

APPENDIX

3Q 2020 Financial Results and Strategic update, November 5, 2020

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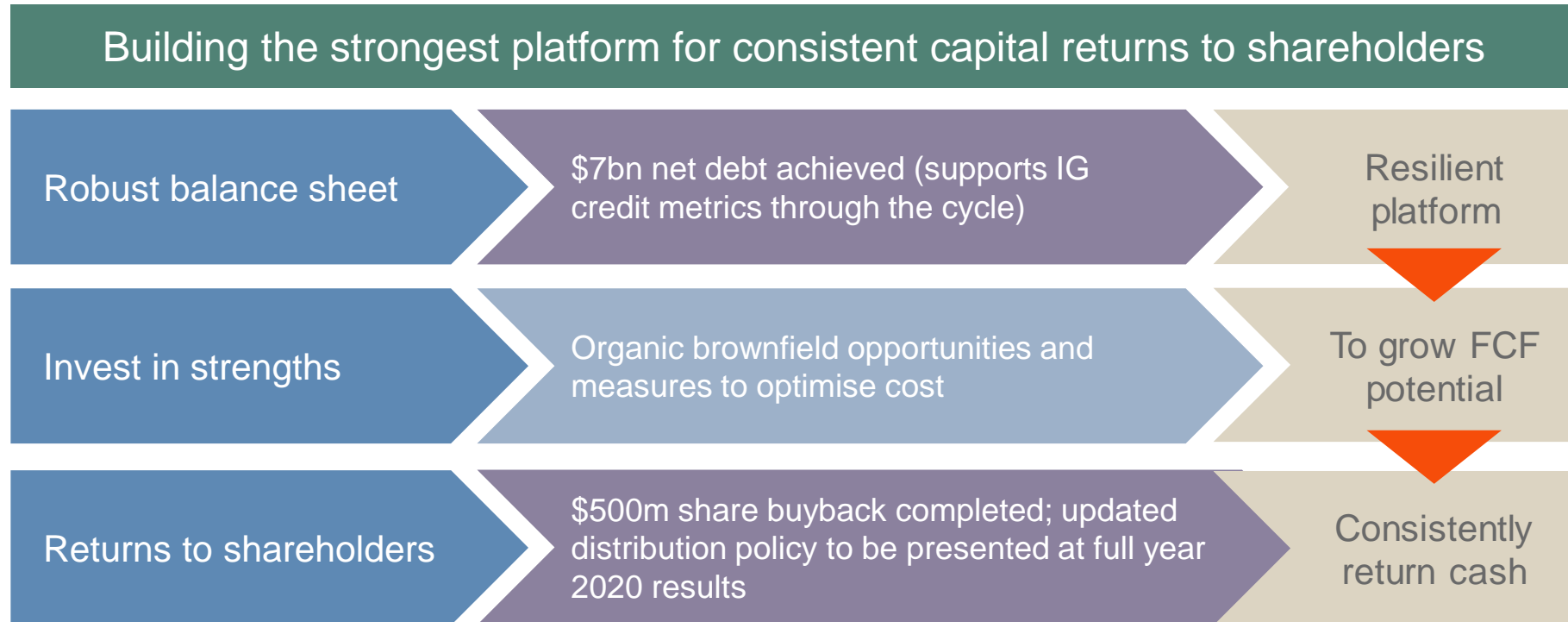


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CAPITAL ALLOCATION

Capital allocation

Building resilience and strong foundations for future returns

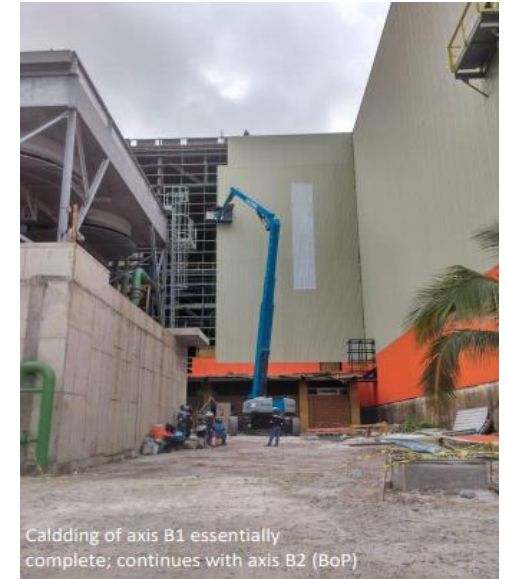


Mexico: HSM project

High return project to optimize capacity and improve mix

Project summary:

- New hot strip mill project to optimize capacity and improve mix
 - \$1bn project initiated in 4Q'17; HSM expected completion 2021
 - 2.5Mt HSM to increase share of domestic market (domestic HRC spreads are significantly higher vs. slab exports)
 - Includes investments to sustain the competitiveness of mining operations & modernizing existing asset base
- ArcelorMittal Mexico highly competitive → low-cost domestic slab
- Growth market, with high import share
 - Mexico is a net importer of steel (50% flat rolled products import share)
 - ASC estimated to grow ca.1% CAGR 2015-25; growth in non-auto supported by industrial production and public infrastructure investment
- Potential to add ~\$250 million in EBITDA on full completion



AMNS India update

Domestic demand recovery post COVID-19 lockdowns lifted

Performance:

- Demand recovered post COVID-19 lockdowns with a V-shaped recovery → government stimulus has boosted economy
- Safe ramp up of production – currently running capacity in all sites
 - → 3Q'20 crude steel production of 1.8Mt vs 1.2Mt in 2Q'20 (3Q'20 annualized run rate of 7.1Mt)
- Business generated healthy returns and continues to benefit from competitive cost base
 - 3Q'20 EBITDA \$176m (9M'20 EBITDA \$423m)
- Well positioned to generate cash and has access to low cost competitive financing
 - Cash needs of the business (i.e. capex, interest and taxes) less than \$250m pa
 - Business is able to fund its own growth plans

India

Fastest growing large economy; second-largest steel producer

India's per capita consumption of steel is about one-third of the global average

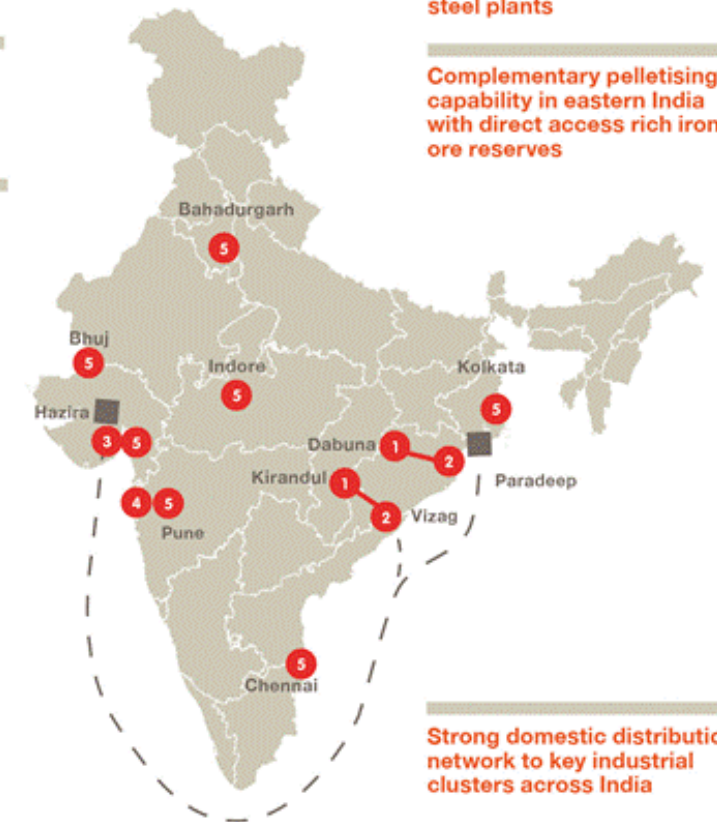
300m

India targeting three-fold increase in crude steel output to 300 million tonnes per annum by 2030

Hazira is one of the world's largest single-location flat steel plants

Complementary pelletising capability in eastern India with direct access rich iron ore reserves

- 1 Beneficiation plant
- 2 Slurry pipeline
- 3 Pellet plant
- 4 Hazira steel facility
- 5 Pune downstream facility
- 5 Service center



ArcelorMittal Investco (Italy)

New agreement modified to ensure long term sustainability of the asset

- In light of COVID-19, revised investment plan submitted to Ilva Commissioners during 2Q'20 → Proposed labour agreement modified to ensure long term sustainability of the asset
- **Industrial plan:** 8Mt production target including a new 2.5Mt EAF (subject to a new DRI plant owned by third party); ramp up of existing BF capacity (Capex broadly similar to previous commitments €2.1bn over next 6 years)
- **Terms:**
 - Government's shareholding in AM Investco will depend on capitalising the outstanding liability of AM's acquisition and any new equity the Government may invest, based on a 3rd party independent valuation.
 - Remaining liability to be swapped for a direct equity stake in AM InvestCo. (Investment level at least equal to the remaining outstanding payable (less adjustments))
 - Deferral of lease rental payment by 50%
- **Deadline:** New investment agreement to be signed by Nov 30, 2020
- **Withdrawal right:** AM InvestCo has a withdrawal right if agreement not signed by Nov 30, 2020 (subject to payment of an agreed amount)



Taranto Sept'20:

- Left hand side of the image is the ongoing Coal yard where we are also erecting the new stacker reclaimers
- Right hand side of the image is finished iron ore yard



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TRADE

Trade policy in core markets EU/NA to provide protection

Our core markets are increasingly protected by policies to address unfair trade

Europe:

- European steel industry has been subject to AD/AS duties imposed since 2017 – including HRC against several countries (China, Brazil, Russia, Iran, Ukraine)
- **Strengthened safeguard measures** now impose country-specific quotas managed on a quarterly basis; these safeguards are in place until June 30, 2021
- Potential further strengthening could occur if **Turkey AD/AS investigation outcome is positive**
- ArcelorMittal supports the introduction of a **Carbon Border adjustment as proposed in the EU Green Deal**
 - → carbon costs that European producers pay would be added to the imported steel, equalising the cost of carbon for every producer to create a fair market (encourage investment in lower-emissions)

United States:

- Anti-dumping/ countervailing duties on HRC imports from China, India, Indonesia, Taiwan, Thailand and Ukraine for another 5 years – decision taken in July 2019
- **Section 232 implemented:** Mar 23, 2018: 25% tariffs on all steel product categories most countries (with some exceptions*)



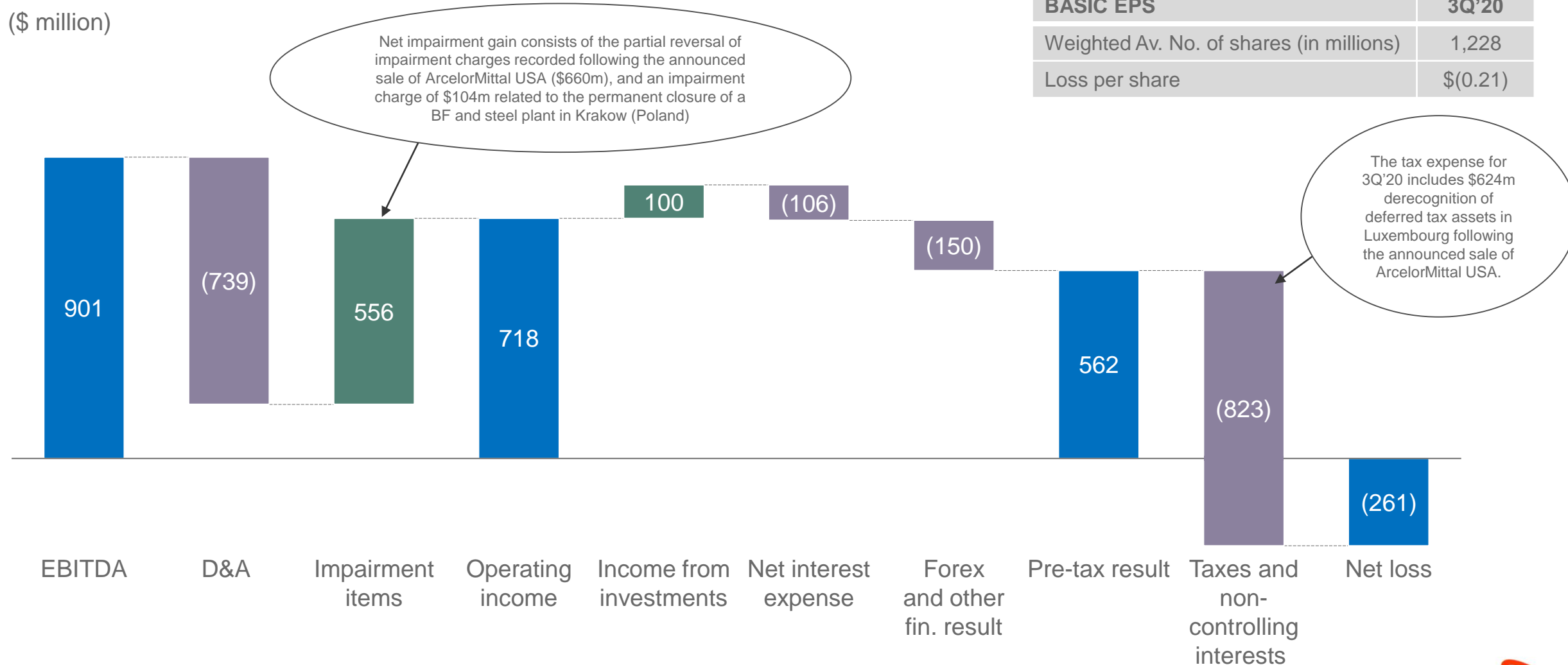
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FINANCIAL HIGHLIGHTS

3Q'20 EBITDA to net results

Net loss in 3Q'20

(\$ million)

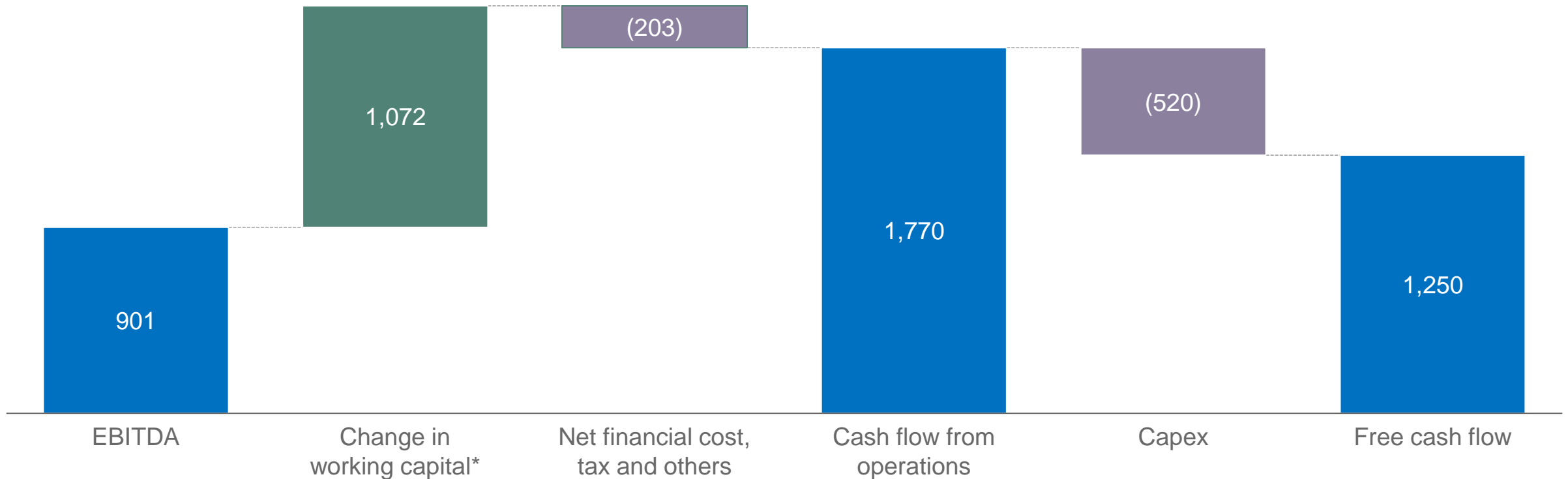


BASIC EPS	3Q'20
Weighted Av. No. of shares (in millions)	1,228
Loss per share	\$(0.21)

3Q'20 EBITDA to free cashflow

Positive FCF driven by working capital release

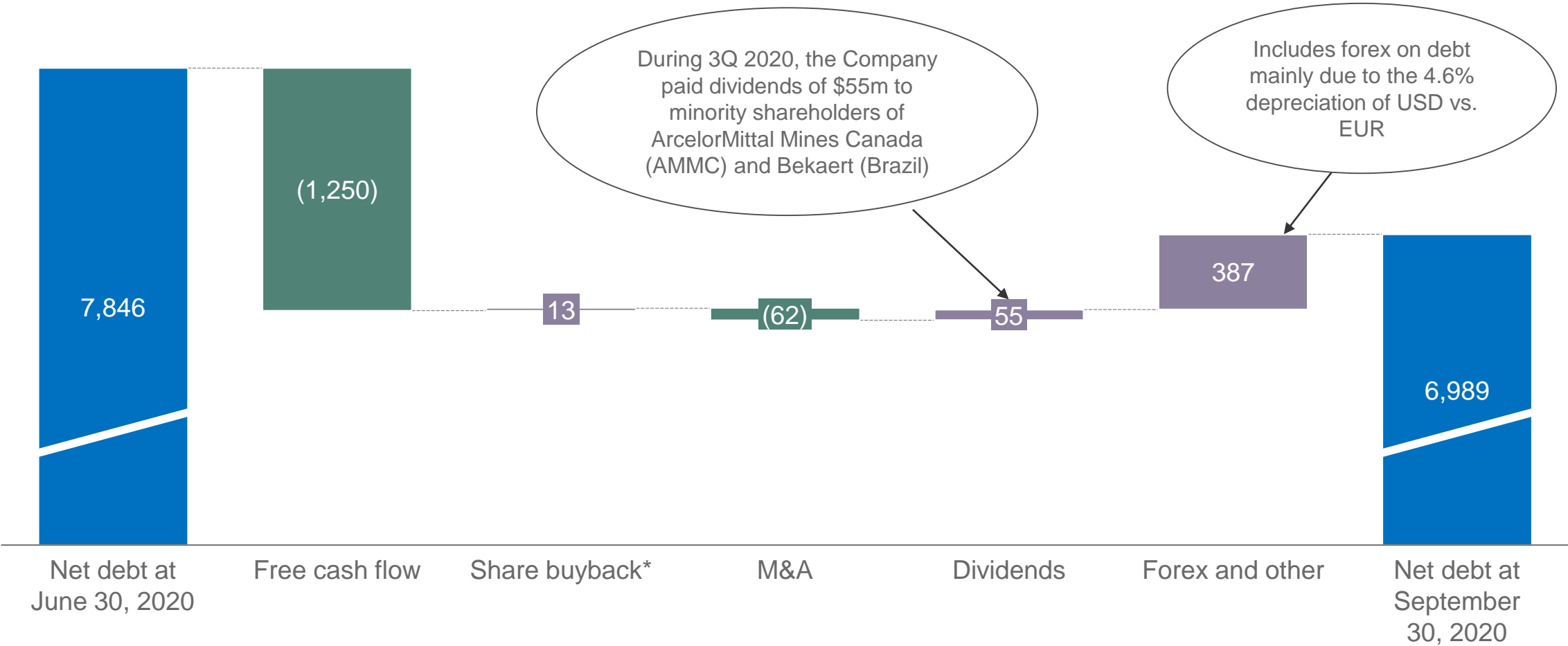
(\$ million)



3Q'20 net debt analysis

Net debt decreased as of September 30, 2020 vs June 30, 2020

(\$ million)



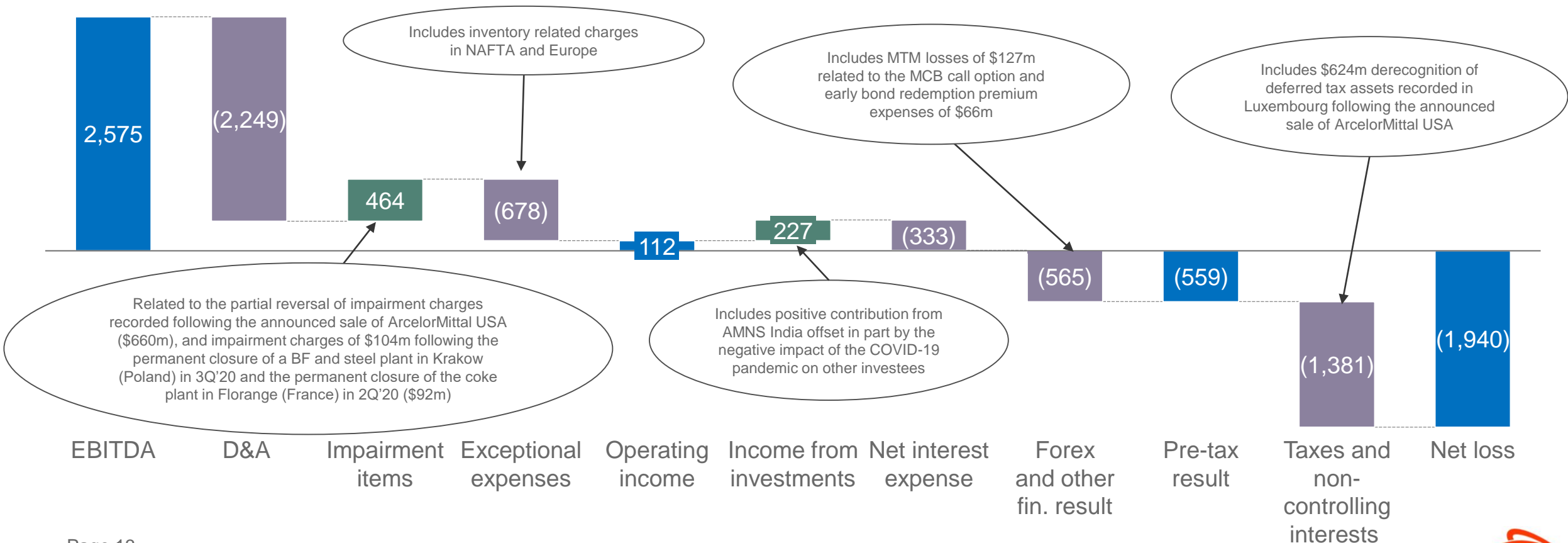
* On Sept 28, 2020, in connection with the announced sale of 100% of the shares of ArcelorMittal USA, ArcelorMittal announced its intention to repurchase, between Sept 28, 2020 and Mar 31, 2021, shares for an aggregate maximum amount of \$500m. As of Sept 30, 2020, the Company had paid \$13m and subsequently the share buyback program has been completed as of Oct 30, 2020.

9M'20 EBITDA to net results

Net loss in 9M'20 driven by weak steel performance impacted by COVID-19 pandemic

(\$ million)

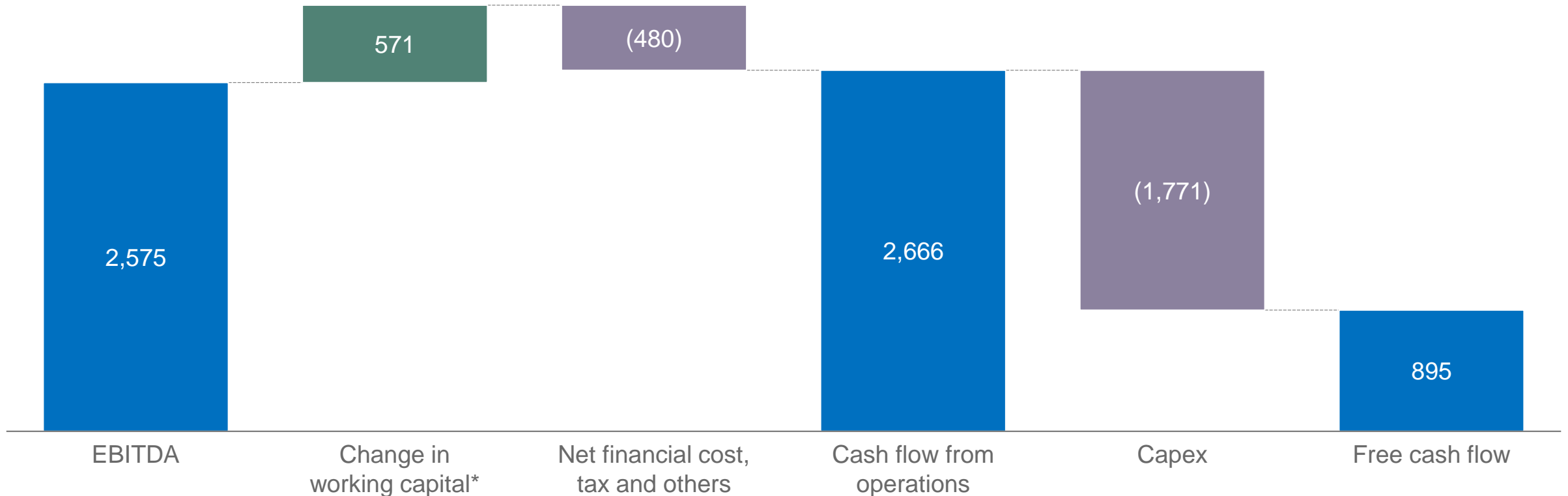
BASIC EPS	9M'20
Weighted Av. No. of shares (in millions)	1,120
Loss per share	\$(1.73)



9M'20 EBITDA to free cashflow

Positive FCF driven by working capital release

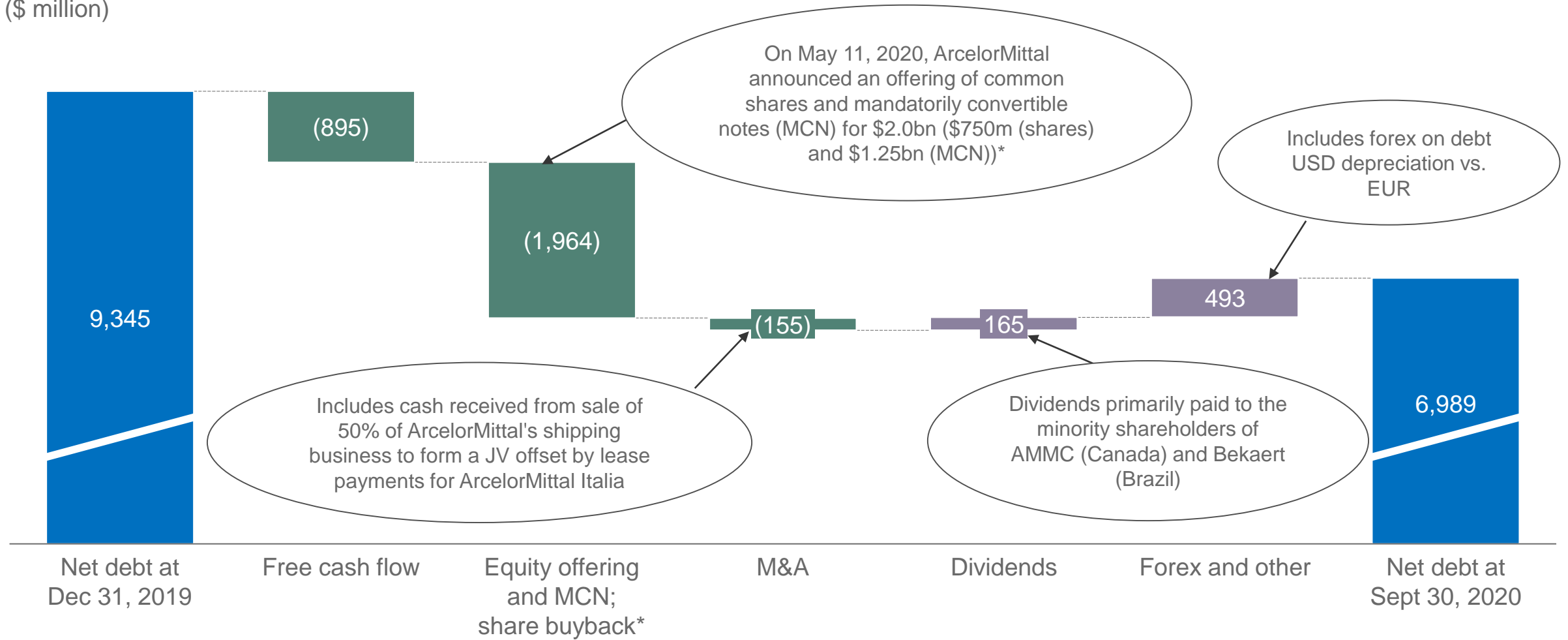
(\$ million)



9M'20 net debt analysis

Net debt decreased as of September 30, 2020 vs December 31, 2019 including positive FCF, proceeds of \$2bn capital raise offset by forex

(\$ million)





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MACRO HIGHLIGHTS

Demand recovery supported by economic stimulus

Inventories are low and demand has recovered; pace and sustainability of recovery uncertain

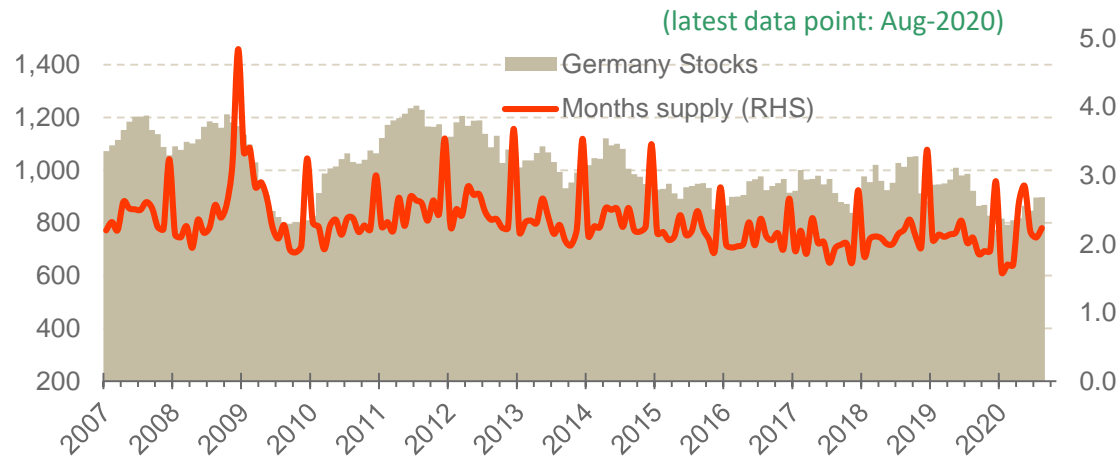
- Demand in our core markets has recovered post the COVID-19 impact, with higher activity levels and automotive particularly recovering
- European Green deal and recovery strategy to support demand for key steel end markets, including infrastructure, renewable energy, and mobility
- Significant incentives for electric vehicle transition
- Bills in US congress for infrastructure stimulus: package under review to include traditional infrastructure (roads/bridges/water) and potentially larger scope (broadband, hospitals, schools, energy)
- Inventory environment is supportive given the absolute level of steel inventories is low vs. history



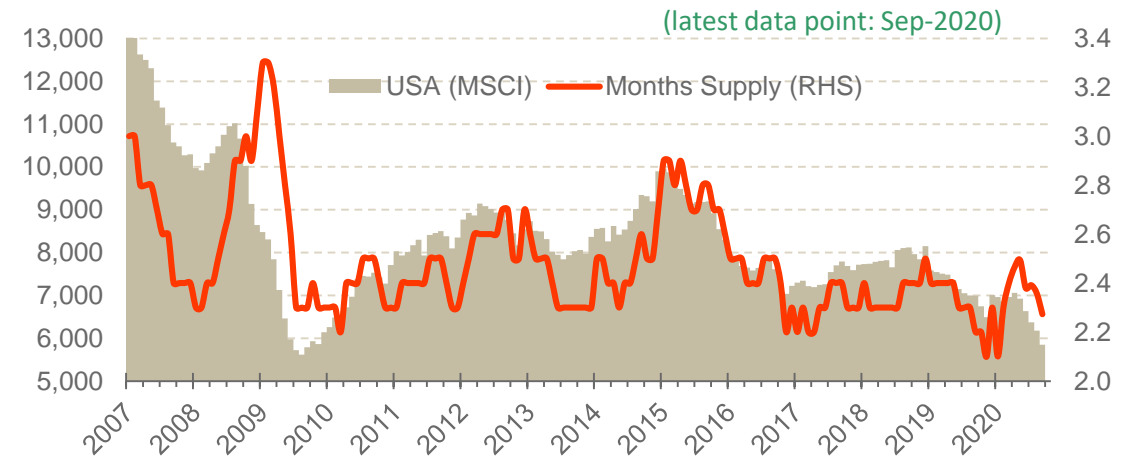
Regional inventory

Inventory levels in key regions in line with historical averages

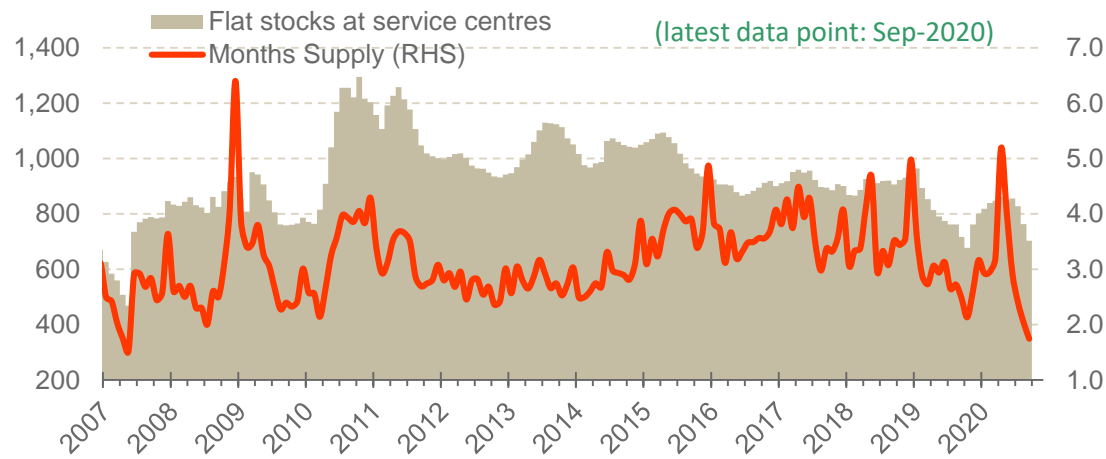
German inventories (000 Mt)*



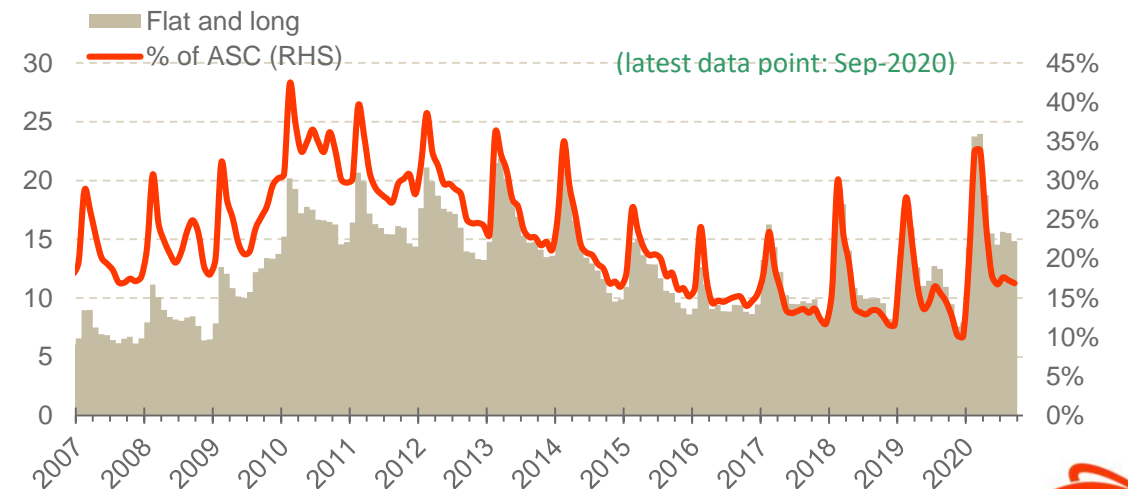
US service centre total steel inventories (000 Mt)



Brazil service centre inventories (000 Mt)



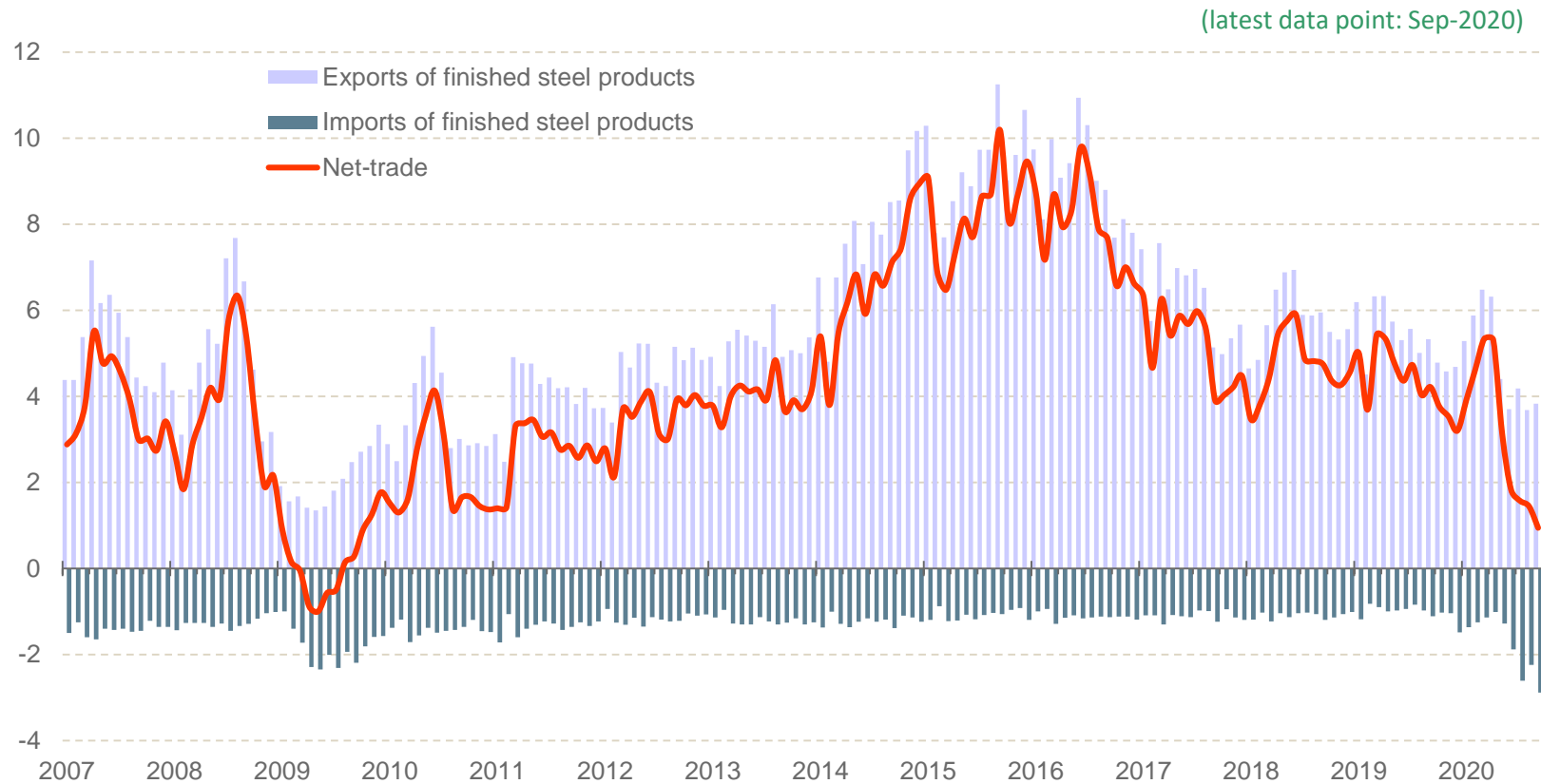
China service centre inventories** (Mt/mth) with ASC%



China exports are down

Significant reduction in net exports on MoM and YoY basis

China net exports* (000 Mt)



- Sept 2020 net exports 0.9Mt (-35% vs Aug 2020); -78% vs Sept 2019
- Sept 2020 net exports annualised at 11.3Mt
- 9M 2020 net exports annualised 37.4Mt (-32% vs 9M 2019)



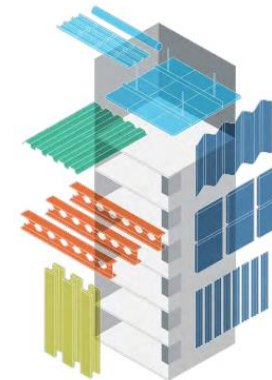
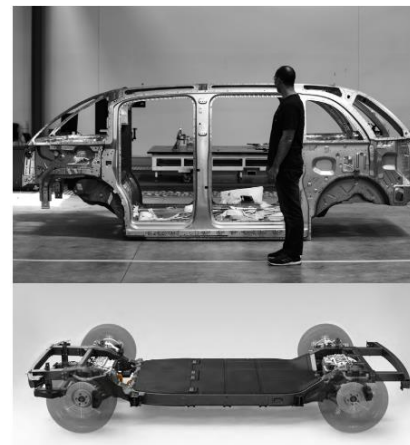
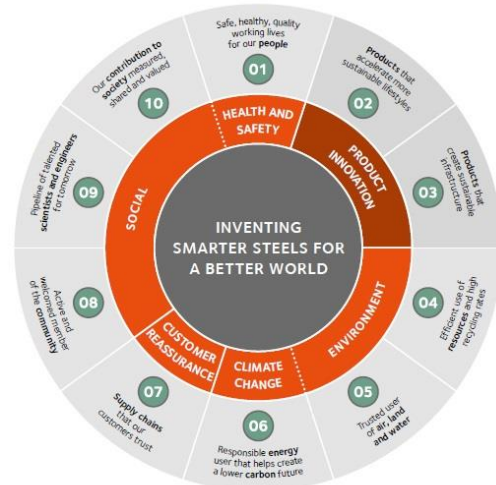
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SUSTAINABLE
DEVELOPMENT

Sustainable development runs throughout our Company

Our purpose is to invent smarter steels for a better world

- Our [10 Sustainable Development \(SD\) outcomes](#) provide a compass to describe the business we know we must become
- The Board's Appointments, Remuneration, Corporate Governance & Sustainability Committee oversees progress on SD, chaired by lead independent director
- Our operations are underpinned by a programme of independent ESG certification: all marketable mines to be certified against IRMA by 2025; all Europe Flat integrated plants against ResponsibleSteel™ by 2021
- Our innovations offer our customers solutions to enhance their contribution to a low carbon and circular economy
- **Steligence** enables architects and engineers to design building solutions that minimise material use while maximising space, flexibility and end of life recyclability
- Our new **S-in motion**® customisable chassis steel solutions enable carmakers to extend range and enhance safety at the most affordable cost.
- [Magnelis](#)® offers enhanced corrosion resistance for solar projects in harsh conditions, even in deserts and on water



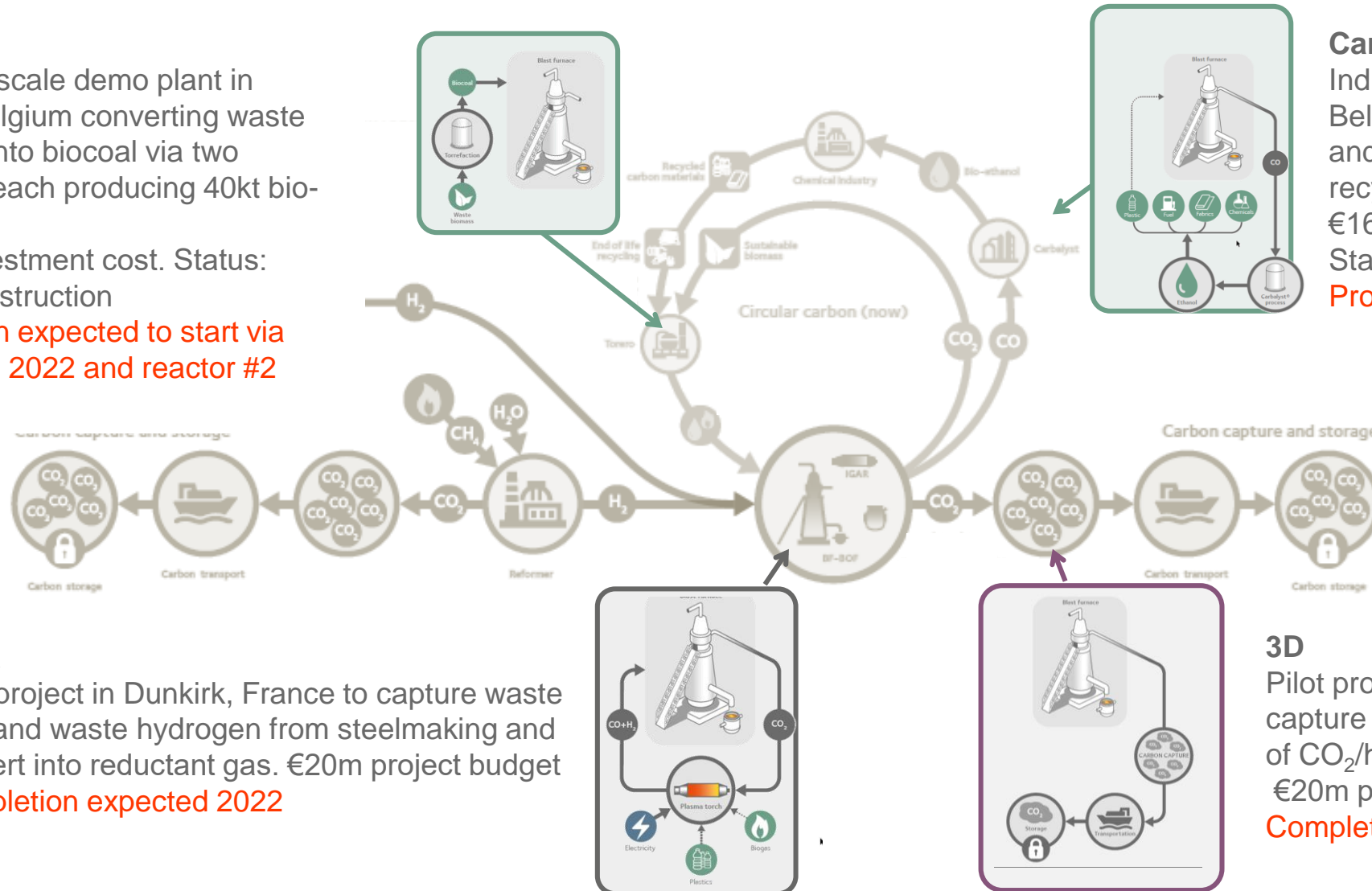
Smart Carbon – our technologies

Torero

Industrial scale demo plant in Ghent, Belgium converting waste biomass into biocoal via two reactors, each producing 40kt bio-coal/yr.

€50m investment cost. Status: under construction

Production expected to start via reactor #1 2022 and reactor #2 2024



Carbalyst (Steelanol)

Industrial scale demo plant in Ghent, Belgium capturing carbon off-gases and converting into 80m litres recycled carbon ethanol pa.

€165m investment cost

Status: under construction

Production expected to start 2022

IGAR

Pilot project in Dunkirk, France to capture waste CO₂ and waste hydrogen from steelmaking and convert into reductant gas. €20m project budget

Completion expected 2022

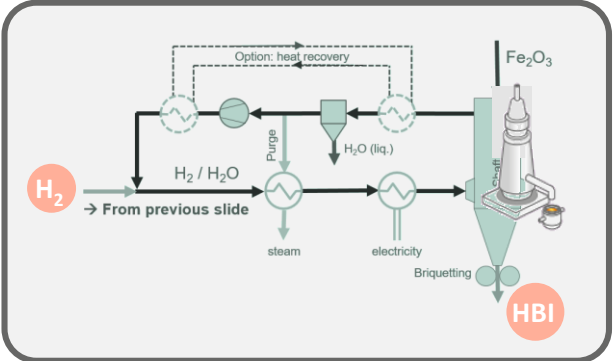
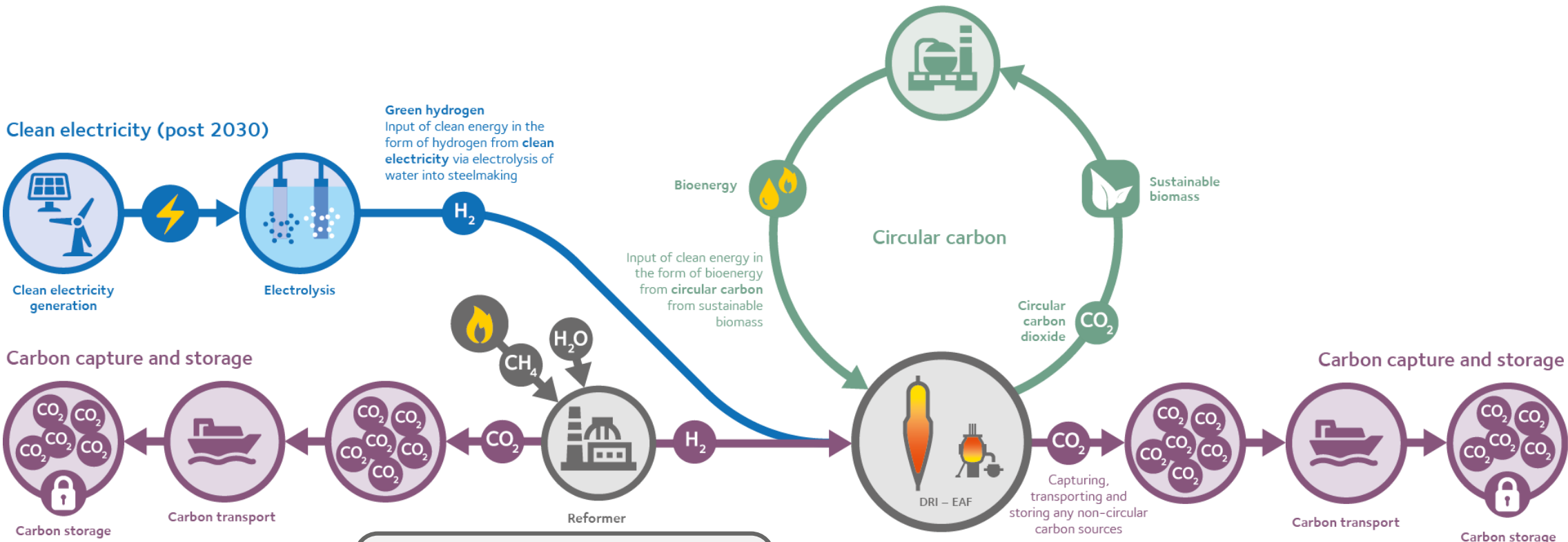
3D

Pilot project in Dunkirk, France to capture CO₂ off-gases (0.5 metric tonnes of CO₂/hour) for transport/storage.

€20m project budget

Completion expected 2021

Making carbon-neutral steel: Innovative DRI-based route



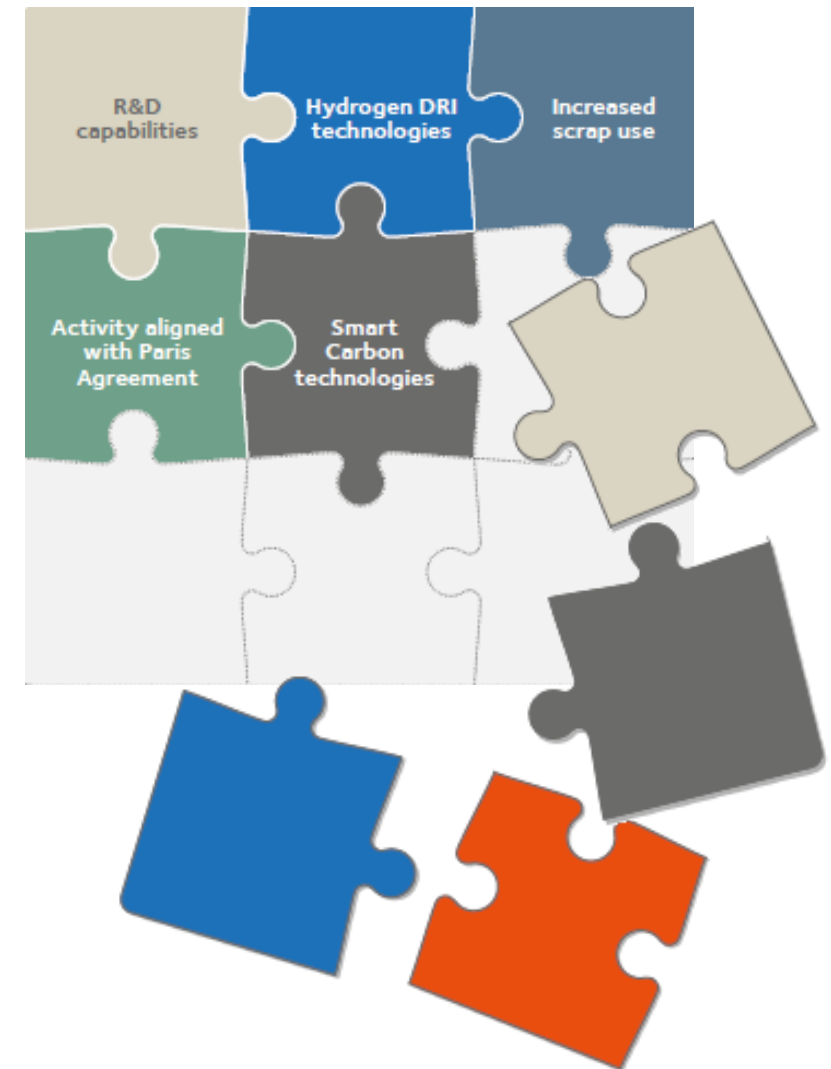
H2 Hamburg

Industrial scale demo producing direct reduced iron via 100% hydrogen 100% hydrogen at existing plant in Hamburg, Germany to produce 100,000t sponge iron pa
Status: Research project and feasibility study ongoing
Production start up expected 2023-5 dependent on funding

Policy requirements – the ‘missing pieces’

The medium-term market conditions needed include:

- Creating an environment where net zero steel is more competitive than steel which is not
- A fair competitive landscape that accounts for the global nature of the steel market, addressing domestic, import and export steel dynamics, as well as the distinction between primary and secondary sources to make steel
- Access to finance for low-emissions steelmaking, including innovation funding (e.g. grants) as well as fair criteria for new forms of sustainable finance
- Access to abundant, affordable clean energy: the scale of the steel industry’s energy needs are such that concerted cross-sector and government efforts will be required to develop the necessary clean energy infrastructure
- Public instruments to accelerate innovative technology deployment to transition to net zero steelmaking





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STEEL INVESTMENTS

New Ford Bronco

Using newer, lighter steel made in Alabama at ArcelorMittal

- ArcelorMittal was selected as the sole Gen 3 steel supplier for the 2021 Ford Bronco, the first automobile in the world to incorporate ArcelorMittal Fortiform® 980 GI, which is made at the AM/NS facility in Calvert, Alabama
- Ford is placing priority on light weighting and safety and this steel grade accomplishes both, most notably helping to decrease the total vehicle weight by 10% making it more fuel efficient
- ArcelorMittal's co-engineering capabilities, helped foster the close collaboration between ArcelorMittal R&D and Ford's design and welding experts
- Once completed the new EAF will leverage capabilities and technology leadership at Calvert



Ford 2021 Bronco – the flagship of an all-new family of rugged off-road vehicles

Brazil: Vega high added value capacity expansion

High return mix improvement in one of the most promising developing markets

Project summary:

Investment to expand rolling capacity → increase Coated / CRC capacity and construction of a new 700kt continuous annealing line (CAL) and continuous galvanising combiline (CGL)

- HAV expansion project to improve mix
 - Completion expected for 2023 with total capex of ~\$0.3bn
 - Increase Galv/CRC capacity through construction of 700kt continuous annealing and continuous galvanising combiline
 - Optimization of current facilities to maximize site capacity and competitiveness; utilizing comprehensive digital/automation technology
 - To enhance 3rd gen. AHSS capabilities & support our growth in automotive market and value added products to construction
- ArcelorMittal Vega highly competitive on quality and cost, with strategic location and synergies with ArcelorMittal Tubarão
- Investment to sustain ArcelorMittal Brazil growth strategy in cold rolled and coated flat products to serve domestic and broader Latin American markets
- Strengthening ArcelorMittal's position in key markets such as automotive and construction through value added products
- Potential to add >\$100 million in EBITDA



October / 2020: Engineering and construction of hot coil yard expansion + Steel structure manufacturing

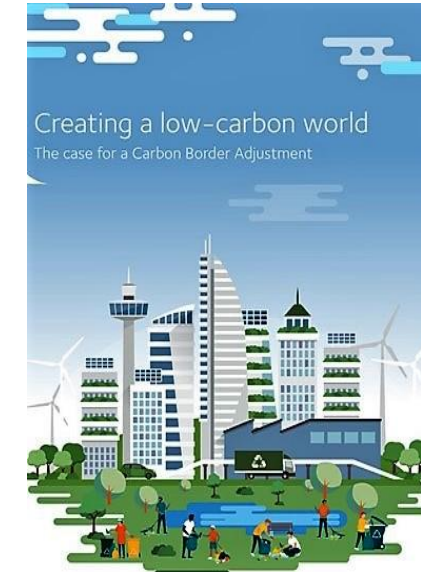
Dofasco - Hot strip mill modernization

Investments to modernize strip cooling & coiling → flexibility to produce full range of target products

- Replace existing three end of life coilers with two state of the art coilers, new coil inspection, new coil evacuation and replace runout tables and strip cooling
- Benefits of the project will be:
 - Improved safety
 - Increased product capability to produce higher value products and
 - Cost savings through improvements to coil quality, unplanned delay rates, yield and efficiency
- Expected full project completion in 2021
- Projected EBITDA benefit of ~\$25 million



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