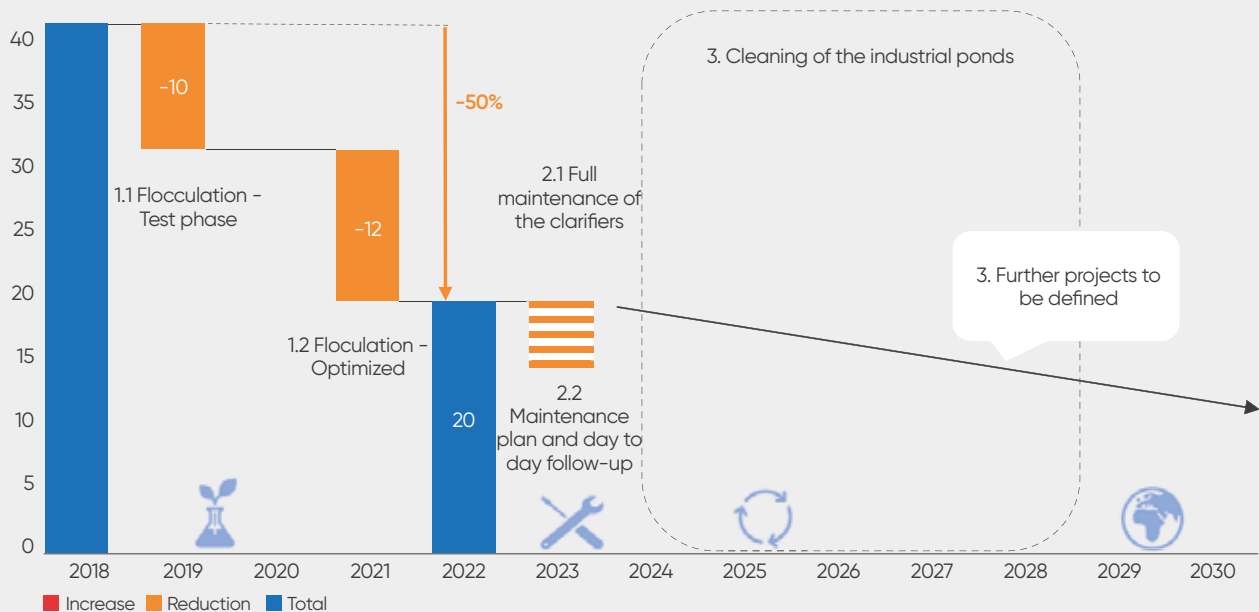
Our water management action plan until 2030

For several years, the Belval, Differdange and Rodange sites have succeeded in complying with existing regulatory discharge limits for water quality.

(-) 50%

of TSS in the Belval basin since 2018

Action plan for the Belval site:



The optimisation of our water management has begun at the Belval site and will be duplicated at the other sites. This will enable us to make use of the knowledge and expertise acquired on this first site.

The Belval pilot project is based on three phases. The first (2018–2021) has led to a 50% reduction in suspended solids in the basin. From 2022, the second stage will consist of maintenance, and from 2024 new projects will be rolled out to ensure optimum management of this resource.

1. Phase 1 - Increased capture of Suspended Solids (SS) (Flocculation)

- The first step in improving water treatment.
- Reduce the amount of material deposited in the industrial basin.

2. Phase 2 - Improving the reliability and efficiency of existing facilities

- Research into best practice.
- Optimisation and continuous improvement of facilities.

3. Phase 3 - Ensuring long-term sustainability

- Developing water treatment to stop the deposit of sludge in industrial basins.
- Projects to be developed at different levels of the site.
- Studies and tests in progress.
- Cleaning of industrial basins to improve water cooling and site facilities.

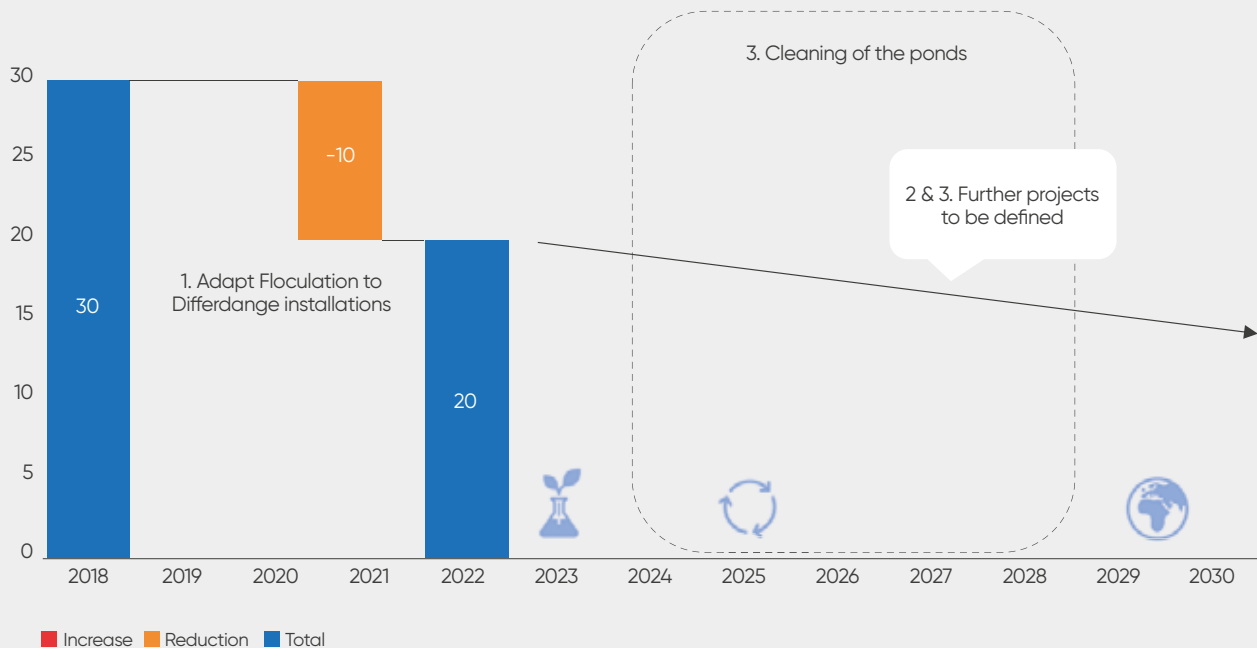
Action plan for the Rodange site:

Since 2016, no water has been discharged into the environment from the Rodange plant.

As the site has only one rolling mill and no steelworks, this also means that less Suspended Solids (SS) are produced and introduced into the water.

The results of the analyses show that the clarifiers are sufficiently effective to maintain good water quality for our facilities.

Action plan for the Rodange site:



Emissions management

Our industrial facilities produce four main types of emissions: CO₂, NOX (nitrogen oxides), SOX (sulphur oxides) and dust (diffuse emissions). The processing of emissions from our steelworks involves both the extraction of fumes created inside the electric furnace and the hall in which the furnace is located.

The fumes produced during melting in the electric furnace are extracted by the main dedusting system. It extracts the fumes through an opening in the furnace lids and directs them to the afterburner chambers, where the residual gases are burnt off. The flue gas is then rapidly cooled to 260 degrees Celsius by a flue gas spraying system called a "quench" to remove any dioxins that may be present in the flue gas, before being sent to the spark separator to eliminate any sparks that could cause a fire to start in the bag filters.

Before entering the filter chamber, activated carbon is injected, which also captures dioxins and other pollutants. These numerous filters significantly reduce the particles suspended in the flue gases before they are discharged up the chimney. As a result, dust emissions from the stack are reduced to less than 3mg/Nm³.

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

For emissions from the electric furnace hall, extraction systems (two at Differdange, one at Belval) are fitted to the ceiling of the steelworks to extract the diffuse emissions produced during melting.

They then undergo the same processing

as the emissions captured in the electric furnace. It is collected by the main dust collector, passes through the quench and is collected in the spark separator before heading for activated carbon injection and ending up in the filters.

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

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

Find out more about our management of CO₂ emissions on page 39 of this report.



Key issue 6

Responsible energy user that helps create a lower carbon future



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

As a steelmaker, our major environmental impact lies in our energy consumption and the CO₂ emissions that result from our production activity. Our action drivers focus on reducing this consumption and on the source of the energy used. Our emissions are also subject to rigorous monitoring.

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

Every flow that could generate the slightest kilo of CO₂ is scrutinised, from the quantity consumed to the precision and evolution of the stock, including traceability, chemical analyses, calculation methods, etc.

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

At the end of 2022, the European authorities agreed on the details of the revision of the ETS and the introduction of a Carbon Border Adjustment Mechanism (CBAM). This mechanism should help to create a level playing field and the market conditions necessary for companies to make investments and move to carbon neutrality without disruption, and to prevent steel

production from moving to third countries where legislation on carbon emissions is often less stringent, undermining efforts to combat climate change.

It should also be noted that under the ETS system, European steel producers pay a carbon cost that makes them less competitive on the market, since third-party producers do not have to bear comparable additional costs.

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

LIST - ArcelorMittal Luxembourg partnership in the area of energy transition

On 8 November 2022, the LIST - ArcelorMittal Luxembourg press conference was held at our Belval site to present the progress made under our partnership which began in 2019. The two companies are working together to research and develop innovative projects and services in the fields of improving energy efficiency and the responsible use of resources, optimising multiple energy efficiency measures, heat recovery and producing electricity from surplus heat.

After a welcome from Pierre Jacobs (CEO ArcelorMittal Luxembourg Long Products) and Thomas Kallstenius (Managing Director

of LIST), the concept of "the Forge", which aims to develop and test ideas and project ideas as part of ArcelorMittal's transition process towards circular and carbon-free steel production, was presented to the journalists. Alexandre Bertrand (Researcher, LIST) then presented the "Heat2Power" project, which focuses on the design of electricity production units using waste heat in the steel industry. There was a presentation on the software developed by Mr Bertrand at the conference to show its various features and expected results. This project was supported by the Fonds National de la Recherche.

Thomas Kallstenius (CEO of LIST), said:

"LIST is delighted to support ArcelorMittal Luxembourg, and to have been collaborating in the area of energy with this key local economic player for almost 10 years. Sustainability is one of LIST's fundamental values, and is a key consideration right from the design phase of our projects. I'm delighted with the encouraging initial results presented today and would like to congratulate the teams involved".



LIST-ArcelorMittal Luxembourg press conference, 8 November 2022

Roland Bastian, Vice-President of ArcelorMittal Luxembourg added:

"Thanks to this partnership, we are making progress in developing concrete solutions that could potentially be applied throughout the ArcelorMittal group. Our approach is based on anticipation and long-term strategic vision in the energy sector, which is particularly important in the current context. Having a partner like LIST is essential if we are to make progress in these key areas."

This partnership is in line with ArcelorMittal Luxembourg's CSR policy and the Group's ambition to significantly reduce its carbon footprint in Europe by 2030, and to achieve carbon neutrality by 2050. Over the next two years, our teams will continue their partnership, focusing in particular on issues related to the decarbonisation of steel production.





“Twenty-five years after strategically replacing the last blast furnaces with electric arc furnaces, ArcelorMittal Luxembourg is now taking another major step towards the decarbonisation of its footprint, through energy efficiency and the adoption of alternatives to fossil fuels. In addition, the exciting new projects launched today will also help to ensure the competitiveness, attractiveness and future of our production sites in Luxembourg.”

Roland Bastian Vice-President
ArcelorMittal Luxembourg.

On the road to decarbonisation with the Minister for the Economy

On 27 September 2022, the Ministry of the Economy and ArcelorMittal signed a formal agreement to deploy the financial resources needed to develop projects that will enable Luxembourg’s steelworks to move towards carbon-neutral steel production.



Investing in decarbonisation technologies

With an estimated value of €100 million, the package of projects will cover:

- A new electric arc furnace (EAF) for the ArcelorMittal Belval site to improve energy efficiency and increase steel production capacity by almost 15% to 2.5 million tonnes of steel per year. It will enable Luxembourg to establish self-sufficiency in steel production capacity to cover its needs for finished rolled products.
- New technological developments to reduce the residual carbon footprint, such as replacing natural gas in the reheating furnaces of rolling mills with alternative energy resources.
- ArcelorMittal Bissen, which aims to become ArcelorMittal Wire Solutions’ first carbon-neutral site by modernising its wire drawing and galvanising lines using cutting-edge technology.

Studies to confirm the feasibility of these projects have been launched and the decision to pursue them will depend on the results.



Key issue 7

Supply chains that our customers trust

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

Making our value chain more reliable

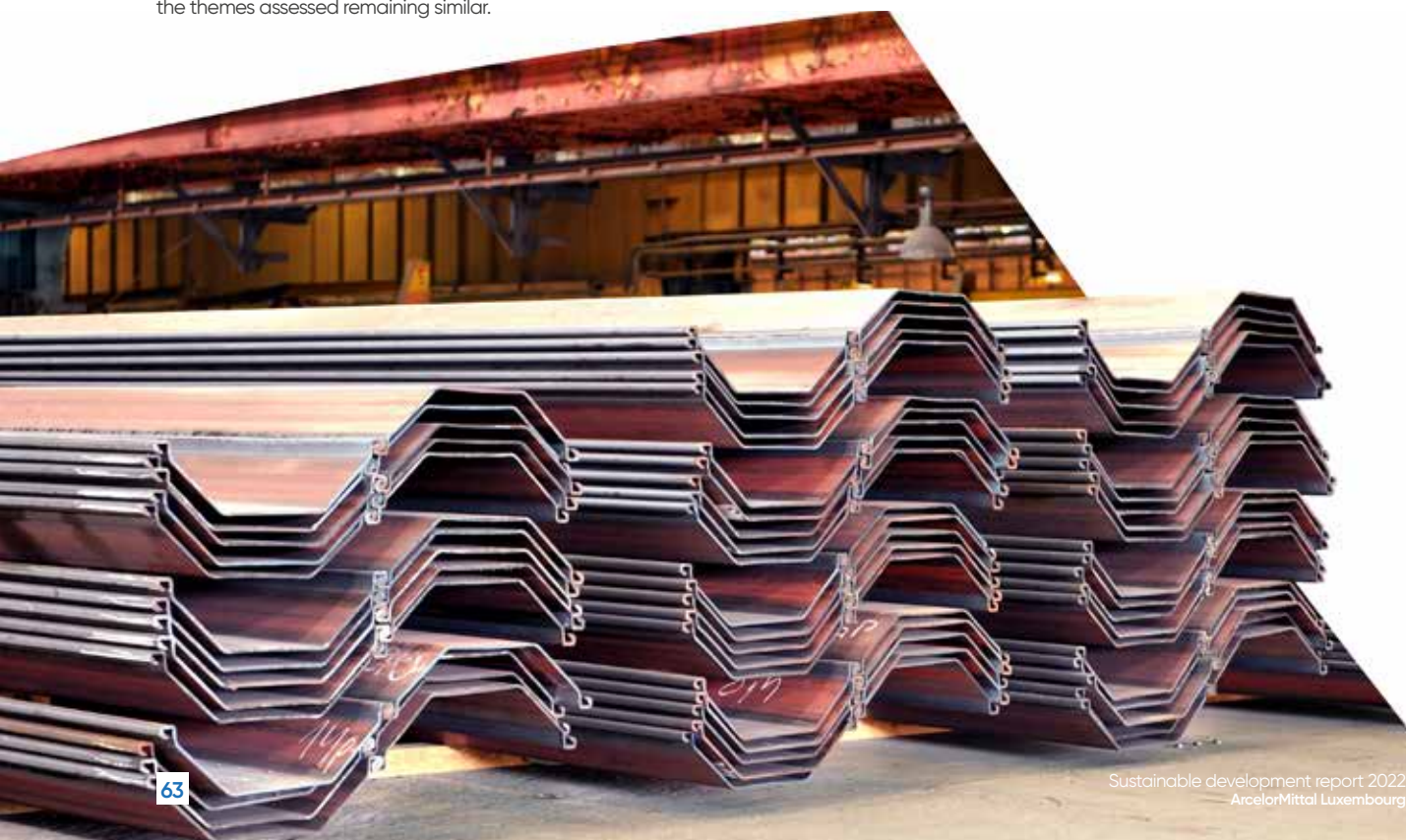
Since 2010, our Code for Responsible Sourcing, developed in collaboration with our customers, suppliers, peers and NGOs, has set our minimum requirements in terms of Health & Safety, human rights and ethical and environmental standards for our suppliers.

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

This tool has been developed since 2018, with the themes assessed remaining similar.

Evaluation criteria include:

- Compliance of deliveries with requirements (quantity, quality, technical specifications, nature of customer-supplier relations, etc.);
 - Responsible sourcing on site (compliance with Health & Safety procedures, environmental impact management and related specifications, etc.);
 - Responsible sourcing (management of Health & Safety, the environment, human resources, human rights and ethics, etc.);
 - Meeting deadlines;
 - Commercial potential (competitiveness).
- Several stakeholders are involved in this assessment, from the buyer to the user, through the on-site shops that receive the goods. The sample to be assessed is determined on the basis of:
 - The scale of expenditure and the number of orders;
 - The score for the previous campaign ;
 - The criticality of suppliers (single supplier, or directly linked to the plant's strategy, product with a key impact on quality, etc.).



Key issue 8

Active and welcomed member of the community

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

ArcelorMittal Foundation Luxembourg, a foundation under Luxembourg law recognised as being in the public interest, was registered in 2007 and brings together all the support and sponsorship activities carried out by ArcelorMittal Luxembourg. Reinstated at the end of 2021, it is chaired by Michel Wurth, Chairman of the Board of Directors of ArcelorMittal Luxembourg. The Foundation brings together all CSR (Corporate Social Responsibility) initiatives in Luxembourg and the Greater Region, and promotes projects that fall within the four pillars that structure our commitment: Environment, Culture and Heritage, Education, Social. It also has a role of facilitating and developing synergies between stakeholders in the Greater Region through its network of partners.



“ArcelorMittal Foundation Luxembourg aims to support causes over the long term and with project leaders with a variety of profiles.

It is always difficult to choose between the many requests received; our compass directs us to respect our deep DNA, by remaining within the scope set by our areas of expertise.

Although our Foundation had been dormant for a number of years, before being reinstated in 2021, our support actions did not stop during this period, quite the contrary. Within ArcelorMittal Luxembourg, we had forged strong and lasting relationships with local partners that we continue to support in projects for which we are genuine stakeholders and not just a donor. The dedicated team meets with the partner associations or foundations at least twice a year to monitor the progress of the projects funded, challenge them where appropriate, and provide our support or communication relays where possible. We're proud to be able to contribute to the success of projects that have a strong, tangible local impact.

2022 will continue to be a year affected by the war in Ukraine, which marks the return of armed conflict to Europe's doorstep and is seriously destabilising our convictions about lasting peace. Our plant and our 26,000 colleagues in Kryvyi Rih are directly impacted by these tragic events. In 2023, the Foundation will continue to work to support the Ukrainian people.”

Michel Wurth Chairman, ArcelorMittal Foundation Luxembourg

All the Foundation's initiatives can be found in the 2022 annual report, available on request from: Foundation_Luxembourg@arcelormittal.com.

From signing the Luxembourg Diversity Charter to setting up a Diversity & Inclusion Committee

Diversity is one of our key commitments and represents a major challenge for the steel industry. In October 2020, ArcelorMittal Luxembourg signed the Lëtzebuerg Diversity Charter, formalising its commitment to continuing its efforts to:

- Strengthen a long-term approach to diversity
- Combat all forms of discrimination
- Strengthen its equal opportunities policy, in particular through an objective and fair recruitment and internal promotion process

ArcelorMittal Luxembourg's staff today comprises 67 nationalities (Luxembourgers, French, Belgians, Germans, Italians, but also Indians, Japanese, etc.), just over 500 women (a proportion that grows steadily every year) and a population made up mainly of people aged between 30 and 50.

Diversity is a real driver for the company. If it is to generate wealth, innovation and sharing, every employee in the company must feel committed to this approach.

A cross-disciplinary issue supported by the Group and the sector

Since 2021, ArcelorMittal Europe (long products) has had a Diversity & Inclusion Committee to steer and challenge these issues. Our ambition is to double the number of women in management positions to 25% of our workforce by 2030.

The first committee met in December 2022 to set objectives and concrete actions to achieve them.

In addition, a number of initiatives were implemented throughout the year to strengthen Diversity and the place of women in our management team, including:

- The organisation of coaching sessions around the «Energising women in operations» programme, which brought together more than 250 talented people across all segments. The programme ran for several months from March to July.
- Implementation of the Diversity & Inclusion Charter in June 2022
- The establishment of objectives and actions to be deployed within the entities proposed by the Committee in December 2022 to steer the approach.
- Finally, a number of podcasts and meetings with senior members of the company were organised to help people understand the challenges and actions taken by the Group in the area of Diversity & Inclusion.

In an industry such as ours, this commitment counts for two things: valuing the women who already work with us and inspiring new generations of women. They were honoured on International Women's Rights Day.



Meet with our Women of Steel –
Stéphanie WERNER DIETZ – YouTube



Key issue 9

Pipeline of talented scientists and engineers for tomorrow



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


In today's climate where decarbonisation and CO₂ reduction are at the forefront of industries' minds as they develop and review production processes, STEM graduates are crucial to ArcelorMittal as they provide the necessary support and knowledge that will enable ArcelorMittal to meet its commitments to become carbon neutral by 2050.

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

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

Our company supports a number of student associations in Luxembourg.

In 2022, we renewed our partnerships with:



National Association of Luxembourg Engineering Students (ANEIL)

ANEIL represents around 300 students studying mechanical engineering, civil engineering, chemistry, biology, physics, electrical engineering, computer science, mathematics and architecture throughout Europe, particularly in Germany, Switzerland, Belgium, France, Austria and the UK.

This partnership allows us to:

- highlight our company in the association's magazine and on their website: this year we published a report on the career of one of our engineers,
- but also to take part in their annual round table in the spring: in 2022, around twenty companies took part in this event.

D'Lëtzebuurger Studenten zu München (LSM)

Our sponsorship supports the members of this association, whose aim is to help students



integrate into university life by giving them advice and organising regular activities to encourage exchanges between students from different courses.

In the 2021/2022 academic year, it had 180 active members out of the 400 or so Luxembourg students studying in Munich.

D'Lëtzebuurger Studenten Vun Oochen - Akademischer Verein d'Lëtzebuurger (AVL)

In 1870, the RWTH - Rheinisch-Westfälische Technische Hochschule - University of Aachen, one of Germany's largest universities, opened its doors.

The AVL - «Akademischer Verein d'Lëtzebuurger» student association has been representing Luxembourg students in Aachen since 1897.

Throughout the year, the AVL committee offers its members the opportunity to take part in various events to promote exchanges and pass on information about working life. As such, we were able to take part in their Round Table to showcase our company.

As we do every year, we took part in a number of forums and other initiatives designed to raise our profile among schools, students and young graduates.



We support two projects initiated by Jonk Entrepreneuren Luxembourg.

Several of our sites gave students the opportunity to find out about our activities: the Belval, Rodange, Differdange and Bissen sites, as well as the AOB, Pétrusse and Steligenze sites.

Engineering Trainee Days :

This project aims to promote careers in science and engineering by giving students a 2-day insight into the day-to-day work and professional requirements of an engineer/scientist.



Job Shadow day

This is a programme that enables students to shadow a manager during a working day. This experience gives students an insight into

*STEM is an acronym for Science, Technology, Engineering and Mathematics.

the demands of the job market, the different career paths available and gives them a taste for entrepreneurship.

As a company, this initiative gives us the opportunity to meet future apprentices or employees, to position ourselves as an attractive employer and to promote a positive image.

We also took part in two events organised by Moovijob, which represent interesting recruitment opportunities for Luxembourg and the Greater Region:



Moovijob day

show, which attracted thousands of visitors with profiles ranging from junior to experienced.

Unicareers

Around 150 companies and 5,000 visitors. The

target group is trainees, recent graduates and young professionals with up to 5 years' experience.

We have also strengthened our links with schools in the Greater Region by taking part in various meetings between students and companies, such as:



Polytech Nancy

September Fest: this forum enables around fifty regional, national and international companies to meet some 600 students and young graduates to introduce their activities and professions, and to talk to students to exchange ideas, assess their profiles and find out about their aspirations.



ENIM (Metz National Engineering School)

Career-Dating: this is an event during which, after a presentation by each of the five companies, five executives talk to five groups of around fifteen student engineers for 20 minutes.

There's plenty of room for discussion about the company, its activities, the person's career and the opportunities available to young engineers.

GRI 103-2 | GRI 103-3 | GRI 413-1

Developing an inspiring and innovative industrial ecosystem

ArcelorMittal has been supporting the University of Luxembourg since 2010 and is one of its main partners through the Chair in Steel and Façade Engineering. This will enable us to train the next generation of talent, from bachelor to doctorate level, and to develop joint research projects.

From façade engineering to durable steel structures

Launched in 2011 by the University of Luxembourg and ArcelorMittal, the Chair for Steel Construction has been very successful thanks to the support and motivation of both partners. Many new projects are expected in the coming years.

The Chair's research focuses on the research and development of efficient and sustainable steel solutions for high-tech buildings, composite steel materials and glass. Façades are a key element of modern buildings. Building technology, ventilation, climate control: all have a role to play in the consumption of building resources, particularly energy. To limit this, the basic structure, the technology and the façade must complement each other.

This is the focus of the work of the Chair's researchers, who are working in a number of

areas: the building shell, the glazing system, the intersection between the building structure and the façade, the durability of façades, modular construction and material flows, steel/concrete composite solutions, and so on.

The first agreement (2011-2015) covered the development of high-tech, energy-efficient buildings made of steel, steel composites and glass. Four research projects were carried out to improve connections between steel girders and steel supports, to use numerical models to detect corrosion in steel sheet piles, to secure steel girders with high loads on concrete components and to examine the service life of steel dowels in composite steel bridges.

Under the second agreement (2016- 2019), the Chair continued to explore in detail the link between steel and glass. They also paid particular attention to optimising high-strength steel products for structural

engineering and high-rise construction.

In addition, the team worked in collaboration with the University of Bradford, the Technical Universities of Darmstadt and Stuttgart, and the Steel Construction Institute in London as part of a Research Fund for Coal and Steel (RFCS) / Horizon 2020. As part of this project, Professor Odenbreit led a sub-group which drew up proposals for European standardisation.

The third agreement (2019-2022) was dedicated - as part of the European Commission's Green Deal policy - to making steel construction more efficient and sustainable. The main objective was to further promote a circular economy approach for steel construction components. The Chair has worked on modular systems of steel beams and connectors that allow these parts to be dismantled and reused once a building has reached the end of its life cycle.

This requires research in a number of areas: the design of modular components that must meet certain load-bearing capacity requirements, a drive to standardise construction parts, and the development of digital tools to store the history and technical specifications of each individual component.

Building on the close collaboration that began more than 10 years ago, the University of Luxembourg and the ArcelorMittal Luxembourg Foundation have agreed to extend their partnership until 2025, through the ArcelorMittal Chair in Steel Construction. A signing ceremony was held on 13 February 2023 with Prof. Jens Kreisel, Rector of the University of Luxembourg, Professor Christoph Odenbreit, holder of the ArcelorMittal Chair in Metallic Construction, Prof. Olivier Vassart, CEO Steligençe®, Nicoleta Popa, Head of ArcelorMittal Global R&D Construction applications, Infrastructures and Long Products, and Pascal Moisy, Head of Communications & CSR at ArcelorMittal.



For **Michel Wurth**, Chairman of ArcelorMittal Luxembourg, *“the proximity between the academic world and the business world is a source of mutual enrichment. The fruitful cooperation between ArcelorMittal, through the ArcelorMittal Luxembourg Foundation, and the University for over 10 years is a perfect illustration of this.”*

The discussions between the teams at ArcelorMittal and Professor Odenbreit are helping us to imagine the buildings of tomorrow, which steel will help to make more efficient in terms of energy consumption and sustainability.



“Over the past decade, the collaboration between ArcelorMittal and the University of Luxembourg has been extremely valuable, both in scientific terms, with numerous research projects that have led to new solutions in construction and new European regulations, and in human terms, with intense discussions between our research teams and those of the University.

Five PhDs and post-doctoral students from the Chair are currently working in various departments of the ArcelorMittal group, a fine illustration of the links that unite us,” explained Prof. Olivier Vassart, CEO Steligençe®.

50 years of innovation at the Esch R&D centre

50 years ago, the Esch-sur-Alzette Research and Development Centre moved to the Schlassgoard estate in the heart of the Minett region. On 27 September 2022, to mark this very special anniversary, the director of the R&D centre, Boris Donnay, received HRH the Crown Grand Duke, Prince Guillaume, and the Minister for Higher Education and Research, Claude Meisch, for a ceremony.

A rich history

Researchers from the past and present met at the Maison des Arts et des Etudiants at the University of Luxembourg, where they were welcomed by a number of speakers, including Boris Donnay, Greg Ludkovsky, Director of R&D at ArcelorMittal, Michel Wurth, President of ArcelorMittal Luxembourg, and Sanjay Samaddar, Director of ArcelorMittal Long Products Europe. The strategic importance of the research carried out at the Esch centre over the last 50 years was highlighted at the start of the ceremony. This work has demonstrated a unique expertise in steel production and architecture for the whole world. The centre, which specialises in long products (beams, sheet piles, rails), has been supporting the development of the Luxembourg sites and ArcelorMittal plants around the world since 1972

A vision for the future

Working with local stakeholders such as the University of Luxembourg, the LIST (Luxembourg Institute of Science), Luxinnovation and the FNR (Fonds National de la Recherche), and in close collaboration with the Global R&D network, the research centre is preparing the steel of tomorrow and supporting our sites as they move towards CO₂ emission-free production. During the event, researchers of all ages and nationalities, all working at the Esch centre, took to the stage to present their projects to meet the challenges of today's world: greener, digitalised production and more demanding products for the construction and civil engineering markets.

Over the last 50 years, the research centre has been able to adapt and take on new skills. Over these 50 years, our researchers have contributed their dynamism and creativity. Their achievements are used in the Group's Luxembourg units and beyond, all over the world. Our researchers are helping to demonstrate that steel is a material that serves society and sustainable development, as expressed in the ArcelorMittal group's slogan: better steels for the planet and its inhabitants.

See how our researchers are working on new solutions for bridge structures (video)



Key issue 10

Our contribution to society measured, shared and valued



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

Industrial redevelopment: creating shared, sustainable value

As economic, social and environmental progress and innovation continue, industrial activities are changing. Today's infrastructure is more digitalised and less labour-intensive; the transition to Industry 4.0 and a third industrial revolution are underway. In addition to our company's responsibility to support its employees in moving towards higher added-value operations, we have a duty to ensure the redevelopment of our former industrial sites to contribute, in a different way, to the development of our region.

We ensure that industrial redevelopment takes place through Agora, or directly with property developers.

Agora, 20 years of successful collaboration between the Luxembourg State and ArcelorMittal

Set up in 2000 as a 50/50 joint venture between the Luxembourg government and ArcelorMittal, Agora has become the benchmark for the redevelopment of industrial land, what can now be called the «Luxembourg model for brownfield redevelopment». This is particularly true of the Belval district, located on part of the former ArcelorMittal site near our steelworks of the same name, which is still in operation. Thanks to the redevelopment of these former industrial sites into a district combining shops, cultural venues and housing, the south of the country has been given a new lease of life and has become as attractive a centre as the capital.

Today, Agora has sold 84% of the land and buildings in the Belval district, and is tackling a new challenge: redeveloping the industrial wasteland at the ArcelorMittal Schifflange site.

In a country facing a housing crisis, Agora continues to offer sustainable urban planning

solutions and is developing these solutions for environmentally-friendly lifestyles.

A look back at a convergent approach

Created in October 2000, Agora came into being three years after the last symbolic pouring of blast furnace B in the presence of then Prime Minister Jean-Claude Juncker, and a few months after the Minister for Spatial Planning presented his second report on the conversion of brownfield sites to the Chamber of Deputies. The Luxembourg State and the steel group then decided to join forces in the Agora development company. The initial joint objective was to create an original planning and development tool, unprecedented at the time as it was 50% owned by each of the partners, with the mission of «developing brownfield sites in the general interest (economic, social, ecological, regional planning and cultural) while respecting the principles of the private sector». At the same time, the Belval site was designated as a priority by the government as part of this new strategy to reclaim the former industrial areas of southern Luxembourg.

Convincing results

With a convergent method and objectives, the partnership developed within Agora in the context of developing Belval has proved its worth.

After 20 years, the experimental stage is well past and Agora's action, within the framework of the rules set by the Luxembourg model, is a success: more than 1.1 million m² have already been sold out of the 1.35 million m² of the masterplan (84%) and almost 10,000 jobs have been created compared with the 6,000 to 7,000 jobs on the former steel site. In this context, at least 5,000 new jobs are expected to be created over the coming years. The site is now the country's 5th largest tertiary sector site, with 268,000 m² of office space delivered to 250 companies and public authorities.

Belval is also a new residential area offering 1,124 housing units and welcoming 3,300 residents – a trend that will be reinforced in the coming years as deliveries increase to over 200 units per year over the next few years. The initial target of 7,000 residents by the end of the development will be met, maybe even exceeded. In less than ten years, the site will reach maturity and present its final face.

The challenges ahead

The next challenge will be to develop the former Esch-Schiffange wasteland site.

On 23 October 2020, government representatives, ArcelorMittal Luxembourg, the town of Esch-sur-Alzette and the municipality of Schifflange formalised the decision to convert the former industrial site of Esch-Schiffange into a new urban district. Once again, Agora is in charge of the redevelopment.

Covering an area of 61.16 hectares, 91% of which are located in Esch-sur-Alzette and 9% in Schifflange, the new regeneration project opens up long-term operational prospects for Agora. It also represents a challenge in terms of new urban issues. While the designs developed in the early 90s were at the cutting edge of developments in urban planning, environmental issues, the need to strengthen social links and solidarity, housing, citizen participation and the issues of economic and demographic growth are now prompting us to go further in our approach.

Lentille Terre Rouge

The project to convert the Lentille Terre Rouge site ("Rout Lëns") is one of the symbolic urban development projects being carried out by the property developer IKO in line with the recommendations issued by ArcelorMittal. This is a former industrial steel production site that was in operation from 1870 to 1977.

Located to the south-west of the town of Esch-sur-Alzette, this area extends over more than 10 hectares between the town centre and the French border.

The new area created will be CO₂ neutral and should include housing, public facilities (schools, medical centres, sports facilities, etc.), offices, shops and local services, while enhancing the industrial and natural heritage. To achieve this, an approach of collaboration and participation by all local residents and stakeholders had been adopted.

Refurbishment work began at the end of August 2020.

At the same time, Luxplan will continue to collect and move protected species during favourable periods (spring/summer), and the host site will continue to be maintained.

The site was sold to IKO in 2020, but ArcelorMittal Luxembourg is continuing the restoration work.

In December 2020, demolition and asbestos removal operations were carried out on this site. The PAP (Special Development Plan) was issued in 2021.

In 2022, ArcelorMittal Luxembourg continued development work on behalf of the owner, removing asbestos from the Mollerei portico until January 2023.

Delivery of the first building is scheduled for 2024.

Luxembourg Open House - record attendance for Rodange

On Saturday 17 September 2022, ArcelorMittal Rodange welcomed a large number of visitors to its Luxembourg Open Day event.



Find out about the rolling mill in a friendly atmosphere

The teams at Rodange pulled out all the stops to make the day a success not only with their Luxembourg neighbours, but also with people from Belgium and France, as the site is located at the point where the three countries meet.

Around twenty employees were on hand to give visitors a warm welcome, equip them with PPE (personal protective equipment) and show them around the plant, its rolling mill and its products.

At the end of the visit, visitors were able to enjoy a snack and a drink sheltered from the elements in a marquee set up for the occasion at the entrance to the site, where they could discover the works of Malou Mathieu, a Luxembourg artist who has illustrated the history of steel in Luxembourg through her watercolours created directly on our sites, including Rodange. The 2022 edition of the Luxembourg Open Days was a great success for the ArcelorMittal Rodange site, with almost 900 visitors on the day. It's a great way of building closer ties with the residents of neighbouring communities, and one that management would like to develop at the other ArcelorMittal Luxembourg Long Products sites in the future.





Official ceremony, 22 September 2022 in the presence of HRH the Grand Duke.

Street art to celebrate 150 years of the Rodange site

In its 150 years of existence, the ArcelorMittal site at Rodange has witnessed the history of Luxembourg, the golden age of the steel industry and today its journey towards more sustainable production.

A monumental mural to celebrate our history

The site itself has a rich history: from its creation in 1872 to the present day, the plant has seen the beginnings of the steel industry with its blast furnaces (up to five at its peak), mines and then the development of the site towards its current products, including rails, angles and special sections. Having supplied rails for the French TGV until the 1990s, Train A is now the world leader in rails for overhead travelling cranes, and in just a few years has become Europe's second-largest producer of rails for tramways. In keeping with the trend towards sustainable mobility in cities.

To pay tribute to this history and to all the people who have contributed to it, the Rodange site wanted to decorate the wall of

its 130-metre-long Framag hall overlooking Avenue de l'Europe.

This mural, created by German artist Won ABC, depicts the site's beginnings in 1872, with its blast furnaces pouring molten steel. These gradually became the rails and sections we see today. The work, which can be read from left to right, ends with a tribute to employees past and present, who have kept the site vibrant for 150 years.

Celebrating 50 years!

In September, the ArcelorMittal Rodange site celebrated 150 years of loyal service.

The festivities included events for employees and former employees. And we were honoured to receive HRH Grand Duke Henri and show him our facilities.



Ensuring transparent governance



All our stakeholders, employees, customers, suppliers, and the communities around us must be considered with dignity and respect. Compliance with the law and ethical standards is fundamental to ArcelorMittal, who wishes to lead by example.

Glossary

Angle:

L- or V-shaped metal profile.

Beam:

I- or H-shaped hot-rolled steel product.

Continuous casting:

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

DRI :

Direct reduced iron.

Electric arc furnace plant:

Electric arc furnaces are used to produce steel from scrap melted using electricity, in contrast to the cast iron sector (blast furnace – converter) where it is produced from iron ore.

Electrogalvanisation:

This is an electrogalvanising (zinc coating) technique. The steel section is coated in a zinc layer by electrolysis, by means of an electric current.

Flat steel:

Any steel that has been rolled into a thin sheet. Flat steel is mainly used in the manufacture of outer coverings for household appliances, motor vehicles and ships.

Hot-dip galvanising:

Hot-dip galvanising is a technique used to coat a section of steel with zinc or a zinc-based alloy, by soaking it in a bath. The coating makes the product more corrosion-resistant.

Long steel:

Any steel that has a relatively small cross-section and a relatively large length. This includes railway tracks, I-beams, concrete reinforcing bars and sheet piles. Long steel is mainly used in construction.

Lost-time injury frequency rate:

This is the number of injuries with lost time of more than one day per million hours worked.

Rolling mill:

Manufacturing facility designed to reduce the thickness of a material while giving it a very specific section (see also 'Long steel' and 'Flat steel'). This deformation is obtained by continuous compression as the metal passes between two rollers rotating in opposite directions.

Sections:

Profiled (sectioned) material is one that has been given a profile, or specific shape.

Sheet pile:

Profiled pile designed to be beaten into the ground or into sediment and which connects to neighbouring piles through lateral veins called 'locks' or 'claws'. Sheet piles are mainly used for retaining walls, quay walls, cofferdams and waterproof screens.

Wire-drawing Mill:

Plant specialising in wire drawing, i.e. reducing the section of a metal wire via mechanical traction, by passing it through the holes of a die

Complaint management procedure for our external stakeholders

ArcelorMittal has set up national and local procedures for handling complaints from external stakeholders:

<p>by telephone: (+ 352) 4792 1</p>	<p>by post to the following address: ArcelorMittal Country Management Luxembourg 24-26, boulevard d'Avranches L – 1160 Luxembourg</p>	<p>by email: contact.luxembourg@arcelormittal.com</p>
<p>via the Ethicspoint platform, which is a new tool for managing complaints from our internal and external stakeholders, managed by an independent organisation: http://arcelormittal.ethicspoint.com (+352) 8008 5260</p>		
<p>ArcelorMittal site de Belval par téléphone : (+352) 8002 2014</p>	<p>ArcelorMittal site de Differdange par téléphone : (+352) 8002 4282</p>	<p>ArcelorMittal Rodange & Schifflange par téléphone : (+352) 5019 2300</p>



Methodology note on materiality

To undertake the materiality analysis exercise, ArcelorMittal Luxembourg, accompanied by consulting firm KPMG Luxembourg, completed three major steps from October 2017 onwards:

Identify

In the first step, ArcelorMittal Luxembourg set the objective and the scope of its materiality analysis. The scope of the study included all its ten sites located in Luxembourg to date.

Next, according to the Sustainable Development reporting principle in line with GRI standards, ArcelorMittal Luxembourg drafted a comprehensive list of aspects that may have an economic, social and/or environmental impact. This list was subsequently shortened, retaining only the 28 most relevant topics.

Prioritise

In the second step, the ArcelorMittal Luxembourg Sustainable Development Committee assigned a degree of importance to each topic in line with the following six criteria: financial impact, regulatory impact, investor confidence, customer loyalty, employee satisfaction, and reputation. The same weighting was applied to each criterion. Likewise, and in line with the stakeholder inclusion principle, ArcelorMittal Luxembourg identified its main stakeholders from the government and public administration, local communities, employees, media, suppliers and customers; it then conducted qualitative interviews with 11 of them to discuss the list of topics identified.

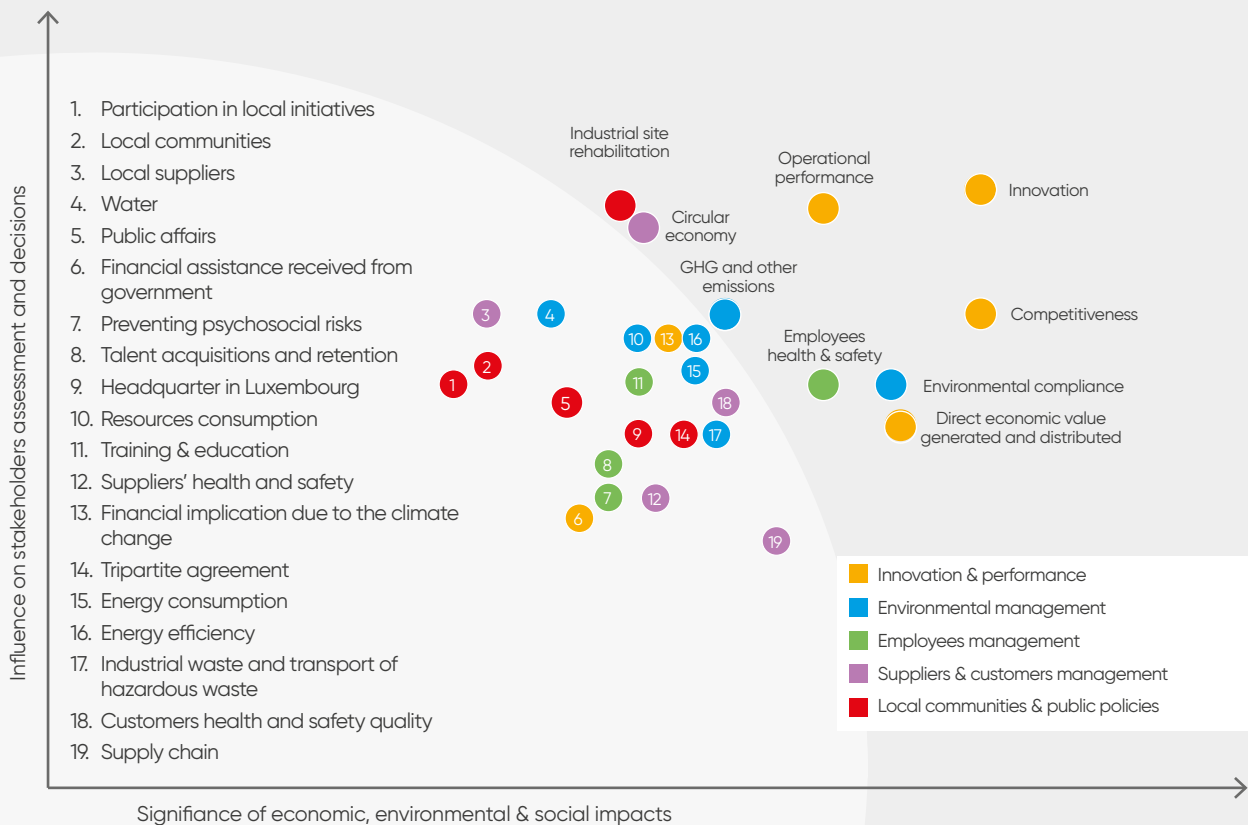
These topics were then ranked according to their influence on stakeholders, with each one weighted in the same way.

Validate

Finally, the last step consisted of creating a materiality matrix to highlight those topics considered as material.

The materiality threshold was drawn up by the Sustainable Development Committee according to topic importance. This matrix was validated in late March 2018.

Materiality matrix



Definition of matrix topics

Direct economic value generated and distributed

Value generated: revenue generated.
Value distributed: employee wages and benefits paid, operating costs such as payments for contract workers, payments to providers of capital, payments to government, community investments, etc.

Financial implications due to climate change

Financial implications due to either physical, regulatory or other risks and opportunities due to climate change.

Financial assistance received from government

Financial assistance received from government such as tax relief and tax credits; subsidies; investment grants, research and development grants, and other relevant types of grant; awards; royalty holidays; financial assistance from Export Credit Agencies (ECAs); financial incentives; other financial benefits received or receivable from any government for any operation.

Competitiveness

Competitiveness in relation for instance to commercial dumping, mergers or anti-competitive behaviors (trust, and monopoly practices, etc.) as well as to the strategic action plan 'Action 2020' related to cost optimization, mix products and higher volumes.

Innovation

Innovation in relation for instance to R&D to develop new products, to better recycle materials and products as well as to improve energy efficiency of current products.

Operational performance

Operational performance linked to efficient process and infrastructures set-up to avoid production downtimes/shutdowns.

Resources consumption

Resources consumption such as input materials used (renewable/non-renewable) to manufacture the organization's primary products.

Energy consumption

Energy consumption within the organization and outside the organization (renewable/nonrenewable).

Reduction of energy consumption (during manufacturing process, transportation, etc.).

Energy efficiency

Reductions in energy requirements of products.

Water

Use of water to manufacture products, water sources significantly affected by withdrawal of water. Water recycled and reused.

GHG and other emissions

GHG emissions reductions.
Evolution of the EU emissions trading system.

Management of other emissions: emissions of ozone-depleting substances (ODS), Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions.

Industrial waste and transport of hazardous waste

Waste generated by type and disposal method (including the significant spills).

Hazardous waste transported (local treatment, imports, exports, including international shipments).

Environmental compliance

Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations.

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

Products in compliance with environmental standards (locally and internationally).

Employees' health and safety

Workers representation in formal joint management-worker health and safety committees.

Injuries, occupational diseases, absenteeism, work-related fatalities, risk level.

Health and safety topics covered in formal agreements with trade unions.

Preventing psychosocial risks

Psychosocial risks related to all aspects of work design, management of work, social and environmental context, which may have the potential to cause psychological or physical harm (work-related stress, burnout, diseases).

Training and Education

Trainings offered to employees and programs for upgrading employee skills and transition assistance programs.

Employees receiving regular performance and career development reviews.

Promotion of education (partnership with universities, training organisms).

Talent acquisition and retention

Finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals.

Strategy or ability to retain its best employees and hence maintain a low turnover.

Local suppliers

Procurement budget used for significant locations of operation that is spent on local suppliers.

Supply chain

Supply chain linked to procurement of raw materials, production & storage and expedition of manufactured products.

Circular economy

Looking beyond the current takemake-dispose extractive industrial model, a circular economy aims to redefine growth, focusing on positive society-wide benefits.

Underpinned by a transition to renewable energy sources, the circular model builds economic, natural, and social capital. It is based on three principles: design out waste and pollution, keep products and materials in use, regenerate natural systems.

Suppliers' health and safety

Injuries, occupational diseases, work-related fatalities and risk level.

Customers' health and safety

Assessment of the health and safety impacts of product and service categories.

Incidents of non-compliance concerning the health and safety impacts of products and services.

Tripartite agreement

Tripartite agreement following «Lux2016» and socioeconomic compliance (significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area).

Local communities

Operations with significant actual and potential negative impacts on local communities, local community engagement, impact assessments, and development programs, sponsoring, pro bono.

Public affairs

Public relations efforts of a firm that are associated with government agencies, mass media, and public interest and pressure groups.

Headquarter in Luxembourg

Global headquarters of ArcelorMittal located in Luxembourg.

Participation in local initiatives

Participation in Luxembourg clusters (materials and manufacturing cluster, cluster for logistics).

Participation in national reflexions such as the «Third Industrial Revolution», the INDR's Label, IMS Luxembourg.

Industrial sites rehabilitation

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

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To our readers and stakeholders

Please take a few minutes to tell us about your feedback, suggestions and needs using the questions below.

Only 5 to 10 minutes are required.

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

Internal External

2. If you are external, please specify:

Customer Government/public administration representative Other (please specify):

 Investor Association (asbl)
 Supplier

3. Is the document clear and legible?

Yes No

4. Do you feel that ArcelorMittal Luxembourg's CSR approach as set out in this document is clearly explained?

Yes No Neutral

5. Why did you consult the Sustainable development report report?

Research into non-financial information Benchmark Research into best practice
 Curiosity Commercial relations

6. Did you find the information you were looking for?

Yes No Not applicable

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

Tick the boxes according to the following scale:

	Not important	Important	Very important	Critical / imperative
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competitiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic value created and distributed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee health and safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Greenhouse gases and other emissions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Circular economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rehabilitation of former industrial sites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in local initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationships with local communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local purchases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public financial aid	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prevention of psychosocial risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent acquisition and retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Head office in Luxembourg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consumption of resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplier health and safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial consequences of climate change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tripartite agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy consumption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industrial waste and transport of hazardous waste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer health and safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply chain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please send your answers to contact.luxembourg@arcelormittal.com.

The information on this form is optional. This information is used to analyse and improve our Sustainable Development report. The recipients of the data are the Communications and CSR Department and members of the Management.

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