STRICTLY CONFIDENTIAL

SUMMARY OF QUESTIONS AND ANSWERS

ARCELORMITTAL SOUTH AFRICA AGM

29 MAY 2024

Introduction

A summary of the Question and Answer (Q and A) emanating From the May 2024 AGM is set out below.

The questions have been grouped into various themes where possible. Most of the responses were provided at the Annual General Meeting (AGM) and additional responses are set out herein related to matters that were not addressed due to time constraints.

The Q and A is structured in terms of the following themes:
- Governance and Group Support
- Climate Change, Environment and Decarbonisation
- Longs Business
- Human Resources (HR)

Governance and Group Support

Q1. A shareholder queried ArcelorMittal South Africa board composition, noting that 50% of the board is independent non-executive directors; 40% non-executive directors, and 10% executive directors. The shareholder asked about timelines for increasing the percentage of independent non-executive directors on the board.

A1. CEO Kobus Verster noted that the HR Committee deals with the succession strategy for the board, and that some directors expected to exit in the forthcoming financial year. The Company is trying to reduce the size of the board, taking into account the skills the board needs and to ensure the Board remains independent. It was also explained that currently the composition of the ArcelorMittal board was in line with best practices and the King Report for Corporate Governance in South Africa (King IV), namely, that it consisted of a majority of non-executive directors, and of those, the majority were independent. This response was endorsed by the Chairperson of the Board, Bonang Mohale.

Q2. A shareholder asked about the extent to which ArcelorMittal Group, as ArcelorMittal South Africa's largest shareholder, provides or could provide financial support for the South African Company's decarbonisation pathway.

A2. CEO Kobus Verster noted that ArcelorMittal Group provides ArcelorMittal South Africa with technical, operational, and financial support in terms of having provided extended loans to the company. This is notwithstanding the fact that ArcelorMittal South Africa is a standalone business and separate entity expected to be viable in its own right. Specifically with regard to decarbonisation, the CEO noted that in other countries the funding support by governments facilitates the decarbonization path developed by companies but in South

Africa we do not yet have government funding support. However, our plan has been developed regarding what we believe is achievable. Importantly, we will need clarity on issues such as South African carbon tax and if the tax can be used to support decarbonisation efforts.

Q3. The shareholder also asked the board whether it believes it is doing enough to be considered a good corporate citizen, considering the King IV guidance on the responsibilities of governing bodies in responding to climate change and the need to move faster in terms of climate change mitigation.

A3. The Chair noted that the board is focused on climate issues and considers it an important issue. The impact of people is critical. Mitigation and adaptation are both critical in a Just Transition and the Board sees its job as asking the right questions rather than just being confronted with disclosure. There is a focus on double materiality, that is, both financial and impact materiality.

Climate change, Environment and Decarbonisation

Q4. A shareholder asked about the role of green hydrogen in ArcelorMittal's decarbonisation pathway in the context of when and whether green hydrogen would become commercially viable in South Africa, and the extent to which this could affect the decarbonisation journey of the Company. A request was made for the feasibility study for green hydrogen production at Saldanha to be made public and it was queried as to whether a similar study is being carried out for Vanderbijlpark. Additionally, it was asked if there is a possibility for ArcelorMittal South Africa to be a leader in the export of green iron ore.

A4. The CEO noted that green hydrogen is not yet a commercial reality in Europe or South Africa. He pointed out that the ArcelorMittal decarbonisation roadmap up to 2034, is however, not dependent on green hydrogen. The Company is currently focusing on renewable energy and transitioning to electric arc furnaces to meet decarbonisation goals. Once these have been achieved, other not yet commercial technologies may become available, as well as the optimisation of existing technology. As an example, the CEO cited carbon capture and utilisation (CCU)[1] as a potentially viable option. Nonetheless, the Company's furnaces will be hydrogen-enabled so that if and when green hydrogen becomes a viable option, there will be the potential then to switch to green hydrogen. In the interim, ArcelorMittal South Africa is planning to use natural gas as opposed to fossil fuels. The feasibility studies are commercially confidential information and cannot be released. However, there may be potential for green hydrogen production at Saldanha, but this will only be considered in the medium term.

Q5. A question was asked regarding the Company's plans for addressing the risk of more of more stringent sulphur dioxide (SO_2) limits that could be imposed on it as a result of pending litigation.

A5. Werner Venter, the CTO, advised that the shift to electric arc furnaces and renewable energy will help to bring down the company's SO_2 footprint, as will its decreasing reliance on Eskom. We know that reducing reliance on Eskom alone could save up to 2000 Tonnes a year as soon as our renewable plant is running. Similarly, if hydrogen becomes available this will also make a significant difference to the SO_2 levels.

Q6. Just Share noted that ArcelorMittal South Africa's decarbonisation roadmap indicates two high-level strategies for decarbonisation of the Company's production of steel. Initially, the Company intends to implement electric arc furnaces (EAFs) and CCU and eventually when

[1] Carbon capture and utilization (CCU) is defined as capturing CO2 from industrial processes reusing it in other industrial processes.

and if viable, green hydrogen, Just Share stated however, that none of the many CCU project in the world have been successful in the development of commercially viable CCU, at scale. CCU is therefore unlikely in their view, to be a commercially viable option for steel production. Just Share acknowledged the Company's commitment to transparency and frequent communication around CCU and asked ArcelorMittal South Africa to provide more detail and a clear distinction between the capex devoted to green hydrogen versus other technologies, including those in Research and Development.

A6. *(Was not answered at AGM for reasons of timing, Please find herewith, This has been sent to Just Share directly).*
The ArcelorMittal decarbonisation programme until 2030 is focused on energy efficiencies, the implementation of renewable energy, and replacing one blast furnace with an electric arc furnace in order to reduce the Company footprint by a further 25%. Thereafter, once the blast furnace has been relined after 2028, it will also be enabled to consume hydrogen to further reduce the carbon footprint. CCU and/or Carbon Capture and Storage (CCS)[2] are technologies that are still in development and can only be reviewed for use beyond 2030.

In terms of hydrogen, ArcelorMittal South Africa is likely to be an off taker rather than an investor in its production and as a result, hydrogen production is not part of the Company's capital planning. As part of the larger ArcelorMittal Group R&D, ArcelorMittal South Africa expects to benefit from all the work currently underway in the group at various sites on decarbonisation technology. Saldanha's hydrogen development for green Direct Reduced Iron (DRI)[3] or steel is viewed as an entirely separate development whose viability remains untested and more information is needed before the Company will be in a position to make a final investment decision on equipment modifications of the plant to enable full use of alternative energies.

Longs Business Impact

Q7. A shareholder asked what the company plan is to reskill and/or reabsorb the employees at risk of losing their jobs as a result of the potential closure of ArcelorMittal South Africa's Longs business, noting that some 3 500 employees could be affected.

A7. The CEO replied that ArcelorMittal South Africa continues its discussions with organised labour, but that these have not been successful as yet. The position of organised labour is that they would prefer to accept the job losses rather than have no salary increases. However, the Company is continuing to focus on attempting to keep the Longs business open.

Q8. A shareholder queried the issue of the underperformance of the Longs business, noting that this gross underperformance can be mainly attributed to Transnet and Eskom shortcomings. While efforts are being made to address Eskom dependence through a solar installation there seem to be no immediate solutions to logistics problems. What recourse against Transnet can be invoked besides the current engagements? Can there be financial penalties that can be levied on Transnet for these continued shortcomings as the company cannot build its own rail network?

A8. The CEO stated that both Transnet and Eskom have their own rules which we cannot control. We are wanting to see financial penalties in place at Transnet for underperformance, but we have not yet been successful in getting Transnet to agree to this.

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[2] The process of trapping carbon dioxide produced by burning fossil fuels or other chemical or biological process and storing it in such a way that it is unable to affect the atmosphere.
[3] Direct reduction refers to solid-state processes which reduce iron oxides to metallic iron at temperatures below the melting point of iron.

Human Resources

Q9 A shareholder enquired as to the specific targets relating to Short Term Incentives (STIs) and Long-Term Incentives (LTIs) were not tabled, even though no awards were given this year. Providing this information helps shareholders to evaluate by how much the executives missed given targets and to then seek clarity on that performance. The policy fails to provide clarity on the STI structure therefore the link between the implementation report and the policy is absent. There is no disclosure on the vesting LTI awards, metrics, and actual performance. Retention awards have been insufficiently disclosed and appear to not have any performance conditions attached.

A9. The CEO noted that the Key Performance Indicators (KPIs) are disclosed, and these are adjusted from time to time as conditions change. Using share value as an incentive is not currently useful given the share price.