

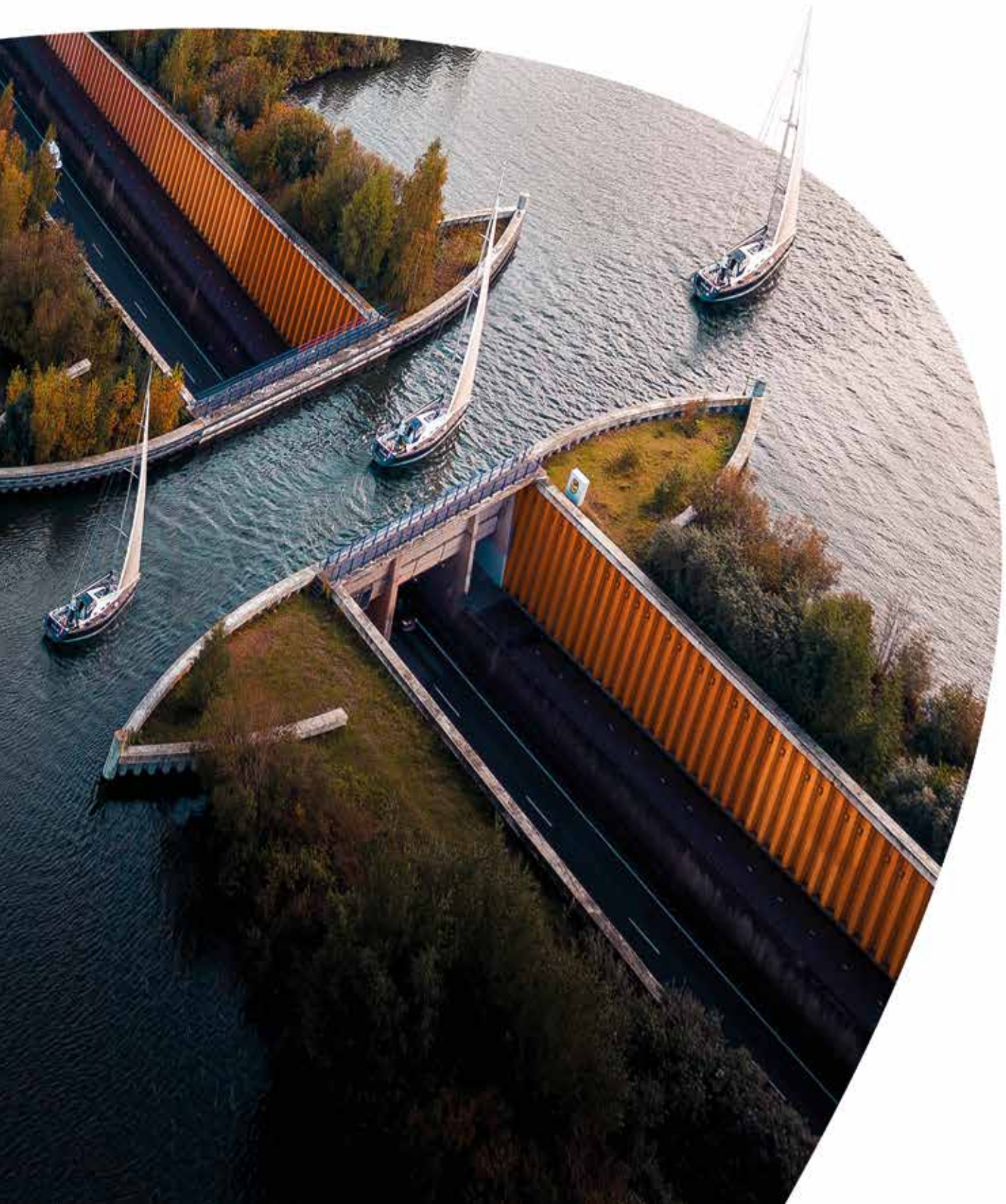


ArcelorMittal

# Sustainable development report 2021

ArcelorMittal Luxembourg





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## About the report

This report sets out the achievements and performance in terms of sustainable development of the ArcelorMittal Group in Luxembourg in 2021, following on from the one published in August 2021 regarding our 2020 results. This report covers all activities for the period from 1 January 2021 to 31 December 2021, in line with the taxation regime followed by the ArcelorMittal SA Group. This report is produced annually. The next edition will appear in 2023 and will focus on the achievements and performance for the 2022 financial year.

The report contains forward-looking statements that sets out the expectations, beliefs, forecasts and objectives of ArcelorMittal's senior management regarding ArcelorMittal's financial and operational performance in 2021 and beyond, along with assumptions or judgements based on said performance. As they are forward-looking, future performance forecasts involve estimates, assumptions, judgements and uncertainties. Several factors could cause the actual results to differ from senior management's expectations. All our publications, along with the English version of this report, are available at <http://luxembourg.arcelormittal.com>. If there is a variance between the French and English versions, the French version will prevail. The ArcelorMittal Group's integrated annual review is also available at <https://corporate.arcelormittal.com> for further information.

# Message from management



**Michel Wurth**  
Chairman  
ArcelorMittal Luxembourg



**Roland Bastian**  
Managing Director and Vice-Chair  
ArcelorMittal Luxembourg



**Valérie Massin**  
Managing Director and Vice-Chair  
ArcelorMittal Luxembourg

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 we cannot credibly claim to have any of these values if our health and safety performance is not at the forefront of the steel industry, and constantly improving. We firmly believe that a zero-accident rate at our facilities and in all areas of our business is possible and attainable, and we are sparing no effort to reach this goal.

This past year 2021 was once again marked by the health crisis, which had a severe impact on people in all countries, but also, beyond individuals, on all sectors of the economy.

Despite this difficult environment, ArcelorMittal in Luxembourg continued to pursue its CR strategy. This is a process that is evolving continuously, in line with the ambition of the group, which clearly prioritises its determination to produce safe and sustainable steel. Steel, by its very nature, is a sustainable material since it can be recycled fully and indefinitely. More than 95% of our steel production in Luxembourg is from recycled scrap metal.

The ArcelorMittal group has committed to global carbon net-zero by 2050, with a first significant step of reducing its emissions by 35% by 2030 in Europe.

The ESR (*Entreprise Socialement Responsable*) audit, in which all our business line experts were interviewed by the INDR (Luxembourg Institute for Sustainable Development and CSR) in 2021 resulted in the renewal of our certification for another three years. Changes made by the INDR allowed us to also obtain the "Responsibility Europe" certification. This label adds international recognition for our social and environmental commitments. Created on the initiative of AFNOR Group (France), INDR (Luxembourg) and Ecoparc (Switzerland), Responsibility Europe brings together leading CSR labels that are both challenging and pragmatic, demonstrate real added value and contribute to the UN Sustainable Development Goals (SDGs).

In addition, ArcelorMittal's Belval, Differdange and Rodange sites achieved ResponsibleSteel™ certification in July 2021, a first in the sector. Together with ArcelorMittal's sites in Belgium (Geel, Genk, Ghent and Liège) and Germany (Bremen and Eisenhüttenstadt), they are the first in the world to be declared by independent verifiers as meeting the requirements of ResponsibleSteel™, the industry's first global multi-stakeholder standardisation and certification initiative.

Apart from this recognition of progress so far and of new initiatives, other CRS-related projects continued to advance: the partnership with the Luxembourg Institute of Science

& Technology (LIST) continued to develop constructively, while the associations supported by ArcelorMittal in Luxembourg continued to benefit from the company's commitment, despite the health crisis and cost pressures.

The ArcelorMittal Foundation was reactivated last December and is now the structure through which all actions put in place with local associations and charities are conducted.

ArcelorMittal in Luxembourg also shares its CR experience by participating in various working groups set up at the national level, such as those of the FEDIL business federation, the Chamber of Commerce and IMS, a CSR-focused association.

Finally, 2021 was the year of preparation for ArcelorMittal's partnership with Esch2022 European Capital of Culture. Support for local cultural activities will be emphasised through ArcelorMittal Luxembourg's status as a main partner of Esch2022, which will host numerous events throughout 2022.

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

To find out more about the strategy of the ArcelorMittal Group in Luxembourg, visit <https://luxembourg.arcelormittal.com/>

# Introduction of the Group

## ArcelorMittal, a global presence

ArcelorMittal is the world's leading steel and mining company, with operations in 60 countries and an industrial presence in 17 countries. We are committed to the production of safe, sustainable steel, and are the leading supplier of quality steel to the major global steel markets, from automotive and construction to home appliances and packaging. Our research and development department is world-class, and we have the advantage of excellent distribution networks.

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 is the most easily recyclable material – perfect for a circular economy. But it is essential that the next chapter of our history does not compromise future generations. Our goal is to help build a better world with smarter, more efficient steel that has less of an impact on the environment.

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

we need to do now to protect and enhance value for stakeholders in the future. And it means continuing to produce innovative steel solutions while maintaining operational standards that meet or exceed customer and investor expectations.

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 involvement of our management and staff. Rigorous safety procedures, combined with extensive training and a shared culture of vigilance in which every employee is encouraged to speak out, are in place throughout our operations. We still have some way to go to achieve

zero accidents, but there is no more important result in the company than our safety performance.

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

We are among the world's top five producers of iron ore and metallurgical coal. Thanks to the geographic diversity of our portfolio of iron and coal mining assets, we are able to strategically supply our network of steelworks and external customers. Although our own facilities are a significant outlet for our mining activities, we can increase our supply to the external market as we develop our activity.

## Sustainable development is at the heart of our goal: inventing more sustainable steel for a better world

Acknowledged 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 meeting globally recognized standards of corporate responsibility. In addition, since 2005 ArcelorMittal has participated in the Carbon Disclosure Project (CDP), an independent non-profit organisation that asks companies to measure and make public their impacts on the environment and natural resources.

In 2003, the Group joined the United Nations Global Compact, which identifies 10 key principles defining the corporate values to be implemented when conducting business. In 2018, we supported the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD), to which our 2020 Climate Action Report responds. ArcelorMittal is also a member of the European Steel Association (EUROFER).

ArcelorMittal continues its commitment to carbon net-zero: this means that we can significantly reduce our Scope 1

CO<sub>2</sub> emissions, which include all process emissions, by 2030, without having to wait for the largescale, affordable renewable energy needed for hydrogen-based steel production. Urgent action to reduce CO<sub>2</sub> emissions is needed over the next decade, and with our Road Map to 2030, we recognise that the time to act is now!

ArcelorMittal's key financial figures for 2021 show revenue of US\$ 76.6 billion with production of 69.1 million tonnes of crude steel, while our own production of iron ore stood at 50.9 million tonnes.

To find out more about the ArcelorMittal Group, visit <http://corporate.arcelormittal.com>

### Key figures:

New group target for 2030: reduce the intensity of CO<sub>2</sub> emissions by 25%<sup>2</sup> (scopes 1 and 2)

A total investment of \$10 billion needed to reach the Group's 2030 target (excluding government support)

New collaboration announced with SBTi (Science Based Targets initiative)

## Our net-zero roadmap

In July 2021, the ArcelorMittal Group published a 'net-zero' roadmap that illustrates our route to carbon neutrality.

Our roadmap comprises five strategies - in fact, groups of actions and initiatives - that serve as springboards to achieve carbon net-zero by 2050. These are:

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



*"Steel is already the material of choice because of its low carbon footprint and infinite recyclability. Crucially, as we continue to decarbonise, zero carbon-emissions steel has the potential to be the backbone of the buildings, infrastructure and transport systems that will enable governments, customers and investors to meet their net-zero commitments."*

**Aditya Mittal**, CEO d'ArcelorMittal





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

# ArcelorMittal in Luxembourg

ArcelorMittal is the leading private industrial employer in the Grand Duchy, with 3,482 employees at the end of 2021. Products made in Luxembourg by ArcelorMittal achieve international recognition and have been selected for many large-scale projects.

ArcelorMittal's world headquarters, located in Luxembourg City, hosts the Group's central functions. ArcelorMittal's presence in Luxembourg is spread over nine sites, including five industrial steel production or processing sites, one logistics platform and an electricity distribution centre for its plants. These steels mainly cover the construction, general industry and agricultural markets. The Long Products segment produces light, medium and special profiles, rails, heavy beams, and sheet piles.

In Luxembourg, Long Products primarily include the Belval site, with an electric steelworks allowing continuous casting, as well as two rolling mills - the Medium Section Mill which produces medium beams and Mill 2 which produces sheet piles. This site is the world leader in large sheet piles. These are used in the construction of quay walls, dikes, underground car parks, tunnels, bridges and trunk roads. Designed to fit into one another with no welding or screwing, they allow soil or water to be retained, on a temporary or permanent basis.

The Differdange site also operates an electric steelworks along with continuous casting. Its Grey Mill specialises in the rolling of heavy beams (notably Jumbo beams) and sheet piles.

Differdange currently produces the tallest (1,108 m) and heaviest (1,377 kg/m) beams in the world. The Quenching and Self-Tempering or QST process allows beams of exceptional quality to be produced: HISTAR® beams. Combining high-yield strength with excellent toughness and weldability, as well as offering a clear weight gain, they are used in the construction of skyscrapers.

The Rodange rolling mill (Mill A) produces special profiles, in particular rails of different types for overhead cranes and trams.

The Bissen site, included within the Long Products scope in 2018, is a wire-drawing mill that is over a hundred years old, specialising in wire production, metallic and non-metallic coatings for wire, wire for fences and for the agricultural sector, as well as metallic fibres for the construction sector.

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

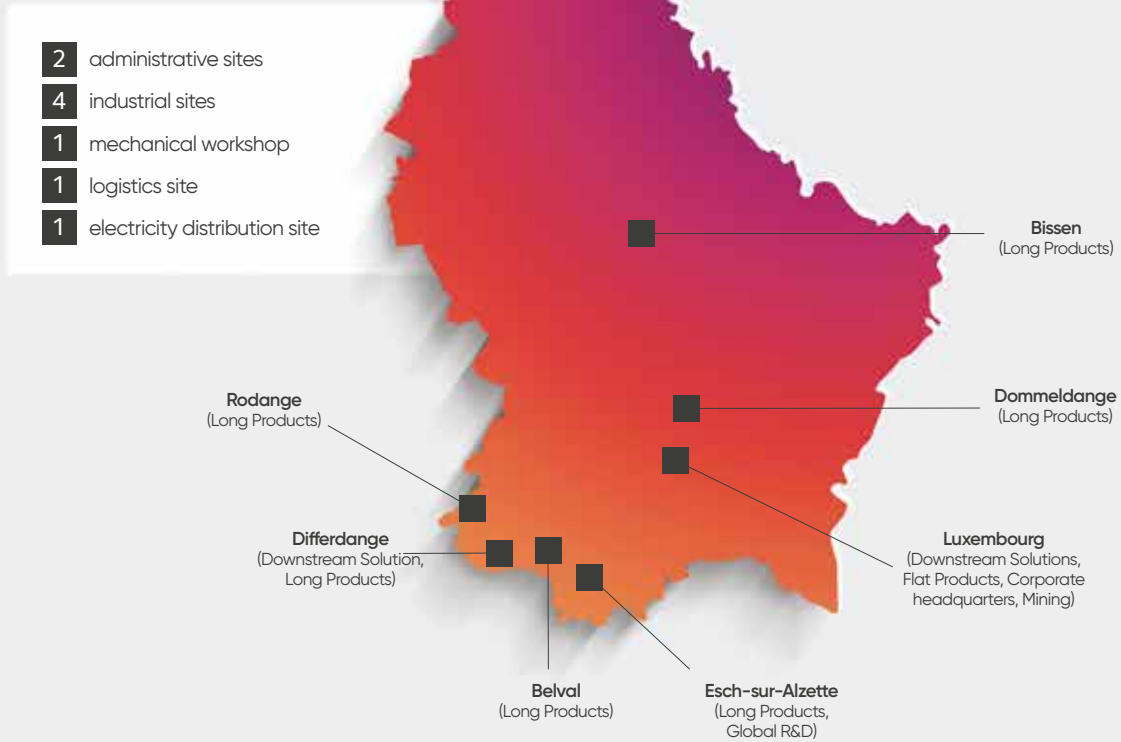
Among the specialist sites, Dommeldange is a mechanical workshop incorporating skill centres in engineering, welding, machining and assembly, serving the Belval and

Differdange facilities in particular. The European Logistics Centre holds a central inventory of beams for Downstream Solutions, ArcelorMittal's distribution network; it also provides logistics for deliveries to Luxembourg plants. Lastly, Sotel distributes electricity to the main ArcelorMittal plants in Luxembourg.

ArcelorMittal in Luxembourg is also a partner of the Luxembourg government in Agora, a company created in 2000 jointly (50/50) with the Luxembourg State. Agora's mission is to plan and build a new modern urban district on the former brownfield sites of Belval, covering an area of some 120 hectares (297 acres or half a square mile). This project, already at an advanced stage, is a world benchmark in the area of brownfield redevelopment. In 2019, Agora launched a town planning competition covering the conversion of the 62 hectares (153 acres) of brownfield at the Schifflange site. Of the four projects submitted, that of Danish architects COBE was chosen by multidisciplinary teams, and an overall master plan was established in 2020. If the proposed project allows the criteria set out in the memorandum to be met, the site will be transferred to Agora during its development.

To find out more about the ArcelorMittal Group in Luxembourg, visit <http://luxembourg.arcelormittal.com>

## Our sites in Luxembourg



### Sheet piling

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



### Beams

They are produced by ArcelorMittal Belval and Differdange to be integrated in the foundations, structures and/or floors of buildings.



### Rails

They are made by ArcelorMittal Rodange to be integrated in public transport systems such as tramways.



### Wire and fibres

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

**2.1 million**  
is the number of metric tonnes of crude steel produced in our Luxembourg factories in 2021 (representing a 9.8% increase relative to 2020).



GRI 102-7 | GRI 102-12 | GRI 102-13 | GRI 103 | GRI 405-1

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

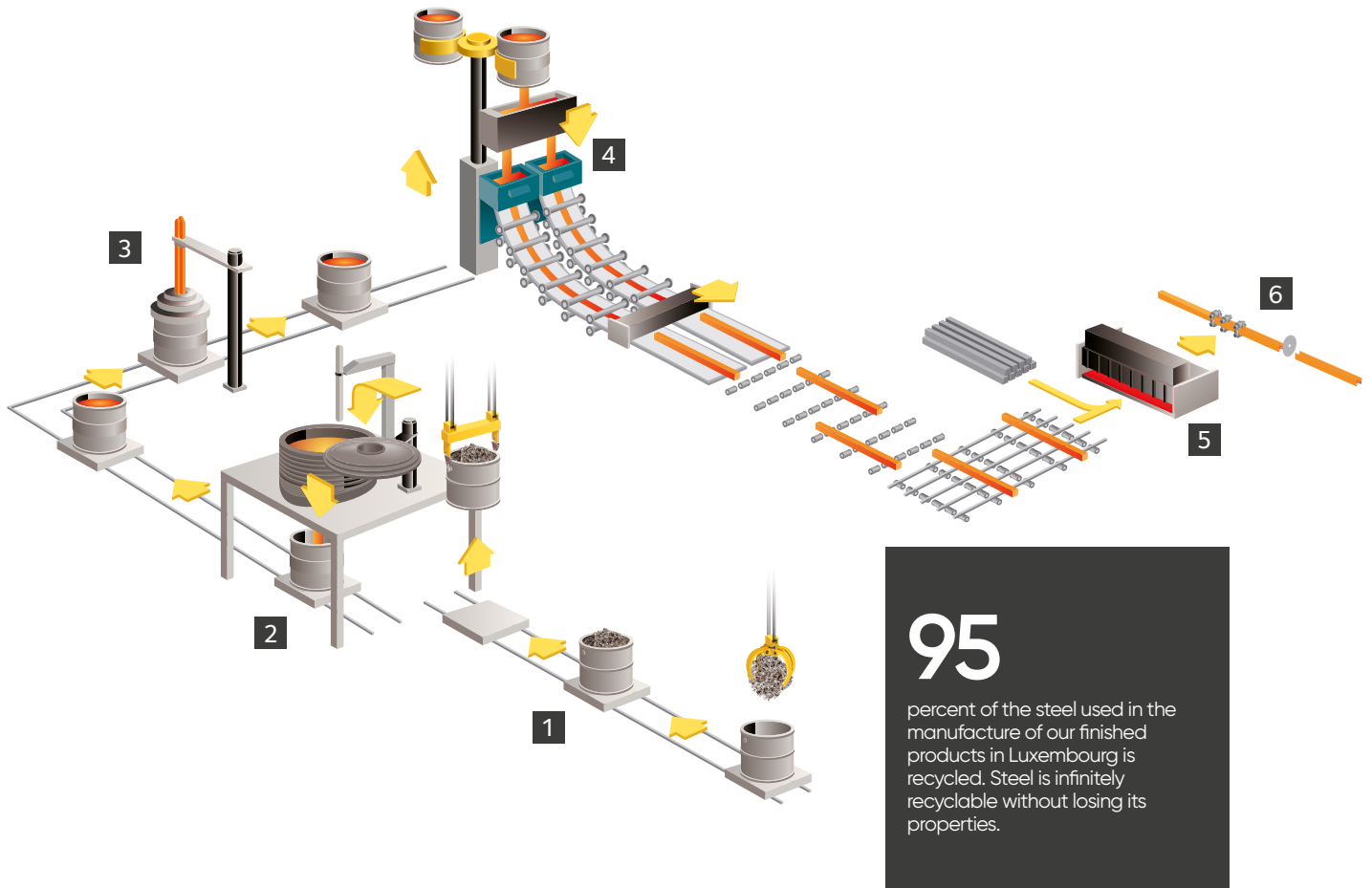
ArcelorMittal in Luxembourg had its Socially Responsible Company (ESR) label renewed in 2021 by INDR (see above). This acknowledges that the company promotes a genuine culture of sustainable development.

ArcelorMittal Luxembourg is affiliated to the Chamber of Commerce, of which two representatives are elected members of the plenary assembly. Valérie Massin is vice president and chairs the Training Commission.

Lastly, the steel produced at our Luxembourg sites all benefit from the "Made in Luxembourg" label, a registered trademark since 1984, on the initiative of the Ministry of Foreign Affairs, the Chamber of Commerce and the Chamber of Trades, which identifies the Luxembourg origin of products and services.



## 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.



Ladle furnace of Belval

### 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.



Continuous casting at ArcelorMittal Belval

### 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 stand at the Differdange site.

### 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.

For more information, see our website <https://luxembourg.arcelormittal.com/> rubrique ArcelorMittal in Luxembourg tab > Our products

# Strengthening our sustainable development strategy

Since 2010, ArcelorMittal has published a sustainable development report that sheds light on its activities in Luxembourg. In 2015, we adopted the Group approach based on 10 key challenges, according to the impacts and priority expectations of ArcelorMittal's main global stakeholders, supported by transparent corporate governance. These ten themes have so far structured our approach and our actions, with the aim of continuously improving our performance.

## The CR strategy of ArcelorMittal in Luxembourg

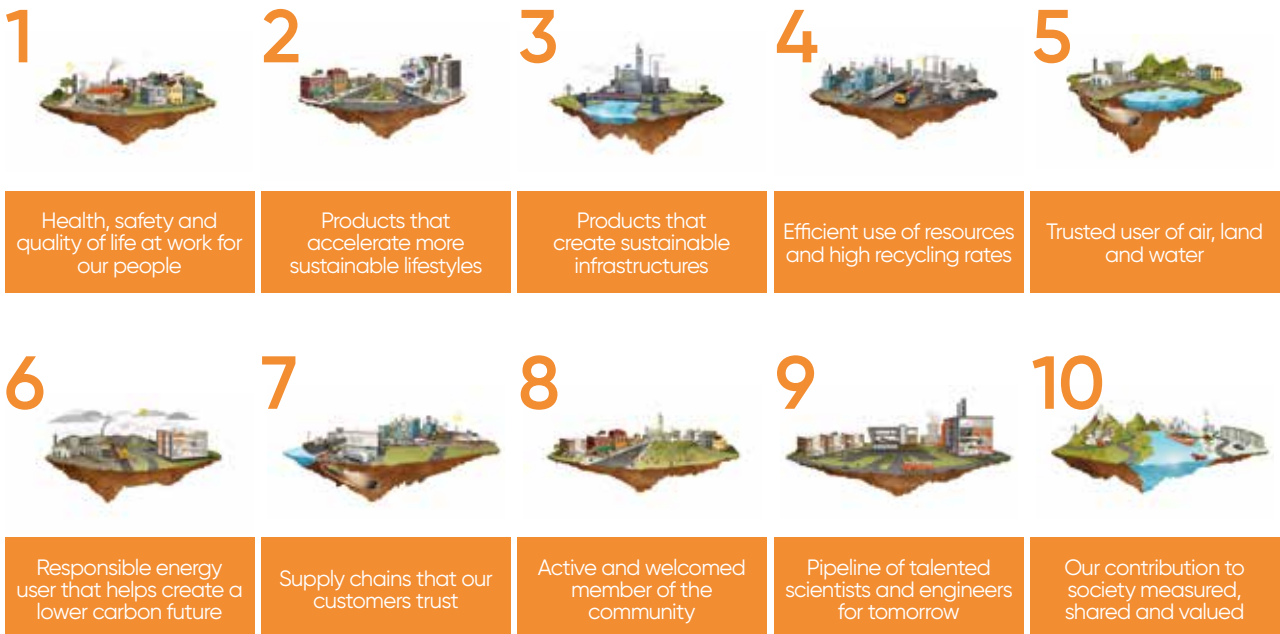
A sustainable development committee was set up in 2015 to manage the CR approach in Luxembourg. It brings together top managers and industrial site managers, supported by various internal experts. From 2022 onwards, the frequency of meetings of this committee will be increased to meet

ArcelorMittal Luxembourg's increasing commitments, as set out below.

In order to professionalise our sustainable development approach, in late 2017 this committee decided to undertake an in-depth analysis to determine which topics were material and thus considered to

have both a significant economic, social or environmental impact and an influence on the evaluation or the decisions of our stakeholders. With the help of KPMG Luxembourg, ArcelorMittal in Luxembourg conducted an impact study and a consultation with its main internal and external stakeholders.

The materiality matrix identified 10 key issues:



From its materiality analysis, six priority subjects emerged:

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

Three subjects also stood out in importance for ArcelorMittal and its stakeholders:

 Circular economy	 Rehabilitation of industrial sites	 Economic value generated and distributed
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Approved at the end of March 2018, this analysis was then supplemented by an inventory of each material topic with the relevant experts. It helped to highlight:

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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Read the methodology note on the materiality analysis on page 69



We aim to make CR a genuine management tool, supported by more effective governance. In 2019, the sustainable development committee validated the establishment of an action plan to be implemented under the guidance of ‘ambassadors’ identified for the purpose. In 2020, the implementation and dissemination of this CR culture in each entity of ArcelorMittal in Luxembourg was placed on the agenda, to allow stakeholders to appropriate the themes and actions to be deployed in order to fill the gaps detected in the existing systems. Achievement of this objective was postponed, due to the COVID-19 pandemic which affected the company’s business in the Grand Duchy. However, it remains relevant to our future action plans.

The principle is thus still to gradually shift our approach to a more integrated one, by reflecting on the monetisation of our externalities, both positive and negative, so as to make the economic, environmental and social benefits of our CR approach more tangible.

## The year 2021 was a pivotal one in the deployment of our strategy

The ongoing monitoring of CR aspects brought to light changes and adaptations to be made in the coming months and years with regard to reporting, particularly through this report.

## Health and safety is our number one priority

Building and maintaining a culture of safety is a daily commitment that relies on the total commitment of management and our staff. Rigorous safety procedures, combined with extensive training and a shared culture of vigilance in which every employee is encouraged to speak out, are in place throughout our operations.

*"The health and safety of our staff and of the staff of firms working on our sites and suppliers are at the heart of our concerns. We're committed to sparing no effort to attain a level of excellence."*

**Michel Wurth,**  
President of ArcelorMittal Luxembourg

## Regulatory developments in terms of CR reporting

ArcelorMittal Luxembourg made significant contributions through working groups, it was pointed out that the European Commission is working on the implementation of new CR reporting obligations. In addition to the reporting obligation, to which we are already subject, all organisations will be required to adopt a common methodology for which the European Financial Reporting Advisory Group (EFRAG) has been mandated.

In this regard, on 21 April 2021 the Commission adopted the draft Corporate Sustainability Reporting Directive (CSRD): data in sustainable development reports will have to be

comparable, reliable and filed on a dedicated platform and will be subject to financial penalties in the event of non-compliance or delay.

The ArcelorMittal Group is considering the adoption of 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 Worldwide Fund for Nature (WWF). The initiative aims to encourage companies to set quantified objectives for the reduction of 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 increase in global temperatures below 2°C or even below 1.5°C compared to pre-industrial temperatures, as recommended by the Intergovernmental Panel on Climate Change (IPCC).

Lastly, the Board of Directors of ArcelorMittal Luxembourg has decided to establish an Integrated Report. The transition to integrated reporting will be gradual and should be completed by 2023. The integrated report will contain the information from ArcelorMittal Luxembourg's annual report and from the sustainable development report.

## ArcelorMittal Luxembourg Foundation

On December 1<sup>st</sup> 2021, the Board of Governors of the ArcelorMittal Luxembourg Foundation met with the purpose of reactivating the Foundation and bringing together all the support and sponsorship activities carried out by ArcelorMittal Luxembourg under its aegis. The governors are drawn from the Luxembourg management of the industrial sites and representatives of

the Group's global management in charge of CR activities plus Valérie Massin and Roland Bastian, Managing Directors and Vice-presidents of ArcelorMittal Luxembourg. It is chaired by Michel Wurth, President of ArcelorMittal Luxembourg.

All support and sponsorship activities are therefore transferred to the Foundation, which becomes the

governing body for these activities. The communications and CR department remains the functional body in charge of managing relations with supported causes. The purpose of the Foundation is to bring together all CR initiatives in support of causes in Luxembourg and to promote our commitments in the four main areas concerned: environment, education, social, and culture & heritage.

## ArcelorMittal Luxembourg's ESR label (Socially Responsible Company) was successfully renewed for three years.

The year 2021 was marked by major recognitions of our CR strategy. ArcelorMittal in Luxembourg submitted itself to the new and demanding evaluation of this unique Luxembourg label, which thoroughly reviews each company's sustainable development strategy, its governance mechanisms, the social and environmental dimensions of its activities and the corresponding impacts. Recommendations and an improvement plan based on the results of the audit carried out by independent experts had been conveyed in 2018 to the CR team of ArcelorMittal in Luxembourg in charge of this audit. Three years later, our company had improved in two key areas, given the complexity of our organisation and the nature of our impacts: strategy and environment.

The scope of certification covered has evolved to allow certification of industrial sites and support functions: Bissen, Belval, Differdange, Rodange and ArcelorMittal Luxembourg.

It also allows ArcelorMittal in Luxembourg to be recognised by the "ResponsibilityEurope" label, the requirements for which are particularly demanding:

- It is based on international standards such as ISO 26000, the international reference for CR, and on the 17 SDGs set by the UN.
- It guarantees that the certified company or organisation has been assessed according to a transparent methodology and subjected to on-site quality control by an independent third party.
- It assesses the level of CR maturity and performance of companies and organisations, taking into account society's expectations and stakeholders' interests.

Issued by AFNOR in France, INDR in Luxembourg and Ecoparc in Switzerland, it adds international recognition to the companies that have been awarded the label in their respective countries, reinforcing the credibility and legibility of their global actions and their social and environmental impact. Thus displayed, the ResponsibilityEurope label becomes an assertion of credibility and international competitiveness from which our Luxembourg products will benefit from now on.



## Continued deployment of the CR strategy and function within the organisation

Our organisation is based on an ecosystem at country level that frames our global CR strategy, to which the various sites adhere and on the basis of which they act in perfect synergy.

The CR function within ArcelorMittal makes it possible to initiate projects and new ideas, to take responsibility for them, and to be the guarantor and pilot of the approach. In addition, it allows CR methodologies to be

defined and put in place within the organisation, while at the same time ensuring the advancement of professionalisation in the field of Sustainable development within the Luxembourg perimeter and the development of a strategic vision. This is in line with the Group's carbon neutrality objectives for 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 appointment of sponsors for each material topic will therefore be reassessed in 2022 following the integration of ResponsibleSteel™ within the sites, without forgetting the sites not included in this approach to date.

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



Last December, the sustainable development committee decided to integrate and cross-reference the methodologies of our CR strategy with the ResponsibleSteel™ principles. A cross-functional working group was set up to enable certified sites to draw up dedicated action plans that meet the requirements of the CR strategy and those of ResponsibleSteel™ and the activities of the environment, energy, and integrated management department, as well as cross-reporting and optimised methodologies, through this new label.

In 2021, the IMS (Integrated Management System) department developed a stakeholder mapping within the various entities based on the country mapping that was carried out in 2018 when our materiality matrix was set up.

The next step will be to implement a methodology for interviewing our stakeholders in 2022, leading to a dedicated action plan monitored by the sites.

Finally, in order to convert this sustainable development culture into common written commitments, the Sustainable development policy common to these three functions has been validated and will be disseminated in 2022.

Politique de Développement durable d'ArcelorMittal au Luxembourg

December 2021

ArcelorMittal au Luxembourg et ses sites de production visent l'excellence dans la production de produits longs en acier innovant et de haute qualité dans le cadre d'une activité industrielle en phase avec les enjeux sociétaux. La stratégie de Développement durable d'ArcelorMittal au Luxembourg est un processus en progression continue, en ligne avec l'ambition du Groupe.

Cette stratégie s'inscrit dans une culture d'entreprise, traduite dans un système de gestion dans les domaines stratégiques que sont l'implication des collaborateurs, la satisfaction des fournisseurs et clients, l'innovation et la performance, la maîtrise de l'impact environnemental et l'engagement auprès des communautés locales. Ces engagements sont reconnus à travers 4 certifications : Responsible Steel, Entreprise Socialement Responsable (ESR), INDR et Responsibility Europe et l'ensemble des 4 normes ISO 9001, ISO 14001, ISO 45001 et ISO 50001.

- 1 Implication des collaborateurs : La santé et la sécurité sur le lieu de travail constituent notre priorité numéro 1 pour nos collaborateurs et nos co-traitants. Notre façon de travailler implique le respect des droits fondamentaux, de la dignité et de la diversité de chacun par l'inclusion de tous les collaborateurs.
- 2 Satisfaction des fournisseurs & clients : La prise en compte des attentes et besoins de nos parties prenantes est totalement intégrée à notre stratégie. Le choix de nos fournisseurs est la première étape d'une fabrication responsable de notre acier qui vise à répondre pleinement aux exigences de nos clients. L'ambition d'ArcelorMittal au Luxembourg est d'être le fournisseur privilégié de ses clients.
- 3 Innovation & Performance : Nous nous engageons à établir une organisation au service de l'optimisation de nos processus de fabrication et la mise au point de produits nous permettant d'atteindre nos objectifs de Développement durable.
- 4 Maîtrise de l'impact environnemental : Nous nous engageons à inscrire notre activité dans l'écosystème environnant en travaillant au maintien de la biodiversité, à l'optimisation de la gestion de l'eau, et au développement de l'économie circulaire. Nous nous inscrivons dans la stratégie de réduction des gaz à effet de serre définie par le Groupe ArcelorMittal.
- 5 Engagement auprès des communautés locales : Nos activités quotidiennes se font en étroite collaboration avec les communautés auprès desquelles nous opérons. Nous échangeons régulièrement avec celles-ci pour partager ensemble nos visions et aboutir à des actions concertées.

Michel Wurth  
Président  
ArcelorMittal Luxembourg

Roland Bastian  
Directeur général et Vice-président  
ArcelorMittal Luxembourg

Valérie Massin  
Directrice générale et Vice-présidente  
ArcelorMittal Luxembourg



## ArcelorMittal Luxembourg obtains ResponsibleSteel™ certification, a first in the sector!

On 20 July 2021, ArcelorMittal's Belval, Differdange and Rodange sites obtained the ResponsibleSteel™ certification, a major recognition after several months of auditing and team mobilisation. A ceremony to award the label took place in Ghent in the presence of Roland Bastian, Managing Director and Vice-president of ArcelorMittal Luxembourg. The Luxembourg sites, together with the ArcelorMittal sites in Belgium (Geel, Genk, Ghent and Liège) and Germany (Bremen and Eisenhüttenstadt) are the first in the world to be declared by independent auditors as meeting the requirements of ResponsibleSteel, the first worldwide, multi-stakeholder industry initiative for standardisation and certification.

The "ResponsibleSteel™" audit gives each site the opportunity to demonstrate that its production meets strict standards on a wide range of social, environmental and governance criteria, including:

- climate change and GHG emissions;
- conservation of water resources and biodiversity;
- human rights and workers' rights;
- stakeholder relations and business integrity.

Certification is based on 12 principles with a set of underlying criteria and requirements. Any site wishing to be awarded ResponsibleSteel™ certification must undergo a detailed audit conducted by a third-party organisation. The final decision is taken by an independent certification committee. ArcelorMittal called on Afnor and GUTcert, which specialise in assessment and certification services.

*"It is a long process and ArcelorMittal Belval, Differdange and Rodange has been engaged, like all entities of ArcelorMittal in Luxembourg, in a CR (Corporate Responsibility) approach for many years. It aims to offer our customers a steel that is more respectful of the environment by implementing innovative manufacturing processes and a strategy in line with the expectations of our stakeholders, our customers and our employees. We not only want to achieve compliance with regulatory requirements, but we want to go beyond. We are aiming for an ecosystem in which steel will emerge as a sustainable solution."*

**Roland Bastian**, Managing Director and Vice-president of ArcelorMittal Luxembourg



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

# Our performance in 2021

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	2019	2020	2021	
1-Health, safety and quality of life at work for our employees	<b>Lost-time injury frequency rate</b> 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.	0.78	0.30	0.49	
	<b>Number of fatalities</b>	1	0	0	
	<b>Number of ISO 45001 certified sites</b> The norm sets out the organisational requirements for the occupational Health and Safety management system.	3 out of 7	4 out of 7	4 out of 7	
	<b>Number of employees as of 31 December 2021 in headcount</b>	3,786	3,695	3,482	
	<b>Total training hours for our employees, temporary employees, and subcontractors</b>	120,052	88,200	93,172	
	<b>Number of young people welcomed by our Luxembourg entities</b> gathering apprentices, interns and international work experience volunteers	224	161	188	
	<b>Number of training courses offered to all employees</b> 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.	496	488	771	
	<b>Percentage of employees covered by a collective agreement</b>	74 %	74 %	62.8 %	
	<b>Total number of employees who have taken parental leave, by gender</b>	128 98 men and 30 women	131 104 men and 27 women	117 88 men and 29 women	
	<b>Number of employees who have left the company in the year following their return to work after parental leave, by gender</b>	4 men, 2 women	0	0	
	<b>Percentage of working day lost due to social disputes</b>	0	0	0	
	<b>Total number of employees by employment contract and by gender</b>	<b>2021</b>	Female	Male	Total
		CDD	7	95	102
		CDI	480	2,900	3,380
Total Luxembourg		487	2,995	3,482	
<b>2020</b>		Female	Male	Total	
CDD		12	63	75	
CDI		510	3,110	3,620	
Total Luxembourg		522	3,173	3,695	
<b>2019</b>		Female	Male	Total	
CDD		9	66	75	
CDI	528	3,183	3,711		
Total Luxembourg	537	3,249	3,786		
<b>Total number of employees by gender</b>	<b>2021</b>	Female	Male	Total	
	Full-time	383	2,918	3,301	
	Part-time	104	77	181	
	Total	487	2,995	3,482	
	<b>2020</b>	Female	Male	Total	
	Full-time	404	3,165	3,489	
	Part-time	118	88	206	
	Total	522	3,173	3,695	
	<b>2019</b>	Female	Male	Total	
	Full-time	421	3,165	3,586	
Part-time	116	84	200		
Total	537	3,249	3,786		

Key	Indicators						
1-Health, safety and quality of life at work for our employees	Total number of employees by age	2021	Female	Male	Total		
		<30	35	223	258		
		30/50	334	1,899	2,233		
		>50	118	873	991		
		Total	487	2,995	3,482		
		2020	Female	Male	Total		
		<30	43	223	266		
		30/50	360	1,923	2,283		
		>50	119	1,027	1,146		
		Total	522	3,173	3,695		
		2019	Female	Male	Total		
		<30	56	239	295		
		30/50	361	1,103	2,329		
		>50	120	9	1,162		
		Total	537	1,351	3,786		
	Total number of employees by nationality		2019	2020	2021		
		Nationalities	Number of employees	%	Number of employees	%	Number of employees
French		2,093	55	2,084	56	2,044	59
Luxembourg		632	17	569	15	462	13
Belgian		367	10	366	10	331	10
Portuguese		148	5	142	4	143	4
Italian		94	2	88	2	87	2
German		77	2	74	2	68	2
Romanian		53	1	50	1	47	1
Indian		56	1	57	2	51	1
Spanish		46	1	45	1	44	1
55 other		220	6	220	6	205	6
Total	3,786	100	3,695	100	3,482	100	

Key	Indicators	2019	2020	2021
2-Products that accelerate more sustainable lifestyles 3-Products that create sustainable infrastructure	<p><b>Research &amp; Development</b> Amount in k€ - R&amp;D Center of Esch/Alzette</p> <p>The level of research and development (R&amp;D) expenditure in 2021 was significantly higher than in 2020. The health crisis and its economic consequences had led to a pronounced slowdown in our order and billing cycles for research activities carried out with our suppliers, subcontractors and academic partners in 2020. The year 2021 shows a significant upturn (25%) in this external research expenditure. Nevertheless, this level is still lower than that of 2019, before the health crisis.</p>	3,480	2,079	2,598

Key	Indicators	2019	2020	2021
4 - Efficient use of resources and high recycling rates	Tonnes of materials used in the production process (scrap, used tyres, lime, etc.)	2,516,519	2,271,933	2,493,956
	<p><b>Percentage of by-products recovered per tonne of waste generated</b> Quantity of operating waste such as black slag, calamine, etc. from steel production, returned to a recovery process rather than a disposal process.</p> <p>*The 2019 figures have been adjusted to 75.9 % instead of 87.2 %.</p>	75.9 %*	79.1 %	74.8 %
	<p><b>Percentage of recycled materials in the production of crude steel casting</b> Proportion of scrap and used tyres put into the furnace during steel production. Scrap represents the vast majority of it.</p>	95.1 %	94.8 %	95.4 %
	Tonnes of recycled scrap	2,389,750	2,151,055	2,374,916
	Tonnes of CO <sub>2</sub> avoided due to using scrap in comparison with an integrated route (blast furnaces)	3,106,675	2,796,372	3,087,391

Key	Indicators	2019	2020	2021
5 – Trusted user of air, water and soil	<b>Dust emission (g/tCS)</b> Grammes per tonne of crude steel (tCS: tonne Crude Steel)	900	6.55	10.30
	<b>Water withdrawal (m3/tCS)</b> Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	0.79	0.68	0.71
	<b>Surface water</b>	0.06	0.02	0.04
	<b>Piped water</b>	0	0	0
	<b>Ground water</b>	0.27	0.15	0.16
	<b>NOx emissions (g/tCS)</b> Grammes per tonne of crude steel (tCS: tonne Crude Steel)	270	195	238
	<b>SOx emissions (g/tCS)</b> Grammes per tonne of crude steel (tCS: tonne Crude Steel)	99	99	90
	<b>Water discharge (m3/tCS)</b> Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	0.51	0.69	0.68
	<b>Percentage of waste disposed of in landfills</b>	24.1 %	20.9 %	25.2 %
<b>Fines received for non-compliance with environmental legislation and regulations</b> Amount and number of non monetary fines	0	0	0	

Key	Indicators	2019	2020	2021
6 – Responsible energy user that helps create a lower carbon future	<b>Energy consumption (GJ/tCS)</b> Gigajoules per tonne of crude steel (tCS: tonne Crude Steel)	8.76	8.96	8.77
	<b>CO<sub>2</sub> emissions per tonne of crude steel (kg CO<sub>2</sub>/tCS)</b> Kilogram per tonne of crude steel (tCS: tonne Crude Steel)	289	272	259
	<b>Direct emissions (Scope 1 set by the GreenHouse Gas protocol)</b> corresponding to the CO <sub>2</sub> directly emitted by the furnaces	180	186	178
	<b>Indirect emissions (Scope 2 set by the GreenHouse Gas protocol)</b> corresponding to the CO <sub>2</sub> emitted to generate the energy consumed: electricity and heat (hot water, steam)	65	42	36
	<b>Other indirect emissions (Scope 3 set by the GreenHouse Gas protocol)</b> corresponding to CO <sub>2</sub> emissions from products used in our workshops such as quicklime and industrial gases (oxygen, nitrogen)	44	44	45
	<b>ISO 14001 certified facilities</b> 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
	<b>ISO 50 001 certified facilities</b> The standard covers energy management.	3 out of 7	3 out of 7	3 out of 7

Key	Indicators	2019	2020	2021	
7- Supply chains that our customers trust	Electricity	Energy prices increased from summer 2021 onwards, with a price explosion at the end of the year.	67,710,000	64,018,000	134,180,000
		High demand for gas due to very low European storage and increased natural gas-based electricity generation.	Germany : 4.2 % Belgium : 3.4 % France : 92.5 %	Germany : 3.5 % Belgium : 8.2 % France : 88.3 %	Germany : 4 % Belgium : 16 % France : 80 %
	Gaz	Pressure on the electricity market due to underperformance of French nuclear power plants, unfavourable weather conditions for renewables, and rising CO <sub>2</sub> costs.	29,364,000	17,120,000	65,250,000
		Consumption was up by about 8% compared to 2020, which was an abnormally low year due to COVID-related stoppages.	Germany : 0 % Belgium : 100 % France : 0 %	Germany : 0 % Belgium : 100 % France : 0 %	Germany : 0 % Belgium : 100 % France : 0 %
	Total Electricity and Gaz	Our electricity purchases in Belgium returned to normal following the recommissioning in 2020 of the line destroyed by the tornado of 2019.	Total : 97,074,000 Germany : 29 % Belgium : 32.6 % France : 64.5 %	Total : 81,138,000 Germany : 2.77 % Belgium : 27.58 % France : 69.65 %	Total : 199,430,000 Germany : 3 % Belgium : 43 % France : 54 %
Transport & logistics		Total : 112,059,968 Luxemburg : 59 % Belgium : 28 % Germany : 2 % Austria : 4 % France : 2 % Others : 5 %	Total : 98,226,181 Luxemburg : 59 % Belgium : 26 % Germany : 3 % Austria : 5 % France : 2 % Autres : 5 %	Total : 102,805,983 Luxemburg : 62 % Belgium : 26 % Germany : 3 % Austria : 4 % France : 2 % Autres : 3 %	
<b>Number of suppliers assessed for their environmental and social impacts</b>		54	0	68	

Key	Indicators	2019	2020	2021
8 – Active and welcomed member of the community	<p><b>ArcelorMittal Luxembourg donations</b> Amount in € representing the projects sponsored, including STEM projects.</p> <p>Support for the Schlassgoart Gallery was postponed to 2021. In 2019, support for the construction of the Expo Dubai pavilion inflated the amount of donations.</p>	1,006,654	339,300	362,200

Key	Indicators	2019	2020	2021
9 – Pipeline of talented scientists and engineers for tomorrow	<p><b>Amount invested in STEM (science, technology, engineering, mathematics) projects</b></p> <p>From 2020 onwards, donations by the sites to student associations are included in the reported amounts.</p>	212,500	215,500	171,950

Key	Indicators	2019	2020	2021
10 – Our contribution to society measured, shared and valued	<p><b>ArcelorMittal's economic contribution to Luxembourg</b> Payroll (pay and employer contributions) allocated to ArcelorMittal employees in Luxembourg, and expenditure to our suppliers and subcontractors in Luxembourg for their services.</p>	500,640,678	435,098,709	364,496,566

Key	Indicators	2019	2020	2021
Ensuring transparent governance	<p><b>Number of complaints received by the Internal Audit service</b> These complaints relate to internal shortcomings identified by employees concerned to uphold ArcelorMittal's reputation for honesty and integrity.</p> <p>Three complaints were received in 2020 in relation to the «Luxembourg steel sites» alert system concerning honesty and integrity.</p>	0	3	3
	<p><b>Percentage of employees trained in the Code of Business Conduct</b> 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> <p>* Please note that, exceptionally, the 2020 data only concern the following sites: AOB, Belval, Differdange, Dommeldange, Rodange, Bissen and ArcelorMittal Europe – Flat Products EPO. The year 2020 cannot be compared to previous years.</p>	93.0 %	95.7 % *	96.5 %
	<p><b>Percentage of employees trained in Human Rights</b> 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> <p>* Please note that, exceptionally, the 2020 data only concern the following sites: AOB, Belval, ArcelorMittal Differdange, Dommeldange, Rodange and Schifflange, Bissen and ArcelorMittal Europe – Flat Products EPO. The year 2020 cannot be compared to previous years.</p>	97.0 %	86.4 %*	94.5 %

Key Issue 1

# Safe, healthy, quality working lives for our people



## Safety

Our aim is to provide a professional environment for our employees and subcontractors 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 of daily concern to our teams and management. ArcelorMittal sites in Luxembourg are mainly industrial, and are particularly complex environments. The activities undertaken within these vast infrastructures involve a variety of security issues. ArcelorMittal has set itself an ambitious goal, of being the world's safest steel and mining company.

Indicators	2019	2020	2021
<b>Lost-time injury frequency rate</b> 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.	0.78	0.30	0.49
<b>Number of fatalities</b>	1	0	0
<b>Number of ISO 45001 certified sites</b> The norm sets out the organisational requirements for the occupational Health and Safety management system.	3 out of 7	4 out of 7	4 out of 7

## Our path to a safety culture

Safety management is based on various pillars, which use to create a strong internal culture.

### Safety organization

Over the past year, our approach to health and safety has evolved, and we have established a new structure, the Global Health and Safety Board. It aims to accelerate our progress towards the goal of zero accidents in the workplace. Each business unit in the company is responsible for creating and implementing performance

improvement plans, while the Global Health and Safety Board provides guidance, shares expertise and best practices and focuses on supporting units, particularly those with the most acute health and safety challenges.

In Luxembourg, one manager per site is dedicated to safety, and coordinates a network of safety correspondents assigned to different areas for the main sites of Belval, Differdange and Rodange. The Bissen site also has its own health and safety officer. Various committees meet regularly to guarantee

the upward and downward flow of information to each level. Their mission is to analyse potential risks and actual accidents and then to implement corrective and preventive measures.

A safety committee (COSEC), responsible for safety, was set up in 2020 at the Dommeldange site. It convenes on a monthly basis, and ensures that information on safety, quality and the environment is provided in both directions. The actions to be taken are defined in the Dommeldange Master Plan.



**Procedures, standards and performance monitoring**

The procedures and standards put in place, in line with the most stringent international standards, are regularly audited by independent organisations; specifically with regard to ISO 45001 certifications. The OHSAS 18001 certification has been replaced by ISO 45001 and no longer appears in our report.

ArcelorMittal also has its own safety standards and audits:

- The FPS (Fatality Prevention Standards) are procedures that contain the basic safety rules to be applied in the field for 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 latest accidents in the group. Structured over six levels, sites must climb the ladder year-on-year to achieve excellence: at Level 5 for the 11 FPAs.

1. Belval: level 5 on all FPSs (Fatality Prevention Standards) except 1 open question (contractor\* level 4).
2. Differdange: level 5 on all FPSs except 1 open question (contractor level 4).
3. Rodange: level 5 on all FPSs – 0 open questions
4. Bissen: level 3 – 1 open question, level 4 – 2 open questions, level 5 – 11 open questions
5. AMCLE (European Logistics Centre of ArcelorMittal): level 2 – 0 open questions, level 3: 16 open questions in total on 3 standards.
6. Dommeldange: 9 FPSs and 2 not involved, level 5 for 7 FPSs; level 4 for 1 FPS; level 3 for 1 FPS

**Awareness, training and collective mobilisation programmes**

Training plays a key role in building a safety culture. It consists of a technical training component, specifically focused on the most high-risk operations such as working at height, electrical maintenance or handling, along with a training component on behaviour.

In fact, the establishment of a safety

culture aims above all to have an influence on the ways of doing and thinking widely shared by all players in an organisation, from management to field staff. Linked to the Bradley curve, the maturity of this culture differs depending on the ArcelorMittal site in Luxembourg:

1. Belval: independent level
2. Differdange: independent level
3. Rodange: independent level
4. Bissen: dependent level
5. ArcelorMittal Centre Logistique Européen (AMCLE): dependent level
6. Dommeldange: independent level

At the ArcelorMittal Belval, Differdange and Rodange (AMBDR) level, quarterly meetings are held for all the FPS, which allow the pilots of the different sites to meet and exchange information about the difficulties and the solutions found. It is also a way to move beyond the independence of the Bradley curve to interdependence.

The Dommeldange site organizes its training, awareness-raising and mobilisation independently.

\* Co-contractor

**'Take Care' training**

The 'Take Care' training course, a 10-year health & safety programme, rolled out in four phases at all ArcelorMittal operational sites in Europe, aims to provide the keys to changing attitudes and behaviour. The first stage, focusing on self-knowledge, consolidation in the field and making improvements sustainable, was rolled out at Belval, Differdange, Rodange, Bissen and Dommeldange in 2017. This first stage was completed at all these sites in 2018. 2019 marked a turning point in the programme's implementation. It is more focused on the active participation of employees and will eventually reach the 'Interdependent', team-based phase of the Bradley curve.

For ArcelorMittal Belval, Differdange & Rodange the first ten days are scheduled for the end of 2022. A target of 60 % was set for 2021, which was attained to the extent of 62.3 %.

A total of 20 days of training will be provided for each employee by the end of the programme.



## The “Maturity Project”

This is a multidisciplinary approach created at the end of 2013 to achieve sustainable improvements in health and safety performance. The Belval site focused specifically on the notion of culture in 2013. It then developed the «Maturity Culture» programme in 2016 to identify the key elements for improvement and raise employees’ awareness of them.

### This culture is developed around seven ‘ingredients’:

- I am uncompromising with safety
- I do not hesitate to report any dangerous situation or accident
- I carry out safety actions
- I am exemplary in all life situations
- I am a decision-maker and actor concerning my safety and that of my colleagues
- I communicate on a daily basis and respect the opinions of my colleagues
- I ask if I have any doubts

### Process Communication (PCM) is a communication and management tool that helps you to:

- be more aware of your strengths, understand your reactions;
- manage energy and stress more effectively;
- know/understand people you talk with better;
- adapt your management style;
- know how to motivate and appreciate;
- and manage conflicts.

## Focus on safety

In 2021, ArcelorMittal launched several new rigorous safety actions within ArcelorMittal Europe – Long Products. These include safety follow-up actions such as dedicated cross-audits, monthly safety review meetings with members of its management committee and plant managers, and improvements to the process for managing the consequences, among others.

Two new initiatives were launched in health and safety (H&S). These two new actions have been introduced to further strengthen our safety mindset and create a culture of commitment to safety.

### 1 - Health and safety induction workshop for new employees

At all ArcelorMittal Europe - Long Products sites, all new employees, regardless of their position, will now be required to undergo a two-week health and safety training course. Similarly, all employees taking up a new post will spend the first week entirely dedicated to a safety engagement programme. This immersive training and engagement will be a very important step in ensuring that employees understand the safety challenges and become familiar with the risks associated with the work they are

about to embark on. During this training, employees will learn about health and safety risks, the tools and approaches needed to control them, and how to identify safety gaps and challenges at site level. This training will contain three elements.

Firstly, coaching, where a mentor will support the employee in his or her daily H&S activities and closely monitor the actions he or she takes, and consequently identify necessary training. Secondly, the key performance

indicators (KPIs), generating a dashboard detailing the quantitative and qualitative personal safety KPIs. And finally, the closing of the integration, where the employee will share his/her actions and results with the mentor and make suggestions for better safety practices. For this one- or two-week integration closure, the employee will also be required to submit a report to the local and sectoral health and safety officers and human resources representatives.

### 2 - A rewards programme recognising good safety practices

Continuing our efforts to effectively streamline the consequence management process across all sites, we launched a monthly H&S rewards programme, recognising and celebrating safety successes, thus

motivating employees to maintain an accident-free workplace. Since October 2021, all significant safety actions and achievements have been submissible to the sector’s health and safety directorate. One

submission is rewarded each month after selection by the segment management committee. The action or team rewarded is recognised at segment level with a letter/certificate of appreciation.

# zōōm sécurité

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GRI 403-2

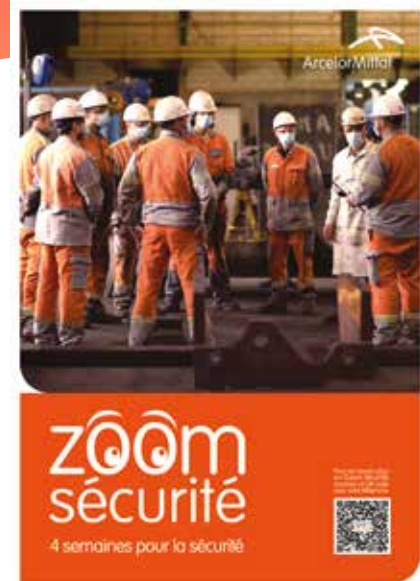
## Zoom Safety campaign 2021

A four-week safety campaign was put in place in 2021 at the Belval, Differdange and Rodange sites.

The aim of the campaign was to raise awareness among staff so that significant progress could again be made in safety in line with the Health & Safety Board's approach for a fatality-free company.

This strategy includes:

- Fatality prevention, by checking compliance with FPS requirements
- Safety leadership, through behavioural audits
- Risk management, through discussions on feedback of experience, enabling all to improve their working conditions



## Health & Safety Day 2021

Health & Safety Day of the ArcelorMittal sites of Belval, Differdange and Rodange took place on 28 April 2021. This day emphasises ArcelorMittal's priority of ensuring a safe working environment so that everyone can reunite their loved ones at the end of each day. This challenge is not trivial. It requires constant vigilance.

The managers of ArcelorMittal's industrial sites in Luxembourg spoke via video on health and safety. Roland Bastian, CEO of ArcelorMittal Belval and Country Head Luxembourg, Thomas Georges, CEO of ArcelorMittal Differdange, Henri Reding, CEO of ArcelorMittal Rodange and Dr Marc Jacoby, head of the occupational health department in Luxembourg, took the floor and reminded us that the health and safety of each of us is not only the responsibility of our health and safety teams but concerns us all, at all times.

*“ The teams at the Luxembourg sites have shown unfailing adaptability and a strong capacity to adapt and be agile in the face of regulatory changes due to the health crisis. The agility of our teams allowed us to implement all the rules at all levels right away!”*

**Alain Hildenbrand**, Head of SEEIM (Safety, Environment, Energy and Integrated Management) on the health crisis in 2021

## Health at work

The health and well-being of our employees and subcontractors, just like their safety, are also among our priorities.

Our staff and subcontractors spend a considerable amount of time in the work environment. It is essential that everyone feels comfortable. The company also aims to strengthen our employees' sense of belonging, so as to bring them closer together and to stimulate initiatives.

### 'Take Care' Training Day 10 on the link between neuroscience and safety.

In 2021, the health department developed a training course to raise awareness of the potential link between the way the brain works and the risk of accidents.

Various notions were introduced including the notion of intuitive versus reflective thinking, the specificities of our brain's functioning (automatic mode/routine mode, concentration and attention capacities). Concrete examples from outside the industry, which are easily understood by all, as well as professional examples, were used.

For each theme developed, the following approach is used:

- In small working groups: highlighting concrete professional situations illustrating the theme developed
- Research by the working group on proposals for action concerning the work situations identified
- Presentation of action proposals by each working group

During this training, a member of the safety department and a member of the management supported this approach:

this support is important in order to maintain the link with the reality in the field, and to allow everyone to exchange on this new subject, which allows us to understand safety in another way.

### The "Mental Health First Aid" training, successfully initiated in 2021 and given by Dr Jacoby and Nancy Marinelli, our social worker, was renewed.

At this first stage, it involves a targeted audience. A wider dissemination during 2022 is envisaged.

### Harassment

In addition, as part of the implementation of the anti-harassment procedure by ArcelorMittal, the works doctors of the health department manage harassment investigations and were called upon on several occasions in 2021.

## Prevention of psychosocial risks (PSR) linked to the COVID-19 health crisis

The health department continued to be available to take care of any employee showing signs of psychological distress, in connection with the health crisis as well as any other form of distress related to psychosocial risks. In addition, we systematically addressed the experience of the health crisis and the impact of lockdown and working from home during the periodic occupational health consultations.

### COVID-19 arrangements in the various sites in 2021

The year 2021 continued to be very much marked by the COVID-19 health crisis, although the evolution of scientific knowledge and the emergence of vaccines allowed a relative calm compared with 2020, which was marked by great uncertainty. In particular, the psychological impact observed was less than during the first lockdown phase in 2020. The activities of the occupational health service were also still significantly impacted by this health crisis, as it was still necessary to guide staff with symptoms, follow up Covid positive workers and decide on the most appropriate time to return to work without the risk of infecting other colleagues, to carry out tracing at the professional level and to follow up all in-house contact cases and high-risk contact cases originating from outside the working environment. This resulted in a total of 1,132 consultations with works doctors in 2021.

The health department remained permanently available to all employees at all our sites to help them deal with the various situations linked to the COVID-19 pandemic, such as:

- answering all their questions in terms of: isolation conditions, quarantine, etc.
- prescribing PCR tests to employees in order to have a good reactivity in terms of speed of detection; and follow-up of contact cases.

As part of the ongoing management of the COVID-19 health crisis, the health service continued to be actively involved in

updating the instructions issued at the start of the pandemic in 2020. These instructions detail all aspects of prevention implemented on all our sites, adapting to the evolution of the health situation in Luxembourg and in the bordering countries as time goes by.

Unfortunately, it was not until September 2021 that the doctors of the occupational health service were given permission by the Ministry of Health to offer in-house vaccinations against COVID-19.

The health service also equipped itself with rapid antigen tests in order to be able to screen employees with symptoms potentially suspected of being infected by the virus in each of our infirmaries in order to optimise the speed of treatment.

When the Luxembourg government introduced the COVID Check for companies, the nurses in the health service were heavily involved in its preparation, knowing that, due to the protection of personal data, information relating to the vaccination status of employees could only be passed on through the health service.

Information campaign on the evolution of the internal prevention rules as well as on the conduct to be adopted from the moment of testing positive or having a high-risk contact, depending on the country of residence.

## Training and personal development

Employee commitment, recognition and outlook in terms of personal development are essential to any business wishing to boost momentum. Our employees and the talented young people we recruit expect a Group like ours to help them build a career that is rich in projects, professional development

opportunities and positive meetings.

We aim to help our employees take every opportunity to flourish in a global company like ArcelorMittal. We believe that success depends not as much on the organisation itself as on the people that are part of it. It is our conviction that

we must support and promote the development of every person and enhance the skills and know-how of those who work with us, at all levels. Lastly, we strive to cultivate diversity within our teams, and to establish high-quality labour relations with our employees.

Indicators	2019	2020	2021	
Number of employees as of 31 December 2021 in headcount	3,786	3,695	3,482	
Total training hours for our employees, temporary employees, and subcontractors	120,052	88,200	93,172	
Number of young people welcomed by our Luxembourg entities gathering apprentices, interns and international work experience volunteers	224	161	188	
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.	496	488	771	
Percentage of employees covered by a collective agreement	74 %	74 %	62.8 %	
Total number of employees who have taken parental leave, by gender	128 98 men and 30 women	131 104 men and 27 women	117 88 men and 29 women	
Number of employees who have left the company in the year following their return to work after parental leave, by gender	4 men, 2 women	0	0	
Percentage of working day lost due to social disputes	0	0	0	
Total number of employees by employment contract and by gender	<b>2021</b>	Female	Male	Total
	CDD	7	95	102
	CDI	480	2,900	3,380
	Total Luxembourg	487	2,995	3,482
	<b>2020</b>	Female	Male	Total
	CDD	12	63	75
	CDI	510	3,110	3,620
	Total Luxembourg	522	3,173	3,695
	<b>2019</b>	Female	Male	Total
	CDD	9	66	75
	CDI	528	3,183	3,711
	Total Luxembourg	537	3,249	3,786
Total number of employees by gender	<b>2021</b>	Female	Male	Total
	Full-time	383	2,918	3,301
	Part-time	104	77	181
	Total	487	2,995	3,482
	<b>2020</b>	Female	Male	Total
	Full-time	404	3,165	3,489
	Part-time	118	88	206
	Total	522	3,173	3,695
	<b>2019</b>	Female	Male	Total
	Full-time	421	3,165	3,586
	Part-time	116	84	200
	Total	537	3,249	3,786
Total number of employees by age	<b>2021</b>	Female	Male	Total
	<30	35	223	258
	30/50	334	1,899	2,233
	>50	118	873	991
	Total	487	2,995	3,482
	<b>2020</b>	Female	Male	Total
	<30	43	223	266
	30/50	360	1,923	2,283
	>50	119	1,027	1,146
	Total	522	3,173	3,695
	<b>2019</b>	Female	Male	Total
	<30	56	239	295
30/50	361	1,103	1,464	
>50	120	9	1,162	
Total	537	1,351	3,786	
Total number of employees by nationality	<b>2019</b>	<b>2020</b>	<b>2021</b>	
	Number of employees	Number of employees	Number of employees	
	French	2,093	2,084	2,044
	Luxembourg	632	569	462
	Belgian	367	366	331
	Portuguese	148	142	143
	Italian	94	88	87
	German	77	74	68
	Romanian	53	50	47
	Indian	56	57	51
	Spanish	46	45	44
	55 other	220	220	205
Total	3,786	3,695	3,482	
	%	%	%	
	100	100	100	

## People at the heart of our performance

Training is key in developing employee skills, versatility and employability so as to meet today's needs and anticipate tomorrow's. With this in mind, ArcelorMittal supports a wide range of training and development to smoothen the transition to a 4.0 industry: theoretical and practical training, online and classroom programmes, seminars, conferences, tutoring, coaching, and so on.

Our training policy focuses on seven areas: the integration of new employees, suitability for the post, leadership management, techniques in the lines of business of the steel industry, techniques in lines of business outside the steel industry, health and safety, and languages. It is accompanied by a precise process:

- analysis and inventorying of training needs;
- establishment of training plans;
- implementation of training courses;
- evaluation of training courses;
- monitoring and continuous improvement.

The range of training courses is thus structured around three main hubs: health and safety, business techniques and management. "Knowledge with which to identify, evaluate, anticipate and minimise risk" is our motto. Central to the day-to-day concerns of our industrial reality, the health and safety of our own staff and our subcontractors' staff is a top priority. It includes the commitment of every person, every day, to do everything possible to reach the level of excellence required in terms of results. Our training courses accompany this ambition through the acquisition of knowledge of risks and of appropriate behaviour. Leading by example, communication, transparency, involvement, and thoroughness are key skills and attitudes that set us apart in the field of health and safety.

Business skill resources are essential to help navigate the complex and constantly changing environment at ArcelorMittal, and these are at the heart of a dual dynamic. On the one hand, industrial progress, improving the company's performance in line with market needs and technical advances, and on the other, social progress helping

to ensure each employee's professional development along with the experience acquired.

Commitment and self-knowledge to enhance communication and collaboration, diagnostic and problem-solving tools, the ability to instigate and support change, the ability to be part of a continuous improvement process and shared responsibility are among the field management challenges at the heart of the company's collective performance. Training provides the resources required to develop an operational toolbox for field managers and is the link between, firstly, individual skills and their use to enhance value creation and progress, and secondly, the continuous development and constraints of the organisation.

As part of a collaborative approach, our activities are performed in tandem with all internal partners (site managers, human resources, operational services, union representatives, etc.) and external partners (training bodies, state representatives, professional chambers and federations, etc.).

## First Learning Week (almost) 100 % Connected in 2021

During Training Week 2021 Luxembourg ArcelorMittal Belval, Differdange and Rodange, which took place from 14 to 18 June 2021, the Shared Services training department supported two Initiatives:

- 5 sessions via Teams open to all
- 9 face-to-face workshops dedicated to wellbeing at the Rodange and Belval sites

In total, almost 600 people participated in these various sessions.

A variety of themes were addressed: introduction to diversity, virtual training offers for all, understanding a better approach to change through neuroscience, discovering new collaborative tools in everyday life,

detecting and preventing stressful situations, developing benevolence for oneself and others and self-discovery in order to communicate better.

Adapted formats of maximum two hours and targeted approaches allowed the speakers, mostly internal, to share their subjects with involvement and passion.

The creation of a dedicated Teams channel to communicate recorded sessions and other session materials was appreciated.

Feedback from the evaluation of these sessions was encouraging: 96% found the workshops interesting and useful and 89% left with learning tools.

### Learning Week 2021

Nearly

# 600

participants



Key Issue 2

# Products that accelerate more sustainable lifestyles



One way in which we promote sustainable development is to offer products that create more environmentally friendly lifestyles for every citizen of the world. To this end, we develop environmentally friendly coatings that also offer protection from corrosion for various applications, from agricultural fencing to marine equipment. We also provide efficient products to promote the development of public transport.

Indicators	2019	2020	2021
<p><b>Research &amp; Development</b> Amount in k€ – R&amp;D Center of Esch/Alzette</p> <p>The level of research and development (R&amp;D) expenditure in 2021 was significantly higher than in 2020. The health crisis and its economic consequences had led to a pronounced slowdown in our order and billing cycles for research activities carried out with our suppliers, subcontractors and academic partners in 2020. The year 2021 shows a significant upturn (25%) in this external research expenditure. Nevertheless, this level is still lower than that of 2019, before the health crisis.</p>	3,480	2,079	2,598

## 2021, European Year of Rail: discover ArcelorMittal’s commitment to the railway sector

Officially launched on 29 March by the European Commission, the European Year of Rail aims to highlight the benefits of rail as a sustainable, intelligent and safe means of transport.

### A truly sustainable means of transport

Travel by rail emits much less CO<sub>2</sub> than equivalent journeys by road or air. It accounts for only 0.4 % of the EU’s GHG emissions, while transport as a whole accounts for 25 % of total EU emissions. Moreover, it is the only mode of transport that has consistently reduced its emissions and energy consumption between 1990 and 2017, while increasingly using renewable energy sources.

In addition, the rails themselves are infinitely recyclable. When removed from the track at the end of its useful life, a rail can be recycled as a raw material to make new rails or other steel products, which represent

a significant amount of natural resources and energy savings. This ability to recycle endlessly is one of the environmental advantages of steel.

### ArcelorMittal Rails and Special Sections brings innovation to the rail industry

ArcelorMittal Europe – Long Products Rails and Special Sections operates rail production facilities in Spain, Poland and Luxembourg, offering a broad product portfolio covering rails for trains, metros, trams, light rail systems, cranes and level crossings and railway accessories, developing unrivalled knowledge and expertise in this product range.

The main topical themes in ArcelorMittal’s railway activity are as follows:

- Digitisation: ArcelorMittal Rails and Special Sections is expanding its 4.0 transformation with the launch of several digital tools such as the new Rail Tool application, life cycle cost models and predictive maintenance.
- Increased rail length to provide greater track safety, reduced welding operations, easier track laying and reduced maintenance costs.
- Increased rail life with the most appropriate solutions for different applications; LCV for tramways, new hardness grades for heavy transport and other uses.



- RailCor®: a brand new range of corrosion-resistant rails that offer protection in harsh environments, whether the rails are installed inside tunnels, in urban centres or in coastal areas. It also increases the life of the rails and saves money by reducing life cycle costs.
- Customer experience: development of new passenger and citizen-oriented solutions to increase comfort and reduce traffic noise.

- R&D: to meet increasing customer demands, ArcelorMittal has its own dedicated rail R&D centre of excellence, which enables us to provide our customers with fast, innovative and cost-effective solutions. The research lines are structured around three main areas: the optimisation of the manufacturing process, the development of new products and the implementation of new track solutions. The pilot welding

plant, advanced serviceability testing systems and the ongoing developments in the field of track monitoring are some examples of the solutions that ArcelorMittal, through the R&D centre of excellence for rail, will bring to the railway sector. This will be achieved through open innovation in collaboration with a network of universities, technology centres and railway companies.

## Metrovalencia: from Rodange to Valencia!

In 2021, ArcelorMittal Rodange's grooved rails won over the Iberian market thanks to their performance and low carbon impact.

Our Luxembourg rail site produced and delivered **8,000 metres** of grooved rails (60R1) for the extension of Metrovalencia with the new line 10. These rails have been made with a steel grade (R290V) containing less carbon than other comparable products, which makes maintenance, welding and repairs easier. Thanks to their characteristics, the Metrovalencia rails will have a more durable use and a longer life expectancy.

Valencia is the third city in Spain to have a (mainly) underground metro system, inaugurated in October 1988. The Rodange tracks now allow the inhabitants of the Natzaret district to reach the centre of Valencia thanks to the additional two kilometres of track serving eight stations.



*“ At ArcelorMittal, we are convinced that the use of R290V steel for grooved rails will bring new benefits to our customers, allowing repair of gauge wedges, increased wear resistance and easier maintenance of the rails.”*

**Juan José Gainza**, Product Development Manager



## Société Nationale des Chemins de Fer Luxembourgeois, Luxembourg's National Railway Company (CFL), buys XCarb® products from recycled and renewable sources to support the decarbonisation of its infrastructure.

At the end of 2021, ArcelorMittal Europe - Long Products' Rodange plant rolled its first beams made from recycled steel using 100% renewable energy in an electric arc furnace. These UPN300 beams produced in Rodange were delivered to the GILBERT steel service centre in Ehlerange, which, after cutting and galvanising them, sent them to the end customer, the CFL, for use at the Rodange station, a stone's throw from the factory where they were produced.

### Low CO<sub>2</sub> profiles for decarbonised railway infrastructure

The UPN profiles from Rodange are part of a larger order. At the beginning of 2022, HEB and HEM beams of different dimensions were also produced in ArcelorMittal Belval and Differdange to complete the delivery.

These steels, produced with very low CO<sub>2</sub> emissions, will be used to support

Luxembourg's railways as part of their drive to decarbonise their infrastructure.

Sustainable mobility is on the rise in Luxembourg, and decarbonised solutions are in the spotlight. Since 2007, all CFL passenger trains have been running on renewable electricity and with zero CO<sub>2</sub> emissions. Decarbonising the infrastructure is a further step in CFL's environmentally responsible approach.



*"This order is the first for XCarb® recycled and renewably produced steel at Rodange, and in this CFL project, Gilbert has already mentioned other orders for this low CO<sub>2</sub> emission steel. Indeed, more and more customers, like Gilbert and CFL, are requesting goods and services that help them reduce their carbon footprint, driven either by their ambition to meet climate targets or by their own customers who are conscious of their responsibility towards future generations. It is a source of great satisfaction for us when our customers choose our XCarb® from recycled and renewable sources and support our environmental initiative by involving their own partners."*

**Henri Reding**, CEO of ArcelorMittal Rodange



Key Issue 3

# Products that create sustainable infrastructure



People around the world are becoming increasingly aware of the environmental performance of the products and services they consume. Designing innovative solutions to create structures that are built to last is one of ArcelorMittal Luxembourg’s responses to contribute to sustainable development.

Indicators	2019	2020	2021
<p><b>Research &amp; Development</b> Amount in k€ - R&amp;D Center of Esch/Alzette</p> <p>The level of research and development (R&amp;D) expenditure in 2021 was significantly higher than in 2020. The health crisis and its economic consequences had led to a pronounced slowdown in our order and billing cycles for research activities carried out with our suppliers, subcontractors and academic partners in 2020. The year 2021 shows a significant upturn (25%) in this external research expenditure. Nevertheless, this level is still lower than that of 2019, before the health crisis.</p>	3,480	2,079	2,598

## ArcelorMittal launches XCarb®, demonstrating its commitment to producing carbon-neutral steel

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

XCarb® will ultimately bring 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.

These three initiatives under the XCarb® brand are:

- **An innovation with ‘XCarb® green steel certificates’ that offer our customers reductions in their scope 3 emissions**

Across ArcelorMittal Europe – Flat Products, we are investing in a wide range of initiatives to reduce carbon emissions from the blast furnace. These range from our flagship Smart Carbon projects, such as Torero (converting biomass into biochar to replace the use of coal in blast furnaces) and Carbalyst (capturing carbon-rich blast furnace gases and converting them into bioethanol, which can then be used to make low-carbon chemicals), to capturing hydrogen-rich steelmaking gases and injecting them into the blast furnace to reduce coal use.

These demanding investments result in significant CO<sub>2</sub> savings, which can be passed on to customers in the form of the steel industry’s first ever certification scheme. The CO<sub>2</sub> savings are aggregated, guaranteed by an independent third party, and then converted into XCarb® green steel certificates using a conversion factor that represents the average CO<sub>2</sub> intensity of the integrated steel industry in Europe. The scheme offers customers the opportunity to purchase certificates linked to their physical steel orders, allowing them to report a reduction in their Category 3 carbon emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. ArcelorMittal plans to have 600,000 metric tonnes of green steel equivalent by the end of 2022.

- **An innovative product for customers: “XCarb® recycled and renewably produced” with CO<sub>2</sub> reduced by up to 300 kg per metric ton**

“XCarb® recycled and renewably produced” has been designed for products manufactured in an



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GRI 301-2

electric steel mill using recycled steel. "Recycled and renewably produced" means that the physical steel has been manufactured from 100% recycled materials (used steel) using renewable electricity, which gives it an extremely low CO<sub>2</sub> footprint of just 300 kg of CO<sub>2</sub> approximately per metric ton of finished steel when the metals used are 100% recycled materials. This customer offer concerns both flat and long products. The electricity used in the steelmaking process is independently verified with a 'guarantee of origin', given that it comes from renewable sources.

**- An "XCarb® innovation fund" for breakthrough technologies towards a carbon-neutral steel industry**

ArcelorMittal has launched an innovation fund that will invest up to \$100 million a year in innovative companies that are developing pioneering or breakthrough technologies to accelerate the steel industry's transition to carbon-neutral production. To be eligible for funding, companies will have to develop technologies that support ArcelorMittal in its decarbonisation process. The technology must also be susceptible of commercial development.

*"Climate change is an overwhelming societal priority." At ArcelorMittal, we have an important role to play in helping society deliver the objectives of the Paris Agreement and are determined to lead our industry's transition to carbon neutral steel.*

*We have the scale, resources and technological prowess to make a significant impact, and have already identified the routes to carbon neutral steelmaking through our Smart Carbon and Innovative DRI pathways.*

*Our launch of XCarb® brings the full breadth of our decarbonisation activity together under a single umbrella brand. It aims to demonstrate to stakeholders the diverse range of initiatives we are undertaking in pursuit of our 2050 net zero goal while also providing our customers with solutions which help them address their own carbon reduction targets, demonstrating the important role steel has to play in a future, circular economy."*

**Aditya Mittal**, CEO of ArcelorMittal.

## ArcelorMittal Europe – Long Products launches "Environmental Product Declarations" for the XCarb® recycled and renewably produced range to support the construction industry's climate goals.

At the end of July 2021, ArcelorMittal Europe – Long Products announced that "Environmental Product Declarations" (EPDs) are now available for two of its low carbon emission products. The EPDs provide a life cycle assessment, detailing the full environmental footprint of steel sections, merchant bars and sheet piling, from the recent XCarb® recycled and renewably produced range of products launched by ArcelorMittal.

EPDs are issued by the Institut Bauen und Umwelt (IBU Germany) in accordance with international standards.

The EPDs add to the strong sustainability credentials of these products. About a quarter of sheet piles are reused up to five times before being recycled, making them perfectly suited to the concept of the circular economy. In 2016, ArcelorMittal Europe – Long Products launched its

AZ®-800 EcoSheetPile range, further reducing the integrated carbon footprint of sheet piling. A life-cycle analysis of these sheet piles in typical use showed that the design has a 45% lower carbon footprint than alternative construction solutions.

Similarly, the use of high-strength steel sections has the potential to reduce a building's integrated carbon footprint by 54%; with buildings generating around 40% of global

GHG emissions, choosing them for construction has the potential to have a significant impact on global CO2 emission reductions.

ArcelorMittal's global R&D centre in Maizières, France, and Long Products' plants in Luxembourg and Spain

are actively working together to achieve ever higher standards of decarbonisation.

The EcoSheetPile™ Plus Environmental Product Declaration is valid for steel sheet piling produced by ArcelorMittal's Differdange and

Esch-Belval sites in Luxembourg; and XCarb® recycled and renewably produced merchant bars and profiles by ArcelorMittal Europe are valid for the Belval, Differdange and Rodange sites in Luxembourg, and Bergara and Olaberria in Spain.

Download the EPDs here: <https://ibu-epd.com/en/published-epds/>

*"We are proud to publish the first "Environmental Product Declarations" for specific XCarb® recycled and renewably produced steel solutions that are used in construction and infrastructure, a sector with a significant carbon footprint."*

**Olivier Vassart** CEO ArcelorMittal Steligenç®.

## Luxembourg sheet piles, a sustainable solution

Climate change is an undisputed reality and it will have an impact on our daily lives. ArcelorMittal's steel sheet piling has played, and will continue to play, a major role in flood protection and other major projects that protect our environment. They help to prevent the harmful, and sometimes catastrophic, effects of storm damage and coastal erosion.

In 2021, several large-scale projects were carried out around the world using proven or innovative solutions from ArcelorMittal.

## Boston barrier system in the UK

Our EcoSheetPile™ product protects Boston from tidal flooding. Located on the east coast of England about 100 miles north of London, Boston is a port and commercial town in Lincolnshire which is in a flood risk area due to its proximity to the River Witham. The region has suffered from several floods in recent years. A "Boston Barrier" partnership has been set up between the Environment Agency, Lincolnshire County Council, Boston City Council and the Black Sluice Internal Drainage Board to implement a solution. BAM Nuttall was commissioned by the Environment Agency to design and build a tidal flood defence. To protect 17,000 homes and businesses from future storm surge flooding, a 25-metre wide rising sluice gate was installed in the river. The project was completed using 5,900 metric tons of sheet piling produced by ArcelorMittal Europe – Long Products. Once completed, the city will be protected from projected sea level rises for 100 years.

More specifically, there are three main facilities on the left bank of the river:

- A two-metre high flood wall with gates for vehicle access.
- A quay wall made of sheet piling
- Unloading platforms, allowing the loading and unloading of cargo ships up to 100 metres long.

For the construction of the quay wall, the preferred option was to use an anchor wall, but this could not be achieved due to the existing concrete quay wall with anchor blocks. Therefore, a 740-metre long quay wall consisting of 19 metres of HZ®/AZ® sheet piles was built, and tubular piles with fasteners were used at the back.

The sheet piles were supplied by ArcelorMittal Europe – Long Products and are part of our EcoSheetPile™ range, which means they were manufactured by an electric arc furnace (EAF). Produced in our factories in Belval and Differdange, Luxembourg, the sheet piles, as well as

fully finished sheet pile elements, were supplied to the customer BAM Nuttall, with whom we have been working for many years. Deliveries were a challenge for the teams involved, as they had to be made just-in-time to be closely coordinated with the ongoing construction work and the progress of the sheet piles.

The 100-year service life was another challenge for the design team, as the risk of accelerated corrosion in low water had to be resisted. Various solutions were explored, such as thickening the sheet piles, but the engineers finally opted for impressed current cathodic protection (ICCP), a system used to control corrosion using anodes connected to a direct current (DC) power source.

The barrier is already fully operational and can be raised in just 20 minutes. The Boston Barrier project is expected to be fully completed by 2022.

## Our long products are the solution of choice for the Spanish port of Huelva

The port of Huelva is the fifth busiest port in Spain and the 29th busiest out of about 1,200 European ports. ArcelorMittal Europe – Long Products contributed to its expansion with the supply of sheet piling, rails and steel sections produced in Luxembourg.

The port of Huelva is located in the southwest of the Iberian Peninsula. The region has been one of the main gateways to Europe for maritime trade since Roman times. Huelva maintains this heritage as a major hub of the European trade network, linking the African and American continents. With the need to meet growing demands while maintaining the port's high quality

of service, the Huelva Port Authority has decided to welcome the future with a 525-metre extension to its south quay.

### A comprehensive solution developed jointly by ArcelorMittal Sheet Piling, stakeholders and decision makers

In April 2017, the Port of Huelva commissioned a feasibility report on design alternatives. This report concludes that steel sheet piling is the preferred solution, with key considerations such as quality assurance and environmental benefits achievable only with steel sheet piling walls.

The final and not insignificant challenge is the economic dimension of the project. After two years, the project has moved from preliminary design to tender award, with Ferrovial Construcción SA winning the bid in May 2019. During this period, the ArcelorMittal sheet piling team was called upon several times by the designers, the contractor and the Port of Huelva for technical advice and optimisation of the solution. This gave the team a unique understanding of the project, which in turn helped to align the design, execution and end use of the project towards an economically successful one.

The main advantages of the steel solution for the Port of Huelva (present and future) :

Advantage		Economy	Environment	Social
Highest installation productivity	Steel sheet piling allows for the quickest project completion and commercial exploitation of the investment, resulting in faster job creation. With a reduced construction time, CO <sub>2</sub> emissions are reduced.	✓	✓	✓
Reduced dredging	Dredging is not required for the installation of steel sheet piles. Thus, the only dredging required is to meet the project's requirements for vessel size, resulting in reduced costs, construction time and environmental impact (reduced CO <sub>2</sub> emissions and marine habitat disturbance).	✓	✓	
Reduced volume of bulk material transport by road	Operations such as concreting are potential disruptions to daily port operations. They cause significant wear and tear on road infrastructure, disrupt traffic flow and have a high carbon footprint.	✓	✓	✓
High level of quality control and quality assurance	Produced in a highly controlled factory environment, steel sheet piles are ready for use as soon as they arrive on site. The risks related to time and costs are minimal.	✓		
Minimum heavy equipment on site.	The installation of steel sheet piling does not require much equipment. The site remains clear and clean, is easy to manage and safety risks are minimised.	✓		✓
Minimal maintenance	Steel sheet pile quay walls are designed to be maintenance free over their expected life span*.	✓		
End of life value	Steel sheet piles are easy to salvage when structures are dismantled. They are a 100% recyclable resource.	✓	✓	✓

\* As with all infrastructure, periodic inspections for accidental damage and confirmation of design expectations are recommended.



© Port of Huelva, Spain

### All products made in Luxembourg

The first delivery of steel products took place in April 2020.

Overall, we supplied:

- 8,070 metric tonnes of combined HZ-M®/AZ® double pile wall up to 33 metres long, adapted to the needs of the projects in Differdange and Belval, used as the main structural elements of the quay wall. They were manufactured from 100% recycled steel in electric arc furnaces, achieving the EcoSheetPile™ label.
- 1,180 metric tonnes of anchoring material from leading specialist manufacturer Anker Schroeder.
- 207 metric tonnes of crane rails produced in Rodange to extend the crane track from the existing quay to the new one.
- 150 metric tonnes of profiles produced in Differdange and Belval used to connect the anchoring system.

With the main steel sheet pile structure already in place, the finishing work at the Port of Huelva is expected to be completed in 2022.



Port of Huelva, Spain



## Visit of Lakshmi Mittal to the Luxembourg pavilion at the Dubai World Expo

On Friday 1 October 2021, Mr Lakshmi Mittal, Executive Chairman of ArcelorMittal, was one of the very first visitors to the Luxembourg pavilion at the Dubai World Expo, illustrating the strong links between the Grand Duchy and the company.

Welcomed by Maggy Nagel, General Commissioner of Luxembourg at the Dubai World Expo 2020, Mr Mittal was able to admire the beauty of steel constructions and their durability through the Luxembourg pavilion, created under the theme "Resourceful Luxembourg".

The shape of the pavilion is a reminder of the circularity of the products used in its construction: at a glance, the Möbius strip, symbol of infinity and recyclability, reflects the values of the Luxembourg pavilion.

The Luxembourg pavilion is fully in line with the circular economy because, today installed at the heart of the World Expo, it can be dismantled and reassembled tomorrow for a new life thanks to ArcelorMittal steel. For this project, 170 metric tons of beams, tubes and reinforcing bars were produced from recycled scrap metal and shipped from the Grand Duchy to the exhibition. This donation makes ArcelorMittal a "Diamond Sponsor" of the pavilion.

Michel Wurth, President of ArcelorMittal Luxembourg, also visited the pavilion last November.



From left to right :  
Ms Maggy Nagel, Commissioner General of Luxembourg  
Mr Mittal, President ArcelorMittal  
Mr Loic Bertoli, Director of the Luxembourg Trade and Investment Office in Abu Dhabi  
Mr Daniel Sahr, Director of the pavilion



© S/P Emmanuel Claude

Mr. Wurth, President of ArcelorMittal Luxembourg, also visited the site in November 2021.

Key Issue 4

# Efficient use of resources and high recycling rates



The main advantage of steel is the fact that it is infinitely recyclable, enabling reduced consumption of finished raw materials, iron ore or coal. The responsible use of these finite resources in our production processes is essential, along with waste management, and the development of products that can be reused, rather than simply recycled.

Indicators	2019	2020	2021
Tonnes of materials used in the production process (scrap, used tyres, lime, etc.)	2,516,519	2,271,933	2,493,956
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.	75.9 %*	79.1 %	74.8 %
*The 2019 figures have been adjusted to 75.9 % instead of 87.2 %.			
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.	95.1 %	94.8 %	95.4 %
Tonnes of recycled scrap	2,389,750	2,151,055	2,374,916
Tonnes of CO <sub>2</sub> avoided due to using scrap in comparison with an integrated route (blast furnaces)	3,106,675	2,796,372	3,087,391

## The circular economy, an integrated approach

In developing the holistic approach necessary for the circular economy, ArcelorMittal works at all stages of its product life cycles to reduce its environmental footprint as much as possible. Reduce, recycle and reuse are the mottoes during the design, production, use and management of the end-of-life of our steel products, in conjunction with our stakeholders.

Most of our Luxembourg products and construction solutions are initially designed as closely as possible to the "cradle-to-cradle" approach. Our HISTAR® steels, made by our Differdange site, combining significant weight savings and strength, and our latest-generation Belval sheet piles, allow a reduction in the quantity of materials and thus the energy required for their production, along with reduced lead times in handling and assembly.

The advantages of our products are disseminated transparently by means of Environmental Product Declarations (EPDs), based on a life cycle analysis (LCA) and certified by an independent body, awarded to our HISTAR® steels and sheet piles in 2017 and 2018. Developing innovative construction solutions is also the aim of the new Steligence® concept, which promotes 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 monitored on a daily basis. The first milestone in this approach in Luxembourg was the full transition to the electrical sector in 1997, which made it possible to reduce energy consumption by 55 %, particle emissions by 97 %, and water

consumption by 50 % compared to the integrated blast furnace sector. 95 % of the steel we produce is made from recycled steel. In fact, steel is infinitely recyclable without a loss of quality, considerably reducing the use of new resources. Since that time, the margin of progress has been more limited, and we consistently strive to reduce our impact by installing the latest generation equipment and using innovative techniques. In addition, particulate matter emissions are gradually controlled by transport techniques and new processes. Managed in a closed circuit, the water is recovered, treated and reused. Its consumption will have to be gradually reduced. More information on emissions, water and energy management can be found under Key Issues 5, 6 and 7.



Our waste is also subject to three main action areas: prevention, recycling and disposal. Almost 75% of our operational waste (co-products) is recovered. Of the 180 kg of waste generated per metric ton of crude steel (tCS) produced, black slag makes up the majority (slag from electric steel works, 100kg/tCS) along with mill scale from rolling mills (44 kg/tCS). These are respectively recovered externally in public works for road construction, and internally, re-injected into the steel production cycle to replace iron ore.

White slag and all by-products were subject to constant studies throughout

2021 to try to find potential recycling routes in order to recover them. The entire 2021 production of white slag was used to stabilise the historic Differdange landfill.

In addition to ease of transport, handling and construction, our products encourage reuse. Our Belval sheet piles are part of the rental model developed to promote the concept of use rather than consumption. Over successive rental cycles, sheet piles are used at least 10 times over a period of 15 years, and 100 % of sheet piles are recycled at end of life. This model allows the customer to reduce project

costs and their physical inventory, and to benefit from a wide range of options. In addition, design using modular steel components encourages building configurability, thus increasing the potential use of premises (homes, offices, commercial spaces). Thanks to the Angelina® castellated beams produced in Differdange, it is for instance possible to create uninterrupted spans of up to 13 metres. The resulting reduction in the number of columns required makes it possible to easily reconfigure office spaces and to increase the range of uses. The Steligence® concept supports the holistic approach required to achieve circularity in the construction sector.

## Our waste management

Given our core business, our main waste comes from the production process (co-products) from our major sites in Luxembourg: Belval, Differdange and Rodange. Three strategies for action form the backbone of our continuous improvement approach: prevention, recycling and elimination.

Firstly, prevention comes down to limiting the production of waste, particularly co-products, by working on the performance of facilities, as much as possible. For instance, leaks are avoided as much as possible thanks to continuous maintenance to conserve oils.

Recycling then consists of using the specific properties of the waste generated by our production processes as raw materials. In fact, everyday waste linked to activity around the process (PPE, packaging, etc.), is reduced, selectively collected and recovered or eliminated by recognised channels. When arbitrating between internal and external

recycling for co-products, this is done according to the material's use value. If it is higher than its exchange value, internal recycling is the preferred channel. The ROMEO system also helps to determine the best processing path. A recycling optimisation model for economic and environmental optimisation, it analyses the behaviour of our various industrial tools throughout the world, such as the electrical furnace or sinter plant. The model simulates the effect of using a co-product to supply our various facilities in terms of cost, productivity and atmospheric emissions. It thus allows more efficient arbitrage, taking into account both economic and environmental factors to recover these co-products. Improvement scenarios are thus identified to recycle our waste.

Internal recycling is chosen for mill scale (the layer of iron oxide produced on the surface of steel parts

subjected to high temperatures), a residue from the steel process formed during continuous casting and when semi-finished products pass through the reheating furnaces in our rolling mills. This is re-injected to partially replace the iron ore.

When internal recycling is not suitable, external recycling channels are used. One of our main industrial waste types is black slag, an impurity expelled from the electrical furnace when scrap metal is melted. This is temporarily stored in slag heaps to be used in road construction.

Lastly, elimination, via landfill of certain operational waste such as some of the sludge from rolling mills, occurs according to the strict environmental standards described under Key Issue 5 of this report. In 2021, dedicated research projects continued to be pursued.



### Differdange slag heap

In 2021, ArcelorMittal in Luxembourg submitted a request for a temporary storage permit in the context of exchanges with the Luxembourg Ministry for the Environment.

## Key Issue 5

# Trusted user of air, land and water



For many years, climate change has alerted us to our responsibility to be water-, air- and soil-friendly. In addition, our stakeholders ask for improvements in the environmental footprint on our sites. As such, all our efforts focus on continuing our activities with greater respect for nature, by improving our processes.

Indicators	2019	2020	2021
<b>Dust emission (g/tCS)</b> Grammes per tonne of crude steel (tCS: tonne Crude Steel)	900	6.55	10.30
<b>Water withdrawal (m3/tCS)</b> Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	0.79	0.68	0.71
<b>Surface water</b>	0.06	0.02	0.04
<b>Piped water</b>	0	0	0
<b>Ground water</b>	0.27	0.15	0.16
<b>NOx emissions (g/tCS)</b> Grammes per tonne of crude steel (tCS: tonne Crude Steel)	270	195	238
<b>SOx emissions (g/tCS)</b> Grammes per tonne of crude steel (tCS: tonne Crude Steel)	99	99	90
<b>Water discharge (m3/tCS)</b> Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	0.51	0.69	0.68
<b>Percentage of waste disposed of in landfills</b>	24.1 %	20.9 %	25.2 %
<b>Fines received for non-compliance with environmental legislation and regulations</b> Amount and number of non monetary fines	0	0	0

## Soil and biodiversity management: a complex balance to be achieved

The impact we have on soils depends mainly on our management of hazardous products and waste at our active sites, as well as our conversion process on former industrial sites which were hitherto not subject to the same environmental requirements as today.

At our active sites, our products and waste are classified into three categories: non-hazardous, hazardous and toxic. Depending on their classification, management measures will be applied to them as required by internal procedures, the ISO 14001 international standard and national and European regulations such as REACH (Registration, Evaluation, Authorisation

and Restriction of Chemicals) at the storage, handling, use and recovery stages. As discussed in Key Issue 4 of this report, we recover the majority of our operational waste. The majority of this recovered waste, black slag, is temporarily stored in slag heaps for subsequent use in road construction.

All runoff water is collected and treated at ArcelorMittal plants. The nature of the authorised residues and their storage conditions are set out in regulations, and regularly checked by water analyses and inspections by the competent local authorities. The analyses are carried out in our circuits and do not only concern water from runoff.

Among other things, chemical analyses are carried out periodically to guarantee the structure's reliability; and the quantity of waste leaving the plant is closely monitored. The slag is cut to size by a specialist subcontractor so that it can be used directly in various sectors such as public works. It should be noted that the quality of these co-products is managed from the production stage onwards using temperature control, cooling and rock-blasting.

The remaining operational waste is either placed in storage pending a recovery solution made possible in line with current technological advances or transferred to landfills approved and

controlled under EU regulations ensuring the best fit between type of material and processing.

This differentiated management aims to maximise the reuse potential.

On our former steel sites subject to conversion, environmental analyses are carried out to identify the nature of the soil, subsoil and underground water, in particular storage centres to clean them up and secure them as effectively as possible with a view to launching a rehabilitation project. Old storage centres are composed mainly of blast furnace slag, since the electric sector only replaced the integrated sector in Luxembourg in 1997. This slag is recoverable. The remainder is sent to treatment centres.

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

In fact, a biotope study is required for all sale, rehabilitation or construction

projects. An external expert is then commissioned by the operating company to identify all the species and habitats present. For a period of up to one year, the land is analysed in depth, summer and winter, day and night. This biotope study identifies the habits of the various species present, as well as their diet, or reproduction period. The experts then put forward solutions to comply with the legislation: for each protected species, the ideal habitat with a territory that is sufficiently large for the animal to flourish must be recreated. In this way, protected species now populate our former sites, including alpine newts on the Mondercange heap, common redstarts identified at Lentilles-Terres-Rouges or the woodlark at Ehlerange. To find out more about the environmental process implemented during an industrial conversion, please see Key Issue 10 of this report.

Lastly, we recall that the Luxembourg Nature and Forest Agency (NFA) manages sites belonging to ArcelorMittal in protected areas of

national and community interest by way of a leasing agreement signed in 2017 for a renewable five-year period. ArcelorMittal provides various sites located in the Natura2000 areas of Differdange, Dudelange and Esch-sur-Alzette, which are subject to management plans drawn up by the NFA, as well as habitat action plans, such as that dedicated to chalk grasslands and several species action plans such as those for the woodlark or the smooth snake. As part of the national plan on the protection of nature 2017-2021, and more specifically the national biodiversity strategy, many sites of high ecological value belonging to ArcelorMittal in Luxembourg, such as former open pits, benefit from the NFA's know-how in environmental management. These areas, which were formerly industrial sites, have now been reclaimed by nature. The aim is to preserve the biodiversity which can flourish in these spaces, while enhancing their ecological potential through extensive agriculture.

## Water management

Water is a vital resource for our steel sites, all of which are in fact built near rivers. Water has two main functions: firstly, to cool facilities subjected to high temperatures in the steel industry, and secondly, to transport the steel particles resulting from the rolling process which are detached from the finished product and must be recovered.

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

We deal both with water consumption and water treatment. The cooling tanks present on our sites hold a large volume of reserve water. They are supplied chiefly by rainwater flowing onto our sites, as well as occasional take-ups from surface and underground water required to compensate for water lost through evaporation. Water is then pumped from these ponds to be transported to our facilities through a substantial pipe network. After use, the water flows to the settling tank

systems for treatment. These systems are mechanical facilities, subject to maintenance and hefty checks, which allow the extraction of solids suspended in water as well as traces of hydrocarbons.

The water winds up in our tanks and will be pumped again, since our sites operate on a closed circuit. Continuous maintenance has been carried out on these settling tanks to optimise their operation since 2018.



## Management of emissions

Our industrial facilities mainly produce four types of emission: CO<sub>2</sub>, NO<sub>x</sub> (nitrogen oxides), SO<sub>x</sub> (sulphur oxides) and dust (diffuse emissions). Emissions from our steel mills are treated both by extracting the fumes created inside the electrical furnace and in the hall where the furnace stands.

The fumes produced during casting in the electrical furnace are extracted via the main dust extraction system. It extracts the fumes through openings in the lids of the furnaces and guides them to the afterburner chambers, whose job it is to burn off gas residues. The fumes are then rapidly cooled to 260 degrees Celsius by a fume sprinkler system called a quench in order to remove the dioxins potentially present in the fumes and are then guided to the spark separator to eliminate any sparks that may start a fire in the bag filters. Before entering the filter chamber,

activated carbon is added by injection, which allows dioxins and the various contaminants to be captured. These numerous filters greatly reduce the particles in suspension in fumes before they are evacuated by chimney. Dust emissions at the chimney outlet are thus reduced to less than 3mg/Nm<sup>3</sup>.

Another important strategy for managing diffuse emissions is the confined, watertight transport of powdery materials, such as lime or anthracite used in addition to scrap metal for the manufacture of steel within our facilities.

For emissions located in the electrical furnace hall, extraction systems (two at Differdange and one at Belval) are mounted on the steelworks' ceiling to extract the diffuse emissions produced during casting. They are then subject to the same treatment

as the emissions captured in the electrical furnace. They are collected by the main dust extraction system, passed through the quench, are collected in the spark separator to be guided to the activated carbon injection, and end up in the filters.

Since 2018, ArcelorMittal has carried out the sizeable maintenance required to maximise all the components of these filtering systems.

NO<sub>x</sub> and SO<sub>x</sub> emissions mainly occur in terms of the combustion of natural gas necessary to cast steel in the electrical furnace and longeron furnaces. The technologies of the burners used, as well as their adjustment, are the main strategies for action.

Find out more about our management of CO<sub>2</sub> emissions on page 42 of this report.



Key Issue 6

# Responsible energy user that helps create a lower carbon future



The steel industry consumes energy thanks to its production process. As such, energy efficiency is a key issue, both in terms of the environmental aspects of the energy transition and in terms of costs for the company.

Indicators	2019	2020	2021
<b>Energy consumption (GJ/tCS)</b> Gigajoules per tonne of crude steel (tCS: tonne Crude Steel)	8.76	8.96	8.77
<b>CO<sub>2</sub> emissions per tonne of crude steel (kg CO<sub>2</sub>/tCS)</b> Kilogram per tonne of crude steel (tCS: tonne Crude Steel)	289	272	259
<b>Direct emissions (Scope 1 set by the GreenHouse Gas protocol)</b> corresponding to the CO <sub>2</sub> directly emitted by the furnaces	180	186	178
<b>Indirect emissions (Scope 2 set by the GreenHouse Gas protocol)</b> corresponding to the CO <sub>2</sub> emitted to generate the energy consumed: electricity and heat (hot water, steam)	65	42	36
<b>Other indirect emissions (Scope 3 set by the GreenHouse Gas protocol)</b> corresponding to CO <sub>2</sub> emissions from products used in our workshops such as quicklime and industrial gases (oxygen, nitrogen)	44	44	45
<b>ISO 14001 certified facilities</b> 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
<b>ISO 50 001 certified facilities</b> The standard covers energy management.	3 out of 7	3 out of 7	3 out of 7

## GRI 103-2

As a steelmaker, our major environmental impact comes from our energy consumption and the resulting CO<sub>2</sub> emissions. Our strategies for action focus on reducing energy consumption and on the energy source used. Our emissions are also subject to stringent monitoring.

In fact, ArcelorMittal is subject to the EU Emissions Trading Scheme (ETS). Each year we declare our emissions based on measurements and calculations audited and validated by an approved EU organisation. Each flow that may generate the merest kilo of CO<sub>2</sub> is scrupulously studied, from the quantity consumed to the accuracy and changes in

inventory, including traceability, chemical analyses, calculation method, and so on.

In Luxembourg, ArcelorMittal is currently focusing on reducing its energy consumption in order to reduce its emissions. Several projects have reduced both the energy consumed in our ecosystem and that of our facilities.

In its report entitled "Creating a low carbon world, the case for a Carbon Border Adjustment", ArcelorMittal expresses its strong belief that carbon border adjustment should be one of the first Green Deal measures adopted by the new European

Commission, as it will help create the market conditions and protections necessary for companies to make investments and move to carbon neutrality without disruption.

Currently in the EU, energy-intensive industries, including steel producers, pay a carbon cost under the ETS. But this system does not apply to steel producers in markets outside the EU, who can sell steel with comparable or often significantly higher carbon emissions at a lower price. As a result, steel production is shifting to third countries where legislation on carbon emissions is often less stringent, undermining efforts to combat climate change.

## €280 million in research and innovation funding to support the steel group's decarbonisation objectives

The €280 million loan to ArcelorMittal from the European Investment Bank (EIB), which is guaranteed under the Investment Plan for Europe, will help finance the group's European research and development programme over the period 2021-2023.

This major funding initiative is designed to support ArcelorMittal's research activities and related capital expenditure on environment, climate and energy projects. It will help the group to achieve its ambitious climate action goals and thus reduce the environmental footprint of its production facilities, steel products and technology solutions. ArcelorMittal Europe is committed to reducing its CO<sub>2</sub> emissions intensity by 35 % by 2030, with the ArcelorMittal group setting a target of zero net emissions by 2050.

This partnership between the EIB and ArcelorMittal benefits from the guarantee of the European Structural and Investment Funds (ESIF), a central element of the Investment Plan for Europe. In general, at least 40 % of the infrastructure and innovation projects supported by the ESIF aim

to contribute to climate action in line with the Paris Agreement. This project will also contribute to European industry's leadership role as a supplier of high-strength steels and products and solutions based on these alloys.

The development of new products, improved manufacturing processes and technical solutions is expected to have significant environmental benefits through direct and indirect reductions in GHG emissions.

The research and development activities supported by the new investment will mainly concern ArcelorMittal's existing R&D facilities in France, Belgium, Luxembourg and Spain.

As a reminder, in 2017, the ArcelorMittal group and the EIB signed a €350 million financing agreement, guaranteed under the Investment Plan for Europe, to help the group finance its European R&D programme over the period 2017-2020.

In 2020, the EIB provided a €75 million loan to ArcelorMittal, supported under the Energy Demonstration Projects strand of InnovFin and funded under

Horizon 2020 and the European Commission's RNE 300 programme.

These funds were used to finance the ArcelorMittal group's R&D activities and related capital expenditure in various areas:

- Innovative steelmaking technologies
- Circular economy and reduction of CO<sub>2</sub> emissions
- Alternative coatings to replace hexavalent chromium
- New rolling technologies to reduce energy consumption
- Decarbonisation of blast furnaces
- Additive manufacturing for steel applications
- Development of innovative high-strength steels for the automotive industry
- Development of low-loss electrical steel to improve energy retention in motors
- Substrates and coatings for energy transition equipment in general (solar installations, wind turbines, etc.)







(From left to right) Erik von Scholz, CEO Enovos; Claude Seywert, CEO Encevo; Claude Turmes, Minister of Energy; HRH Grand Duke Henri; Christiane Brassel-Rausch, Mayor of Differdange; Roland Bastian, Country Head, ArcelorMittal Luxembourg; Thomas Georges, CEO ArcelorMittal Differdange.

## Inauguration of the first floating solar park in Luxembourg on the pond of the ArcelorMittal Differdange site

On 26 October 2021, Thomas Georges, Director of the ArcelorMittal Differdange site, accompanied by Claude Seywert, CEO Encevo Group and Erik Von Scholz, CEO Enovos Luxembourg, inaugurated the first floating solar panel park in Luxembourg, under the high patronage of HRH Grand Duke Henri and in the presence of Claude Turmes, Minister of Energy.

This installation is a first in Luxembourg. It consists of 25,000 m<sup>2</sup> of solar panels installed on a floating structure placed on the former cooling pond of the Differdange factory, with a surface area of 5.7 hectares. In due course, electricity production will amount to 3 GWh/year and will be able to cover the needs of nearly 800 local homes. The

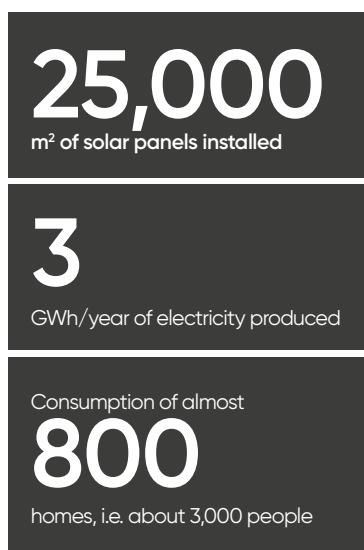
electricity produced in this way will be fed back into the local grid and will contribute to the Grand Duchy's energy independence, an essential issue for the country.

### An unprecedented installation in Luxembourg

Construction started in March 2021 and the project was commissioned on 21 October 2021. This was an unusual project that involved some thirty people for more than six months. The floating solar structure and the transformer station were first installed and then the electrical connection was made. The highlight of this phase of the project was the drilling under the railway tracks adjacent to the pond to run the

cables needed to connect the installation to the public grid.

For Enovos and the Encevo Group, the message is clear: "Enovos is building on its growing expertise to develop and build large-scale green power plants. We are striving to develop new concepts that emphasise the valorisation of spaces and allow multiple use between biodiversity, industrial activities and energy production from renewable sources. The floating installation in Differdange is a clear example of how, by joining forces with industry and the energy supplier, we can move the energy transition forward. We are proud to have ArcelorMittal as a partner on our journey to carbon neutrality.



*" With this project, which is in line with ArcelorMittal's sustainable development strategy in Luxembourg, and in particular with our commitment to communities and citizens, we have made available the conversion of an industrial pond for sustainable energy production while preserving the local ecosystem. The combined efforts of ArcelorMittal and Enovos have made it possible to develop an innovative solution for the benefit of Luxembourg households. This project is a first for our sites and serves as inspiration for future projects as part of our decarbonisation strategy."*

**Thomas Georges**, Director of the ArcelorMittal Differdange site.



Key Issue 7

# Supply chains that our customers trust

Product quality and respect for delivery methods are basic expectations for our customers. Beyond these expectations, ArcelorMittal Luxembourg aims to ensure that its supply chain, both upstream and downstream of its production, offers guarantees regarding compliance with environmental, social and ethical standards. It thus strengthens the traceability of its products to satisfy its increasingly demanding customers, particularly in the construction and automotive sectors, which themselves face increasingly stringent regulations.

Indicators		2019	2020	2021
Sourcing via local suppliers amount in k€	<p>Electricity</p> <p>Energy prices increased from summer 2021 onwards, with a price explosion at the end of the year.</p>	67,710,000 Germany : 4.2 % Belgium : 3.4 % France : 92.5 %	64,018,000 Germany : 3.5 % Belgium : 8.2 % France : 88.3 %	134,180,000 Germany : 4 % Belgium : 16 % France : 80 %
	<p>Gaz</p> <p>High demand for gas due to very low European storage and increased natural gas-based electricity generation.</p> <p>Pressure on the electricity market due to underperformance of French nuclear power plants, unfavourable weather conditions for renewables, and rising CO<sub>2</sub> costs.</p>	29,364,000 Germany : 0 % Belgium : 100 % France : 0 %	17,120,000 Germany : 0 % Belgium : 100 % France : 0 %	65,250,000 Germany : 0 % Belgium : 100 % France : 0 %
	<p>Total Electricity and Gaz</p> <p>Consumption was up by about 8% compared to 2020, which was an abnormally low year due to COVID-related stoppages.</p> <p>Our electricity purchases in Belgium returned to normal following the recommissioning in 2020 of the line destroyed by the tornado of 2019.</p>	Total : 97,074,000 Germany : 2.9 % Belgium : 32.6 % France : 64.5 %	Total : 81,138,000 Germany : 2.77 % Belgium : 27.58 % France : 69.65 %	Total : 199,430,000 Germany : 3 % Belgium : 43 % France : 54 %
	Transport & logistics	Total : 112,059,968 Luxembourg : 59 % Belgium : 28 % Germany : 2 % Austria : 4 % France : 2 % Others : 5 %	Total : 98,226,181 Luxembourg : 59 % Belgium : 26 % Germany : 3 % Austria : 5 % France : 2 % Autres : 5 %	Total : 102,805,983 Luxembourg : 62 % Belgium : 26 % Germany : 3 % Austria : 4 % France : 2 % Autres : 3 %
Number of suppliers assessed for their environmental and social impacts		54	0	68

## Making our value chain more reliable

Since 2010, our Responsible Purchasing Code, drafted in collaboration with our customers, suppliers, peers and NGOs, sets out the minimum threshold for health and safety, human rights and ethical and environmental standards in relation to our suppliers.

ArcelorMittal assesses annually the main suppliers of its industrial sites in Luxembourg. This assessment helps us to analyse our suppliers in more depth, to guarantee purchasing that is reliable in environmental, social, economic and ethical terms.

Since 2018, we have developed this tool; the themes assessed remain

similar. The assessment criteria comprise:

- conformity of deliveries compared to requirements (quantity, quality, technical specifications, nature of customer-supplier relations, etc.);
- responsible purchasing on-site (compliance with health and safety procedures, management of environmental impacts, compliance with the related specifications, etc.);
- responsible purchasing (management of health and safety, the environment, human resources, human rights and ethics, etc.);
- compliance with deadlines;
- commercial potential (competitiveness).

Several players take part in this assessment, from buyers to users, via the on-site stores that receive the goods. The sample to be assessed is chosen on the basis of:

- the magnitude of the expenses and the number of orders;
- the score from the previous campaign;
- supplier criticality (sole supplier, or directly linked to the plant's strategy, product with a key impact on quality, etc.).

The new 2022 evaluation will start in Q3.

## Strengthening of the partnership between ArcelorMittal and CFL cargo

In December 2021, ArcelorMittal and CFL Cargo announced the strengthening of their partnership by signing a new contract covering rail services between ArcelorMittal's production sites in Luxembourg and the transport of goods across Europe.

By signing this agreement, ArcelorMittal and CFL Cargo reaffirm the importance

of the partnership that dates back to the creation of CFL Cargo in 2006. The services covered include the transport of raw materials to the main production sites in Luxembourg, internal transport between and within these production sites and the shipment of finished long products in Europe via the wagonload network. The provision of the adapted wagon fleet for the transport of long

steel products, including repair and maintenance services, is also part of the agreement.

Both partners are convinced that this cooperation will further promote rail solutions and thus contribute to reducing GHG emissions.

*“Rail is an important asset to diversify our logistics means to supply our industrial sites with raw materials and to manage our shipments of finished products. Rail transport is advantageous in terms of carbon emissions and thus fits perfectly into our CR strategy. The renewal of this partnership reflects the shared interest of our two companies and our common desire to seek competitive, flexible and efficient logistics solutions.”*

**Roland Bastian**, Managing Director of ArcelorMittal Luxembourg.

Key Issue 8

# Active and welcomed member of the community



Our activities in Luxembourg have a sizeable impact on the local and national communities in which we operate. We sponsor projects that encourage sustainable community programs, thus supporting long-term economic and social growth. To fully establish its integrated sustainable development approach, ArcelorMittal aims to give particular emphasis to initiatives and associations relating to our core business and our significant impacts, so as to maximise the creation of shared value. We also encourage community commitments made by our employees, and encourage them to get more involved in local community life.

Indicators	2019	2020	2021
<p><b>ArcelorMittal Luxembourg donations</b> Amount in € representing the projects sponsored, including STEM projects.</p> <p>Support for the Schlassgoart Gallery was postponed to 2021. In 2019, support for the construction of the Expo Dubai pavilion inflated the amount of donations.</p>	1,006,654	339,300	362,200

This past year the health situation once again had a major impact on the actions to be carried out by the associations, foundations and organisations supported by ArcelorMittal in Luxembourg. However, the resilience and adaptability of these organisations has been in line with the expectations of the beneficiaries and causes.

## Valorising and maintaining a sustainable ecosystem



natur&emwelt, Fondation Hëllef fir d’Natur is a public utility organisation, created in 1982, whose main areas of activity are the acquisition and management of natural reserves, information and awareness campaigns to safeguard nature and biodiversity, scientific studies and research, safeguarding forests, undertaking national, inter-regional and European projects with the main aim of conserving and restoring the natural environment.

### Rehabilitation of the Rumelange newt pond

In late 2018, a project was launched to rehabilitate a crested-newt pond at Kierchbiérg, on ArcelorMittal land in Rumelange. The pond is located in a meadow that is widely grazed by cattle.

It is fenced off and surrounded by a screen of bushes. One of the pond’s specific features is that it plays host to the crested newt, a priority species under Annex II of the Habitats Directive. The pond is part of the Esch-sur-Alzette Sud-Est – Former mines/Ellergonn special conservation zone of the European Natura 2000 network and national biotopes of open environments to be protected. Three

management measures are necessary to help the crested newt’s return to colonise the pond: reed cutting, clearing the surroundings of trees creating a hindrance, and making the site accessible.

In 2021, the reeds were cut back again. The next stages of work planned will be to dredge the pond and rebuild the dike.



### Natur&mwelt mobil 2021

Since 2011, thanks to the support of ArcelorMittal, the organisation has owned a truck named "natur&mwelt mobil". This vehicle has been fully equipped to transport educational, teaching and information workshops, this makes it possible to carry out local awareness-raising actions, by going on-site to businesses, public places, schools, and so on.

It is an excellent tool for the distribution of information that is essential to the Foundation's missions. In 2021, the van's route was relaunched.



### Encouraging inclusion with the EME Foundation

The EME (Ecouter pour Mieux s'Entendre or "Listening to Understand each other Better") Foundation established on the initiative of the Philharmonie Luxembourg, aims to provide access to music for those who are generally excluded from cultural life. Since access to music is a genuine need, any effort to make it accessible strengthens the cause of social justice.

ArcelorMittal Luxembourg supported the "Meet me at the Museum" programme in 2021.

Under the direction of the music educator Jenny Spielmann, people with dementia and their relatives and friends are given special musical tours of the museum. This provides them with moments of relaxation in which art and music help them to put their illness in the background and regain their self-esteem and self-confidence.



### La Main tendue ("The Outstretched Hand")

The association is a listening and support body for children, adolescents and adults who are victims of physical, mental and sexual violence. It endeavours to provide these people with a confidential ear, support and information.

In 2021 the association continued to face a high pressure on its activities. Video-conferencing was introduced (except with children). The non-profit organisation deployed new responses such as setting up the ELENA project in 2020 and 2021, a telephone helpline in several languages to overcome loneliness. Training was also developed for professionals to meet the specific needs of this period.

The conclusion is clear. The crisis accentuated the needs of beneficiaries facing isolation, loneliness, domestic violence, anxiety and so on. The volume of requests and demands did not decrease, but the needs changed.



### Our support for Jonk Entrepreneuren

The purpose of the association is to promote entrepreneurship and creativity among young people in Luxembourg through a partnership between the worlds of business and education. Young people are introduced to professional life and entrepreneurial culture through various programmes. In particular, ArcelorMittal supports the mini-business competition that invites young students to create and manage a real miniature business, with the help of volunteer advisers from the business world, with a specific focus on business ethics.

## Our mini-business winners «Frëschkëscht» in Dubai

On 11 June 2020, at the award ceremony for the mini-business competition organised by Jonk Entrepreneuren Luxembourg (see box), ArcelorMittal Luxembourg awarded the prize for the best business plan to Frëschkëscht, a mini-company offering food boxes with fresh, seasonal and exclusively local products, which are renewed every week. As a reward for this great project, ArcelorMittal took the group of mini-entrepreneurs to Dubai to visit the World Expo.



The entire Frëschkëscht team at the exhibition.

### A week in Dubai, between visits and expo

After a long year of waiting and a postponement of the opening due to the pandemic, the young entrepreneurs of Frëschkëscht finally arrived in Dubai. After arriving on 1 November, the students visited the city and went to the World Expo, where a busy programme awaited them. The highlight of their programme was the presentation of their mini-company to a delegation in the Luxembourg pavilion, for the construction of which ArcelorMittal supplied 170 metric tons of steel.

This delegation was composed of :

- Maggy Nagel, Commissioner General, Luxembourg Pavilion
- H.E. Mr Robert Lauer, Ambassador of Luxembourg to the United Arab Emirates
- Loic Bertoli, Deputy Commissioner General
- Girish Chander, CEO ArcelorMittal Projects Middle East & India
- Iyer Balasubramaniam, Head of Administration & General Services ArcelorMittal

Daniel Sahr, director of the Luxembourg pavilion, welcomed the young people for a private guided tour of the pavilion where they could discover the scenography highlighting the country's industries, including aerospace and steel, as well as the famous slide symbolising the Schueberfouer.

On the business side and to further their knowledge in their chosen field, the students then went through the 12 pavilions covering the themes «Food for future», «waste warriors» and «cities for the future». An inspiring experience for the future of Frëschkëscht!



Frëschkëscht presented its business concept in the heart of the Luxembourg pavilion



### ArcelorMittal and the University of Luxembourg continue their partnership

The University of Luxembourg and ArcelorMittal are continuing their collaboration in research on steel construction and civil engineering. Since 2010, ArcelorMittal Luxembourg has been one of the main partners and supporters of the University of Luxembourg.

This support provides funding for research to enhance the efficiency and sustainability of steel constructions, in which the circular economy and reducing the carbon footprint of the construction sector serve as core topics of this collaboration until 2022.

As with Stelgence®, the Chair is working on a modular steel construction system allowing the disassembly and reuse of items after their initial use. In this case, the life cycle of the elements can resume with no transformation of the raw material or any of the related carbon emissions.

The research focuses on different areas, including design of the modular components that must meet the capacity requirements, a shift towards the standardisation of construction parts, and the development of digital tools to store the history and technical specifications for each individual component. More details on the Chair under Key Issue 9.



### Association des Ingénieurs et Scientifiques du Luxembourg a.s.b.l.

This association brings together engineers, architects, scientists and representatives from the business world. ArcelorMittal in Luxembourg supports the Wëssensatelier Lëtzebuerg, which offers young pupils the opportunity to discover scientific subjects through various fun and educational experiments.

### Schlassgoart Gallery

Created by Arbed in 1993 and housed in the Centenary Pavilion in Esch-sur-Alzette, the Schlassgoart gallery aims to promote art and artists from Luxembourg and around the world. The Schlassgoart Gallery is not a commercial art gallery. In fact, buyers and exhibiting artists can negotiate directly, with artists benefiting from the great exposure afforded by the patronage of ArcelorMittal in Luxembourg.

As part of the Esch2022 ceremonies, the gallery has organised, until mid-April, an exhibition of works by Auguste Trémont, a Luxembourg painter and sculptor: "Auguste Trémont in 2022 - A meeting revisited." Exclusive tours for employees were organised in the spring.



Collection of the National Museum of History and Art. Photo: Tom Lucas

Auguste Trémont is a Luxembourg painter intimately linked to the history of the south of the country, the Minett, and to the steel industry that forged this region. This exhibition retraced the painter's time in steel factories towards the end of the First World War.

The exhibition of these works in the Schlassgoart Gallery places them in an almost self-evident continuity, as the Gallery itself has its roots in the history of the local steel industry.



Collection of the National Museum of History and Art. Photo: Tom Lucas

### The Circle of Friends of Colpach

The «Emile and Aline Mayrisch» award was created in 2005 by Annette Schwall-Lacroix, chair of the Circle of Friends of Colpach, and Joseph Kinsch, Chairman of the Board of Directors of Arcelor. Supported by ArcelorMittal, this award aims to promote "the spirit of Colpach", as one of openness to cultural trends and the promotion of understanding among European peoples. The prize is awarded every four years and is open to researchers, students, journalists and other authors residing in Germany, Belgium, France and Luxembourg. The works presented concern history, politics, economics, social life and/or culture in the Franco-German-Belgian-Luxembourg area.

## ArcelorMittal Luxembourg supports the Luxembourg cultural sector through its partnership with Esch2022

ArcelorMittal Luxembourg, a historic figure in the south of the Grand Duchy and a major player in the future of this region, is supporting Esch2022 as a main partner. In 2020 and 2021, ArcelorMittal Luxembourg prepared its large-scale partnership and committed itself through an agreement and financial support.

For ArcelorMittal Luxembourg, heir to the long history of the Luxembourg steel industry, which is deeply rooted in the identity of the Grand Duchy, this commitment is part of its CR strategy, which aims in particular to promote Luxembourg's cultural heritage and artistic expression. The steel industry is in the limelight in the events organised within the framework of Esch2022, in the exhibits presented at the Massenoire in particular, and also in the various artistic creations to which ArcelorMittal has directly or indirectly given its support: by

welcoming, for example, the choreographer Cécilia Bengoléa to our Belval site for her show, by supporting the production of the documentary "A colônia Luxemburguesa" which evokes a part of the history of the Brazilian steel industry that is intimately linked to that of Luxembourg, and by responding to the requests of visual artists wishing to work with steel, an exciting material that thrills our employees every day and which, thanks to these artists, will bring this passion to life in the hearts of visitors to Esch2022.

### Long-standing faithful support for the Luxembourg cultural sector

By supporting the European Capital of Culture, ArcelorMittal is contributing to this year of cultural and artistic events. Esch2022 in turn offers the company an opportunity to uncover a longstanding but often unknown commitment to local culture. The Schlassgoart gallery, supported by ArcelorMittal and managed in partnership with the city of Esch, has been offering Luxembourg artists an exceptional exhibition space for more than 20 years and offers a constantly renewed programme.

The hosting of events on the perimeter of the sites in Esch as part of the Night of Culture is another illustration of this commitment to proximity. Since July 2020, the availability of Building IV to the non-profit organisation frEsch has enabled Luxembourg artists to work and present their work in a space that offers beautiful volumes.

Finally, our industrial sites regularly welcome numerous artists: photographers, painters and video artists in Belval and Rodange, short and feature film makers and musicians in Schifflange; in Differdange, the artist Alain Welter was able to give free rein to his talents as an illustrator on the plant's monumental cooling towers.

### A partnership that values our stakeholders and employees

With Esch2022, ArcelorMittal Luxembourg is seizing a unique opportunity to confirm this special relationship that the company cultivates with the inhabitants of the municipalities near its sites. It is also an opportunity to allow the Group's employees to enjoy the 2,000 shows and events offered throughout the coming year. For a number of them, expatriates in Luxembourg (ArcelorMittal has more than 60 nationalities in the Grand Duchy), Esch2022 is an opportunity to discover the best of Luxembourg's artistic expression.



*“ ArcelorMittal is proud to contribute to the organisation of such an event, which has a local and international impact. Many of the artistic events will take place on the doorstep of our largest site in Luxembourg, the ArcelorMittal Belval site, which, through its cutting-edge steel products, makes the Grand Duchy famous throughout the world.”*

Roland Bastian, Managing Director and Vice-President of ArcelorMittal Luxembourg.

## The Luxembourg Red Cross receives a new van for the non-profit organisation Spëndchen thanks to the support of ArcelorMittal Luxembourg

In July 2021, the non-profit organisation Spëndchen was pleased to welcome a brand new recruit to supply its social grocery shops and ensure safe and efficient transport of foodstuffs. In front of the headquarters of the Luxembourg Red Cross, itself a founder of Spëndchen with Caritas Luxembourg and Aarbechtshëllef asbl, the association officially received the keys to the vehicle. This latest generation van was donated by ArcelorMittal Luxembourg to replace the previous one, which had outlived its purpose.

This vehicle has the significant advantage of meeting the best and latest standards for its refrigeration section, which can go down to  $-25^{\circ}\text{C}$ , essential for delivering food while preserving it. Once it arrives in June 2021, it will be possible to see it driving on the roads of the Grand Duchy until 2030, from North to South and from East to West, ensuring its mission as official supplier of all the social grocery shops of the Spëndchen ASBL.



Fabien Schmit, Managing Director of Spëndchen, Michel Simonis, Director General of the Luxembourg Red Cross and Pascal Moisy, Head of Communication and Corporate Responsibility, ArcelorMittal Luxembourg.



## Minigrants 2021

As it does every year, and regardless of the pandemic, ArcelorMittal launched a call for applications with a view to supporting the Luxembourg and Greater Region associations in which our employees are active. Employee volunteering is encouraged by ArcelorMittal, which cares about its local roots.



### Solidarités-Virton

The association SOLIDARITES-VIRTON a.s.b.l. was created in 2011 with the aim of providing material and moral assistance to the most disadvantaged inhabitants of the Province of Luxembourg.

SOLIDARITES-VIRTON undertakes multiple actions such as the collection of furniture, household appliances, childcare equipment, kitchen equipment, books ... intended either for resale at reduced prices or donations, or for destruction when they are unusable. The association has a «Repair-Café» on its premises, where defective electrical appliances, clothes, electronic equipment, bicycles and many other objects can be repaired.



### Les amis de Gambie

The non-governmental organisation LES AMIS DE GAMBIE supports the Sinchu orphanage, located 27 kilometres from the Gambian capital Banjul, which was able to open its doors in January 2009 thanks to the help of numerous sponsors and volunteers.

The orphanage has an independent 24-volt power supply. The system consists of 52 solar panels and a wind turbine, which provide vital energy and water supply. The batteries in these systems had to be replaced urgently.



ASSOCIATION SPORTIVE  
DE BOXE DE YUTZ

### Association Sportive de Boxe de Yutz

The club is developing its boxing activities throughout the Porte de France Thionville agglomeration community and is increasing its meetings with clubs in the Grand Est region. It actively participates in «VITALSPORT» days to publicise its actions. Specific projects are deployed for women participating in competitions of regional, interregional and national interest and in particular in actions to protect and preserve health, protect the public and the user, promote sporting values and fair play. The Club also carries out actions against harassment, sexual violence and discrimination.



### Une Main pour un Espoir

UNE MAIN POUR UN ESPOIR works in the Grand Est region for the benefit of children placed in foster homes under the Aide Sociale à l'Enfance scheme, by welcoming them to fun and sporting events, and by collecting gifts and other items useful for their personal development. Most of these children have experienced the worst: violence, abuse and neglect by their parents. They grow up in children's homes with specialised educators and are therefore deprived of the family support that is so important for their development and growth. The project consists of the realisation of dreams such as: days with football teams, karting, laser games, bowling, visits to television series sets, theatre and cinema outings, etc. Children placed in the MECS (Children's homes) of Ban Saint Martin and Longwy regain confidence in life and hope in their relationship with adults.

### Help for children in Haiti

The humanitarian association AIDE AUX ENFANTS D'HAÏTI is committed to the creation of a professional class for the repair of motorcycles in the commune of Abricots in Haiti.



In Haiti, the motorcycle is the main means of travel. This training allows many young people to have a trade and a job in the field where there is a high demand.

The project is part of the rehabilitation of a high school created by the association AEH in the commune of Abricots; this high school suffered significant damage following the passage of hurricane Matthew in 2016.



### Blue Cross France, Longwy

The association «SOCIÉTÉ FRANÇAISE DE LA CROIX-BLEUE» was founded in 1883 and has been recognised as a public utility since 1922. Its aim is to carry out preventive actions against alcoholism and related addictions and to support people in difficulty who want to get out of their addiction(s) in order to improve their quality of life and that of those around them, in the hope of a possible cure. The East Group - Section Longwy was created in 1954.



### Smiley kids

SMILEY KIDS a.s.b.l. supports children in Cabo Verde with school kits containing a backpack, notebooks, a pencil case with coloured pencils, markers, pens, erasers, a pencil sharpener, rulers, scissors and glue sticks. The association also supports the teachers by providing school materials to facilitate their work.

Through its actions, Smiley Kids a.s.b.l. also aims to raise awareness of the importance of education among both parents and the community, and to give students the opportunity to learn in the best possible conditions and to develop themselves while learning. It is also an opportunity for them to socialise, to learn about sharing and the essential rules of community life, fundamental aspects that will guide them throughout their lives.

### Mums &co

The ANGEVILLERS Kindergarten has three classes and welcomes an average of 75 pupils aged between three and six from Angevillers and neighbouring communes such as Rochonvillers and Havange, which do not have kindergarten classes.

The kindergarten is not equipped with computer equipment (the three teachers do not have professional computers) and to be able to continue to conduct lessons in an interactive and connected way, the idea of the project is to equip the three kindergarten classes with digital tablets, one per class, i.e. three tablets in total (with the appropriate cases for the children).

The potential of the digital tablet and its pedagogical implications have been validated by several initiatives and schools, from kindergarten to university.



### Nadiezhda

NADIEZHDA a.s.b.l. is the donor and manages the FAWE Madagascar (Forum for African Women Educationalists) project in a boarding school for girls.

The aim is to promote girls' education and give them a chance to go to school.

The ultimate goal of the project is for them to obtain the baccalaureate and to take charge of university studies afterwards. In the near future, the association would like to build a new boarding school that would belong to the project and thus avoid any possible threat of exclusion.



### Enfants de l'Espoir

The aim of the partnership is to strengthen the capacities and support of young farmers who are victims of armed conflict in Colombia. The «LOS PINOS FARM» project contributes to reducing the migration of young peasant victims of armed conflict to the city, promoting decent living conditions in the full exercise of their rights.

The specific objectives of the project are multiple: to provide skills to 180 young farmers that will enable them to stay in the countryside by developing agroecological projects in their communities; to promote food security for their families and repair the psycho-social effects of conflict through technical training in agro-ecological and food security projects, the development of a support and assistance network to undertake agro-ecological projects, and the implementation of a psycho-social support and human rights strengthening programme.



**Key Issue 9**

# Pipeline of talented scientists and engineers for tomorrow

Science, Technology, Engineering and Mathematics (STEM) represent the future of our society, and more specifically of our Group. By investing in the development of these disciplines, ArcelorMittal Luxembourg guarantees its capacity for product and process innovation. STEM reflects the competitiveness of the company and is a key issue. Intégrer les KPI de cet enjeu.

Indicators	2019	2020	2021
<p><b>Amount invested in STEM (science, technology, engineering, mathematics) projects</b></p> <p>From 2020 onwards, donations by the sites to student associations are included in the reported amounts.</p>	212,500	215,500	171,950

In today's climate where decarbonisation and CO<sub>2</sub> reduction are at the forefront of industries' minds when developing and reviewing production processes, STEM graduates are crucial to ArcelorMittal as they provide the support and knowledge necessary to enable ArcelorMittal to meet its

commitments to become carbon neutral by 2050.

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

taught and contribute to carbon neutral steel.

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

*\*STEM is an acronym for Science, Technology, Engineering and Mathematics. The French version of this acronym is "STIM" (Science, Technologies, Ingénierie et Mathématiques).*

## New tools to optimise recruitment

### New tools to optimise recruitment

To help attract, identify and recruit the talent of tomorrow, we have invested in the online platform Jobteaser. This will reach out to students from all over Europe.

A second investment was made with the Oracle system which is a recruitment tracking system (RTS). In the long term, it should allow for a more fluid exchange between recruiters and candidates and, ultimately, faster recruitment times.



## ArcelorMittal Luxembourg's presence at trade fairs in 2021

Despite the health crisis and restrictions, we participated in many events.

### 1 October 2021 - 8th edition of Unicareers

#### The official careers fair of the University of Luxembourg

This event is aimed at students looking for an internship or a first job, PhD and post-doctoral students looking for R&D collaboration, as well as experienced people with up to five years of professional experience.

This virtual fair gives them the opportunity to exchange with dozens of Luxembourg companies, to meet directly with important actors of the labour market and education of the Grand Duchy of Luxembourg.

Thanks to the collaboration of our colleagues in human resources as well as several of our engineers, this event was a real success for ArcelorMittal.

#### Key figures of this 8th edition:

- 150 participating companies
- 5,000 pre-selected candidates
- Extensive communication plan: partnerships with the University of Luxembourg and more than 450 European partner universities and business schools, press, radio, poster campaigns, social media, etc.

#### Key figures of our participation:

- 13 participants
- 122 interviews conducted
- 508 visitors to our stand
- 2,405 views of our stand



### Hennalux Job Day - 15 October 2021

ArcelorMittal was invited by the Hennalux school in Arlon to exchange with the students of the Electromechanical and Industrial Engineering sections.

### European Meeting of Luxembourg Students 7 and 10 October 2021 - Munich

For 36 years, this meeting has been one of the most important events for Luxembourg students.

This year's edition focused on a phenomenon that affects many of those who go to study abroad: when they finish their studies they do not return to Luxembourg.

At the same time, the shortage of graduates in various industries is a frequently discussed issue at the national level.

This year, ArcelorMittal, as a corporate partner, once again supported this initiative. We had the opportunity to present our company and its activities, and to create a first contact with potential future employees.



## Developing an inspiring, innovative industrial ecosystem

Since 2010, ArcelorMittal has supported the University of Luxembourg and is one of its main partners thanks to the Chair in Steel and Engineering of Façades. This makes it possible to train the next generation of future talent, from bachelor to doctorate level, and to develop joint research projects.

### From façade engineering to sustainable steel structures

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

The Chair's research work focuses on the research and development of efficient, sustainable steel solutions for high-tech buildings, composite steel materials and glass. Façades are a key element in modern buildings. Construction technology, ventilation, and climate control all have a role to play in the consumption of building resources, especially in terms of energy. To keep this consumption down, the basic structure, technology and façade must complement one another. This is the whole point of the researchers' work in relation to this Chair, focusing on several areas: how building surfaces are utilised, glazing system, intersections between the building structures and the façade system, sustainability of the façades, modular construction and material flows, composite steel/concrete solutions, and so on.

The first agreement (2011-2015) focused on the development of energy-efficient high-tech buildings made of steel, steel composites and glass. Four research projects were carried out to improve the connections between steel beams and steel supports, to use numerical models to

detect corrosion in steel sheet piles, to secure steel beams at high loads on concrete components and to examine the service life of steel dowels in composite steel bridges.

In the second agreement (2016-2019), the Chair continued to explore in detail the relationship 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, as well as the Steel Construction Institute in London and ArcelorMittal as part of a Research Fund for Coal and Steel (RFCS) / Horizon 2020 project. In the follow-up to this project, Professor Odenbreit led a subgroup, which developed proposals for European standardisation.

The third agreement (2019-2022) is dedicated - as part of the European Commission's Green Deal policy - to making steel construction more efficient and sustainable. The main objective is to further enable a circular economy approach to steel building components. The Chair is working on modular systems of steel beams and connectors that would allow the dismantling and reuse of these parts once a building has reached the end of its life cycle. This requires research in different areas: the design of modular components that have to meet certain load-bearing capacity requirements, a push for standardisation of construction parts, the development of digital tools to store the history and technical specifications of each individual component.





**Key Issue 10**

# Our contribution to society measured, shared and valued

ArcelorMittal reasserts its Luxembourg roots through its industrial sites, and the presence of its head office in Luxembourg City. The company is still a major social and economic partner, providing jobs for local subcontractors, and a major taxpayer.

Indicators	2019	2020	2021
<b>ArcelorMittal's economic contribution to Luxembourg</b> Payroll (pay and employer contributions) allocated to ArcelorMittal employees in Luxembourg, and expenditure to our suppliers and subcontractors in Luxembourg for their services.	500,640,678	435,098,709	364,496,566

## Industrial conversion: creation of shared, sustainable value

Thanks to progress and to innovation in the economic, social and environmental fields, industrial activities are being transformed. Today's infrastructure is more digital and less labour-intensive; the transition towards Industry 4.0, and a third industrial revolution is under way. In addition to our company's responsibility to support

its employees in the shift towards higher added-value operations, we must ensure the conversion of our former industrial sites to contribute, in a different way, to the development of our territory. To this end, we undertake industrial conversions through the Agora company, or else directly with property developers.

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

Created in 2000 as a 50/50 joint venture between the Luxembourg State and ArcelorMittal, Agora celebrated its 20<sup>th</sup> anniversary in 2021 (+1 year!) in the presence of Claude Turmes, Minister of Energy and Town and Country Planning, Michel Wurth, President of the Board of Directors of ArcelorMittal Luxembourg and the mayors of the municipalities of Sanem, Esch-sur-Alzette and Schiffflange.

On this occasion, the company was able to take stock of the projects that have enabled it to become the benchmark in terms of industrial land reclamation, which can now be called

the "Luxembourg model of brownfield valorization". This is particularly true of the Belval district, which is located on part of the former ArcelorMittal site near our steelworks of the same name that is still in operation. Thanks to the conversion of these former industrial sites into a district combining shops, cultural venues and housing, the south of the country has been revitalised and has become an attractive centre like the capital.

Today, Agora has marketed 84 % of the land and buildings in the Belval district. The company has undertaken a new

challenge: to reconvert the industrial wasteland of the ArcelorMittal Schifflange site.

In a country facing a housing crisis, Agora continues to propose sustainable urban planning solutions and develops these solutions for environmentally friendly living.

### A look back at a convergent approach

Agora was created in October 2000, three years after the last symbolic pouring of the B blast furnace in the presence of then Prime Minister Jean-Claude Juncker, and a few months after the Minister of Spatial Planning presented his

second report on the conversion of industrial wastelands to the Chamber of Deputies. The Luxembourg State and the steel group then decided to join forces within the Société de développement Agora. The initial joint ambition was to create an original and unprecedented planning and development tool, since each of the partners held 50% of the shares, with the mission of "developing industrial wastelands in a way that is favourable to the general interest (economic, social, ecological, land use and cultural) while respecting the principles of the private economy". In the wake of this, the Belval site was designated as a priority by the government in this new strategy for reclaiming the former industrial areas of southern Luxembourg.

**Michel Wurth**, President of the Board of Directors of ArcelorMittal Luxembourg, reminded the audience of the stakes for the industrial group - the transition from cast iron to electricity as a response to the steel crisis - and its social responsibility with regard to more than a century of presence in an area which, until the 1970s, represented one third of the Luxembourg economy and almost all of its exports. The group has



*"from the very beginning of the reflection, at the end of the Tripartite Steel Conference, expressed its desire to find a new approach to facilitate the transition of the southern region, its population and its economy towards a new future based on brownfield restoration, and to play an active role in it."*

For the Luxembourg State, the possibility of using the land potential offered by industrial wastelands represented a new and unique opportunity to respond to the challenges of the country's economic growth and demographic evolution. Through the implementation of a proactive spatial planning policy aimed in particular at encouraging deconcentration in relation to the City of Luxembourg, it should also make it possible to anticipate the needs of the economy and the strategic axes of development. For Claude Turmes, Minister for Spatial Planning, "The very idea of using the potential offered by brownfields to develop urban programming in Luxembourg at the end of the 1990s is in itself a very significant development, as it is closely linked to the concepts of sustainable development, regeneration and saving land. In this respect, Agora was a pioneer in a movement that today is not only no longer debated but is developing on many sites." If the observation and the stakes showed the interest of a cooperation, the method also quickly met their approval. As the Minister points out, «not only has the notion of general interest been established as an obligation for Agora, but it has also been defined in the economic, social, ecological, regional planning and cultural fields. This is clearly the visionary and open concept intended by the founders of the company." A vision shared by Michel Wurth, who adds that «on the one hand, there is the general interest, which is really in Agora's DNA. On the other hand, you have the dynamism of the private sector which forces discipline and allows decisions to be taken more quickly."

### Convincing results

With a convergent method and objectives, the partnership developed within Agora in the context of the development of Belval has borne fruit.

After 20 years, the stage of experimentation is largely over and Agora's action, within the framework of the rules set by the Luxembourg model, is a success: more than 1.1 million square metres have already been sold out of the 1.35 million m<sup>2</sup> of the master plan (84%) and nearly

10,000 jobs have been created, compared with the 6,000 to 7,000 jobs at the former steel site. In this context, the creation of at least 5,000 new jobs is still expected in the coming years. With 268,000 m<sup>2</sup> of office space delivered, the site is now the fifth largest service sector site in the country, with 250 companies and administrations. Thanks to the efforts of the Luxembourg State in the context of the deployment of its spatial planning policy, the University of Luxembourg with its 6,700 students, research laboratories, administrative and teaching structures has settled on the site.

Belval is also a new residential area with 1,124 housing units and 3,300 inhabitants - a trend that will be reinforced in the coming years as deliveries increase to more than 200 units per year in the next few years. The initial target of 7,000 residents at the end of the development will be met or exceeded. In less than ten years, the site will reach maturity and present its definitive face.

#### Key figures for BELVAL:

**10,000** jobs created

**260,000** m<sup>2</sup> of office space delivered

+ **250** companies and administrations settled

+ **3,300** inhabitants

+ **1,100** homes

## The challenges ahead

The next challenge will focus on the development of the former Esch-Schifflange wasteland.

As a reminder, on 23 October 2020, the representatives of the Government, ArcelorMittal Luxembourg, the councillors of the City of Esch-sur-Alzette and the municipality of Schifflange made official the decision to proceed with the conversion of the former industrial site of Esch-Schifflange into a new urban district. This conversion was entrusted to AGORA.

With a surface area of 61.16 hectares, 91 % of which is located on the territory of Esch-sur-Alzette and 9 % in Schifflange, the new revitalisation project opens up new long-term operational prospects for AGORA. It also represents a challenge as regards the new urban issues. If the concepts developed at the beginning

of the 1990s were at the forefront of developments in urban planning thinking, environmental issues, the need to strengthen links and social solidarity, the issue of housing, citizen participation and today's problems of economic and demographic growth require a more in-depth approach.

Key figure, Esch Schifflange

**61.16** hectares

*"The Esch-Schifflange site is a new source of shared and sustainable value for the development of land, for which the steel group, in the name of its social and environmental commitment, is very enthusiastic."*

Michel Wurth, President of the Board of Directors of ArcelorMittal Luxembourg.

## Lentille Terre Rouge project

The conversion project at Lentille Terre Rouge ("Rout Lëns" in Luxembourgish) is a symbolic urbanisation project carried out by property developer IKO, in accordance with recommendations issued by ArcelorMittal. It is a former industrial steel production site, active from 1870 to 1977. Located southwest of the town of Esch-sur-Alzette, the space occupies more than 10 hectares between the town centre and the French border.

The new space created will be carbon-neutral and should include housing, public facilities (schools, medical centres, sports centres, and so on), offices, shops and local services while enhancing the area's industrial and natural heritage. To achieve this, the favoured approach is that of collaboration and participation of all residents and local stakeholders.

Remediation work began at the end of August 2020. In parallel, the collection and movement of protected

species has been extended during the favourable periods (spring/summer) by Luxplan and the welcome site continues to be maintained.

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

In December 2020, demolition and asbestos removal operations were the main activities carried out at the site. The PAP (Plan d'Aménagement Particulier or restoration plan) was issued in 2021.

In 2022, ArcelorMittal Luxembourg will continue the development operations on behalf of the owner until June 2022 and will carry out the removal of asbestos from the Mollerei portal until January 2023.

The first building is scheduled for delivery in 2024.

## Cutting of diseased trees in the Schlassgoard area and on the Schifflange wasteland

In response to an observation shared by the local residents and by ArcelorMittal Luxembourg, an authorisation was requested from the Ministry of Sustainable Development and Infrastructures to cut down the dangerous dead trees on the former ArcelorMittal Schifflange site along the river Alzette.



## The phytosanitary study

To ensure that the trees to be cut down were indeed diseased, a phytosanitary study was carried out with the company Biotope Environnement Luxembourg on 189 trees. The study showed that 18 of the 189 trees were considered «very dangerous» because their stability was not guaranteed and therefore had to be removed first for the safety of visitors. A further 25 trees were also considered 'dangerous', representing a smaller but existing danger. Biotope Environnement Luxembourg strongly advised that they be felled. A further 68 trees were identified as potentially dangerous and intervention was required as for the other specimens.

After receiving the analyses carried out by this external

company, ArcelorMittal Luxembourg chose to reinforce the safety of the site and its visitors by felling these trees, with the authorisation of the Ministry of Sustainable Development and Infrastructure.

## Impacted species

It was identified that none of the trees to be cut were host to bird nests or shelter for any species. With the possibility of these trees being potential habitats ruled out, it was possible to proceed with the felling.

The wood from these trees was then given to the Nature and Forestry Administration to process and use as wood chips for heating their buildings.

## Our mines rehabilitated, the bats found!

Years ago, Arbed closed its iron ore mines in the Grand Duchy for good. Long forgotten, these underground spaces have been restored by the ArcelorMittal Real Estate department, in collaboration with the Nature and Forestry Administration, to encourage the (re)development of biodiversity. This is the case at the Giele Botter mine in Niederkorn where, in 2019, metal plates have been replaced by fences to facilitate access for animals. The species report found that five different species of bats now frequent the mine in just two years! In 2019, the priority for the Niederkorn facilities, but also for the Dudelange facilities, was to accommodate bat species that are fairly common in the Grand Duchy.

The repopulation observed is particularly interesting because we now note the presence of the Great Rhinolophus, an extremely rare species in Luxembourg and protected at national and European level. It is a target species of Giele Botter, a Natura 2000 area. This is not the first time that ArcelorMittal Luxembourg has hosted protected species on its soil and in its underground passages. Animals often find refuge on our disused sites such as Rout Lens or Schifflange, where conversion projects are under way. ArcelorMittal works closely with the Nature and Forestry Administration to ensure the best possible treatment.



*“Originally, this project was mainly about securing the mine openings, in particular to prevent people from entering and injuring themselves in them. These holes collapse over time, but bats use them as hibernation sites. ArcelorMittal had already secured the relevant openings; the idea was to rearrange the security to make them accessible to bats. The plate securing the opening with only two small openings for the passage of the bats did not allow for proper airflow or bat circulation. We replaced these plates with grids and the bats are now coming back.”*

**Jan Herr**, Nature and Forestry Administration, in charge of the Giele Botter area.



# 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.

Indicators	2019	2020	2021
<p><b>Number of complaints received by the Internal Audit service</b> These complaints relate to internal shortcomings identified by employees concerned to uphold ArcelorMittal's reputation for honesty and integrity.</p> <p>Three complaints were received in 2020 in relation to the «Luxembourg steel sites» alert system concerning honesty and integrity.</p>	0	3	3
<p><b>Percentage of employees trained in the Code of Business Conduct</b> 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> <p>* Please note that, exceptionally, the 2020 data only concern the following sites: AOB, Belval, Differdange, Dommeldange, Rodange, Bissen and ArcelorMittal Europe – Flat Products EPO. The year 2020 cannot be compared to previous years.</p>	93.0 %	95.7 % *	96.5 %
<p><b>Percentage of employees trained in Human Rights</b> 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> <p>* Please note that, exceptionally, the 2020 data only concern the following sites: AOB, Belval, ArcelorMittal Differdange, Dommeldange, Rodange and Schifflange, Bissen and ArcelorMittal Europe – Flat Products EPO. The year 2020 cannot be compared to previous years.</p>	97.0 %	86.4 %*	94.5 %

# 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.

**Electro galvanisation:**

This is an electro galvanising (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:

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



# 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

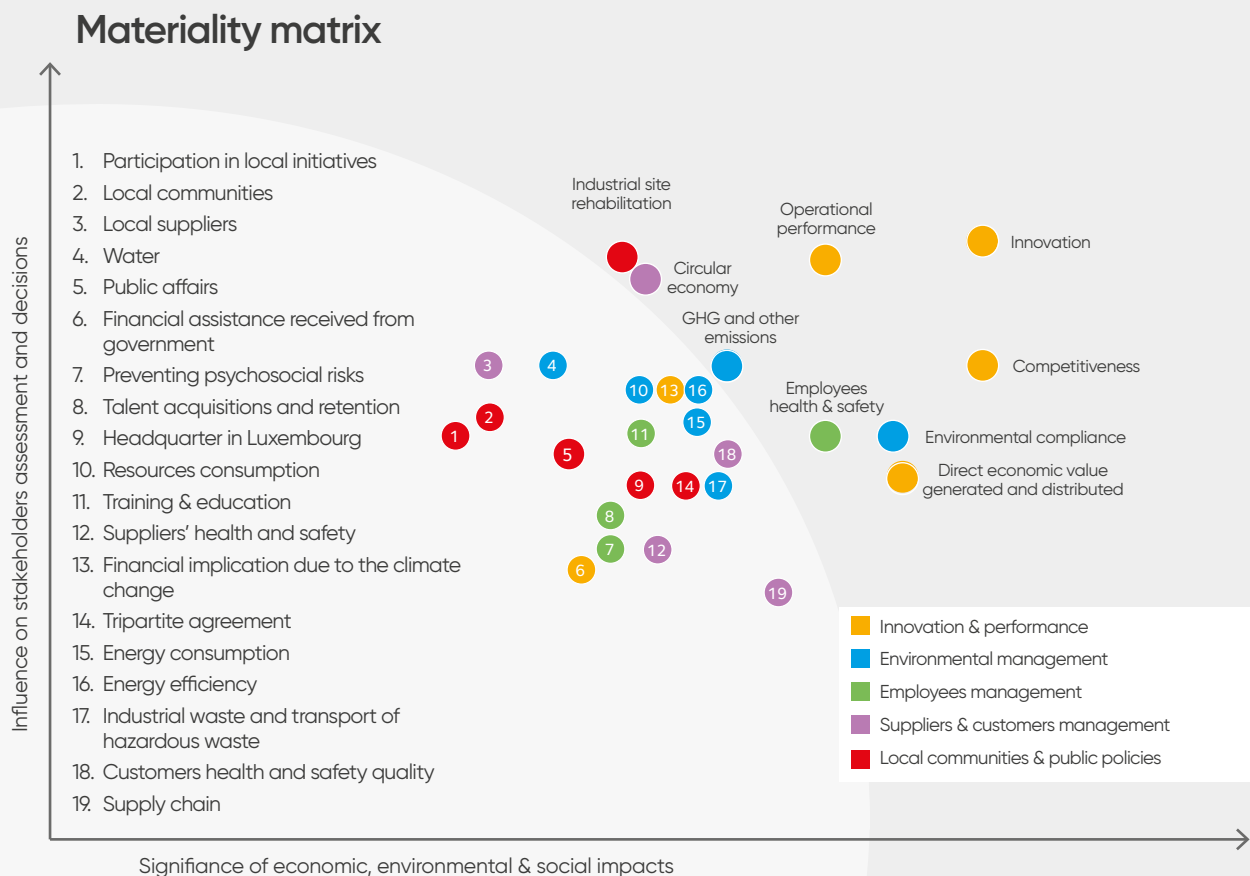
In the second step, the ArcelorMittal Luxembourg Sustainable Development Committee assigned a degree of importance to each topic in line with the following six criteria: financial impact, regulatory impact, investor confidence, customer loyalty, employee satisfaction, and reputation. The same weighting 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.



# 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 take-make-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 send us your feedback, suggestions and needs by answering the questions below.

It will only take 5-10 minutes of your time.

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

Internal  External

## 2. If you are external, please specify:

Customer  Government/public administration representative  Other (give details):  
 Investor  Association (not-for-profit) \_\_\_\_\_  
 Supplier \_\_\_\_\_

## 3. Is the document clear and legible?

Yes  No

## 4. Do you think that ArcelorMittal Luxembourg's Corporate Responsibility approach as described in this document is clearly set out?

Yes  No  Neutral

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

To obtain non-financial information  Commercial relationship  
 Curiosity  Competition

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

Yes  No  Not applicable

7. Based on your perceptions and expectations, how important is it to you that ArcelorMittal should report on the following themes:

Tick the corresponding boxes:

	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 (GHG) 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"/>
Relations 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 assistance	<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"/>
Resource consumption	<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 completed responses to [contact.luxembourg@arcelormittal.com](mailto:contact.luxembourg@arcelormittal.com).

The information on this form is optional. It is subject to data processing in order to analyse and improve our Sustainable Development report. The data recipients are the Communications and CR department, and the members of senior management.

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Published in June 2022

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