

The background of the slide is a photograph of an industrial refinery at night. The scene is filled with large cylindrical storage tanks, complex piping, and multiple levels of metal walkways. Numerous bright lights are scattered throughout the facility, creating a warm, orange glow. A large, semi-transparent blue triangle is positioned on the right side of the image, pointing downwards and partially overlapping the refinery structures.

**AM/NS  
INDIA**

**NEXT FRONTIER OF  
ACCELERATED GROWTH**

**September 27, 2022  
Hazira**

# DISCLAIMER

## FORWARD-LOOKING STATEMENTS

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

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

# AGENDA

**WELCOME  
TO AM/NS INDIA**

**MARKET  
OPPORTUNITY**

**BUSINESS  
PROFILE AND  
PERFORMANCE**

**GROWTH  
STRATEGY**



# WELCOME TO ARCELORMITTAL NIPPON STEEL INDIA

**Aditya Mittal, Chief Executive Officer  
ArcelorMittal and Chairman, AM/NS India**

# AM/NS INDIA: HIGH-GROWTH FRONTIER FOR ARCELORMITTAL

## WHY INDIA?

- Fastest-growing large economy in the world
- Profitable, growing market; per capita consumption to double by FY31\*
- Aligned with strategy to leverage core strengths in high-growth markets

## WHY AM/NS INDIA?

- **Scale:** High-quality, integrated assets; 4th largest producer in India
- **Location:** Coastal, captive ports, strategically located allied assets
- **People:** Passionate and very engaged management team with deep global and India expertise
- **Performance:** Self-financing, FCF generative with potential to improve volumes, costs and product quality to deliver long-term value
- **Potential:** Short, medium and long-term blueprint for brownfield and greenfield expansion to track steel intensive economic development
- **Partnership:** Building on record of global collaboration with Nippon Steel to achieve leadership position in India
- **Vision:** Grow with India as the leading, most responsible steelmaker

\* Source: <https://pib.gov.in/Pressreleaseshare.aspx?PRID=1595887>





# AM/NS INDIA: AN INTRODUCTION

**Dilip Oommen, Chief Executive Officer AM/NS India**

# THE MANAGEMENT COMMITTEE: PROVEN, WORLD-CLASS LEADERSHIP



**DILIP OOMMEN**  
Chief Executive Officer



**JUN HASHIMOTO**  
Director & VP  
Technology



**WIM VAN GERVEN**  
Director & VP  
Operations



**ALAIN LEGRIX DE LA SALLE**  
Director & VP  
Sales & Marketing



**TAKAHIRO NAGAYOSHI**  
Director & VP  
Finance



**SHINGO NAKAMURA**  
Deputy Director  
HR & Admin



**AMIT HARLALKA**  
Deputy Director  
Finance



**TOMOMITSU INADA**  
Deputy Director  
Technology

# AM/NS INDIA: A RESPONSIBLE STEEL MANUFACTURER

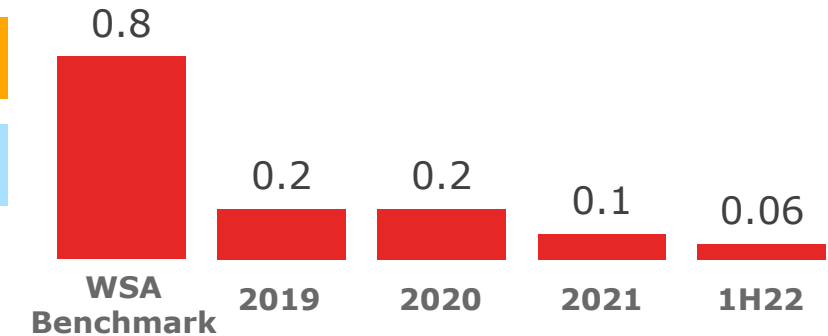


## Safety

- Health, safety top priority
- AM & NSC safety protocols
- Technology driven safety compliance using CCTV etc.
- Incentives linked to safety



## Health and safety performance (LTIF)\*



## Community

- 2 million lives impacted by education, healthcare, skills, sports, culture and environment programs
- Swift COVID-19 response included:
  - 260Mt of medical grade oxygen per day
  - COVID-19 hospital at Hazira in 72 hours; 850 beds at peak
  - 7000 units of medical grade oxygen cylinders and 2000 units of flow meters



## Workforce

- 60% of workforce from local communities
- Advanced learning and development
- Targeting 25% women by 2025 from 10.6% currently
- Accessible workplace for differently abled
- Global safety and governance standards



## Climate

- Committed to decarbonization; aligned with India and ArcelorMittal's climate ambitions
- We are in advanced stages of preparation of climate action report (CAR). Our aim is to have leadership on climate change in India
- Ambition to scale renewable energy; first energy storage project underway



# OPERATIONS OVERVIEW

**Wim Van Gerven, Vice president - Director of operations, AM/NS India**

# THE BUSINESS: A SNAPSHOT

## SCALE

- Largest integrated steel producer in western India; one of only four key domestic flat steel producers. Other steel players largely in eastern and southern parts of India
- 8.6Mtpa crude steel capacity
- Complete range of flat rolled steel products, including higher value-added products

## STRATEGIC LOCATIONS

- Principal site at Hazira, Gujarat in western India, a major economic hub
- Proximity to deep draft ports in Gujarat (West), Odisha (East) and Andhra Pradesh (South-East) for efficient passage of raw materials and finished goods

## ACCESS TO RAW MATERIALS

- Pellet plants with direct, cost-effective access to captive iron ore mine in resource-rich eastern India
- 20Mtpa iron ore pellet capacity spanning Vizag and Paradip in eastern India

## SECURE SUPPLY CHAIN

- Ownership of critical infrastructure including captive power plants and slurry pipelines
- Recent acquisition of captive port and energy assets; expected to be closed in 2022

# FULLY INTEGRATED IRON ORE, ROLLING AND DOWNSTREAM FACILITIES

● Raw material security with largest pellet capacity in India (20Mtpa)

— Slurry pipeline connectivity

● Hazira, one of India's largest single location steel plants

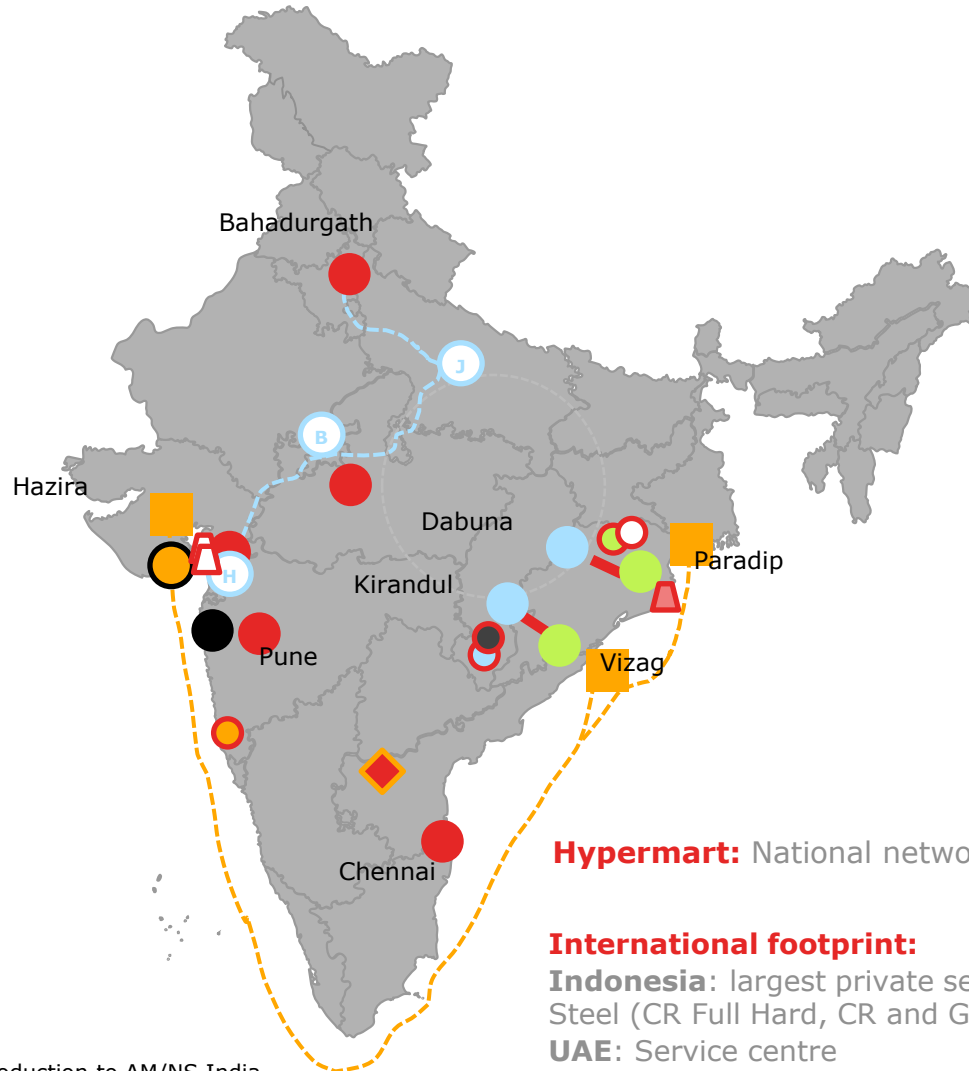
● Pune downstream facility

● Service centers in steel intensive industrial locations

■ Access to deep draft port infrastructure enabling ease of movement of goods (Hazira | Vizag | Paradip)

● Beneficiation plant

○ Hazira-Bijeypur-Jagdishpur (HBJ) gas pipeline



Access to high-quality iron ore fines and proximity to large quantities of low-grade fines

○ Thakurani (Odisha)

● Sagasahi (Odisha)

● Eklama (Chhattisgarh)

● Satarda (Maharashtra)

● Third party supply from iron mines at Bailadila and Kirandul (Chhattisgarh)

◆ Development site for clean energy storage partnership with Greenko

▢ Hazira power plant

▢ Paradip power plant

**Hypermart:** National network of retail outlets serving MSME sector

**International footprint:**

**Indonesia:** largest private sector producer of Cold Rolled and Galvanized Steel (CR Full Hard, CR and Galv)

**UAE:** Service centre

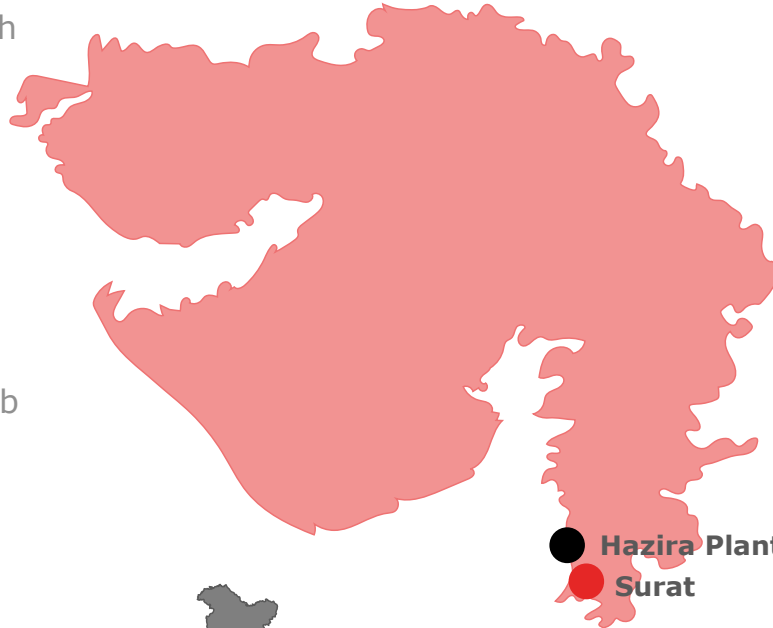
# HAZIRA, GUJARAT

**Gujarat:** Leading manufacturing hub; business friendly, stable policy environment, ranked consistently high for FDI inflows. Favored location for industrial, logistics, petrochemicals (Adani, Reliance)

- Longest state coastline – 1600km
- Contributes 8% of India GDP
- Low unemployment

**Hazira:** Industrial trans-shipment hub in Surat. Strategically located near steel demand centres

- Sophisticated inter-plant logistics network: captive deep-water port and rail routes; Surat and Mumbai 25km, ~300km away respectively
- Raw materials unloaded in a fully mechanized port-handling facility, transported by conveyors
- Product from DRI/HBI in solid form, corex and BF produce molten iron, 65% of production gas based, environmentally friendly



9.6 Mtpa EAF/Conarc



1.7 Mtpa Blast furnace



3.6 Mtpa HSM



1.7 Mtpa Corex



3.5 Mtpa CSP



6.8 Mtpa HBI / DRI

# LOW-COST, SECURE SUPPLY OF RAW MATERIALS

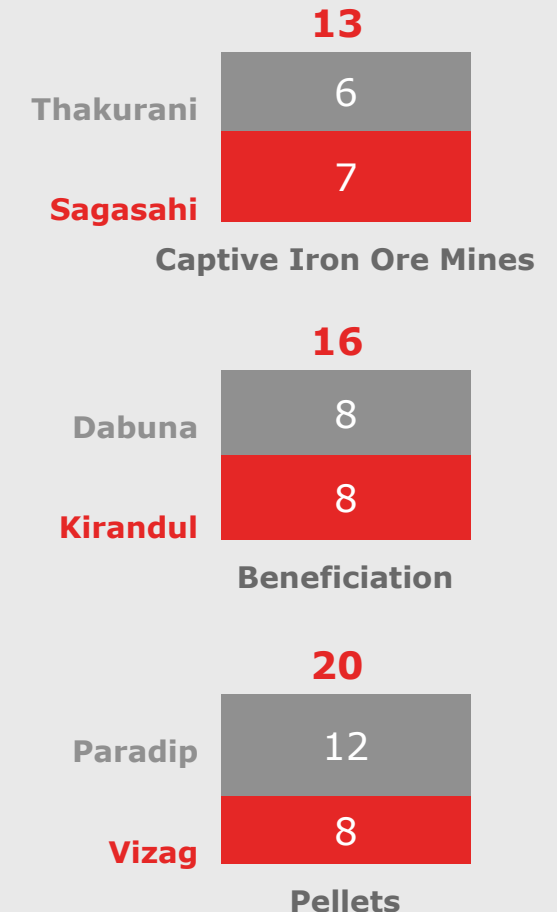
## Iron ore

- 75% of iron ore we produce is for own use, the rest is saleable
- Potential for further upside at Paradip pellet plant in line with organic growth
- Licenses for two mines in resource-rich east, won in auction for current needs:
  - Thakurani (Odisha): operating at full 6Mtpa capacity
  - Sagasahi (Odisha): production commenced 2021; ramp up in 1H22; 7Mtpa capacity
- Third party supply of iron ore secured for Vizag from mines at Bailadila and Kirandul (Chattisgarh)
- Iron ore mines acquired yet to be commissioned: Eklama (Chattisgarh), to add 3Mtpa from CY26 and Satarda (Maharashtra), to add 2Mtpa from CY28
- Auctions offer opportunity to secure raw materials at competitive prices

## Natural gas

- Majority of natural gas requirements were hedged in 2Q/3Q 2020 for 4–5 years

## Raw Materials (Mt)

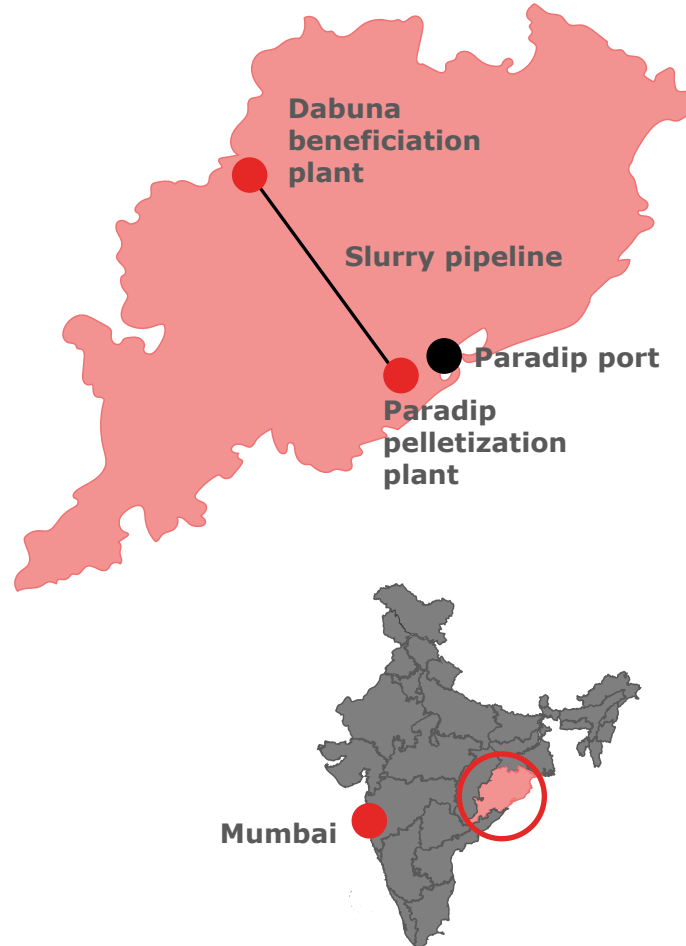


# PARADIP & DABUNA, ODISHA

**Odisha:** Rich iron ore deposits and large-scale steel production

**Paradip:** among largest ports on east coast; excellent connectivity to east coast railway network

- 8Mtpa beneficiation plant at Dabuna and 12Mtpa pelletization plant at Paradip
- Plants connected by 253km, 12mtpa slurry pipeline
- Dabuna plant situated on 84-acre site (33 acres leased, 51 acres freehold)
- Paradip plant ~2km from national highway 53, linking Paradip and Surat



**Slurry pipeline**

**Dabuna plant**



**Paradip plant**



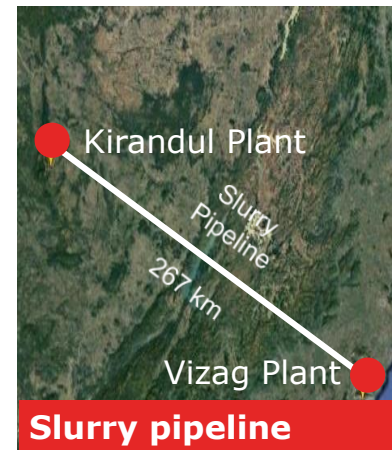
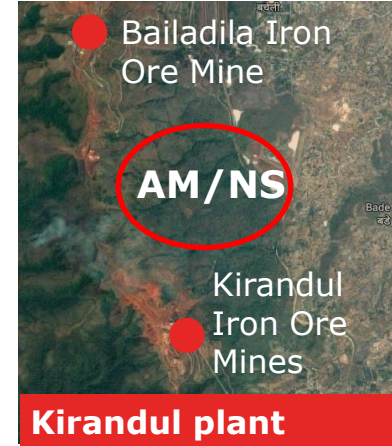
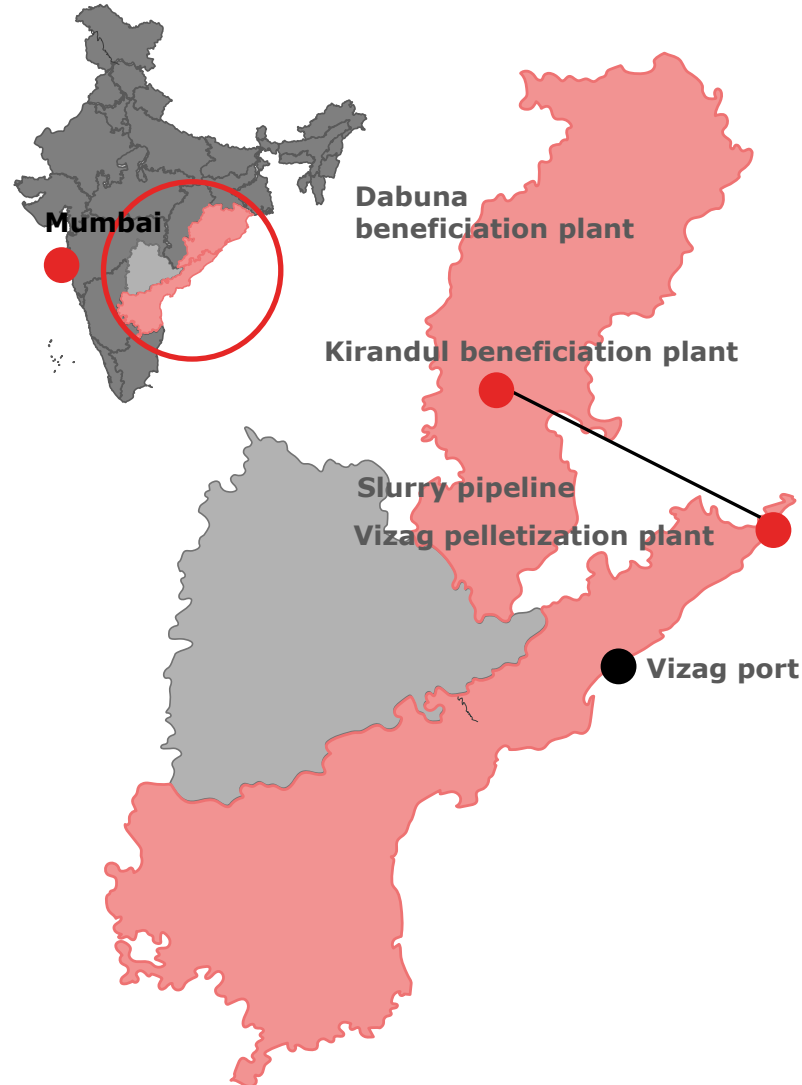
# VIZAG, ANDHRA PRADESH, KIRANDUL, CHHATTISGARH

## Chhattisgarh and Andhra Pradesh:

Rich iron ore deposits, large-scale production of steel

**Vizag:** India's second largest all-weather port, located ~7km from plant, connected by shipping conveyor system

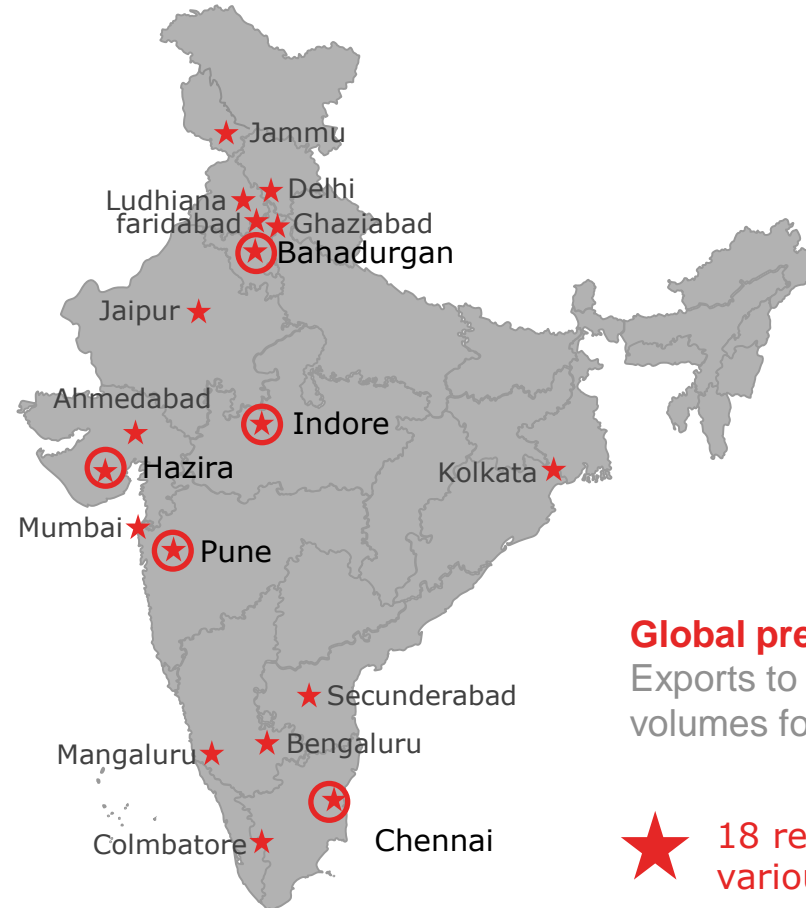
- 8Mtpa beneficiation plant at Kirandul and 8Mtpa pelletization plant in Vizag
- Plants connected by 267km slurry pipeline with 7Mtpa capacity (project to increase pipeline capacity ongoing)
- Positioned to serve rapidly growing south-east Asian market



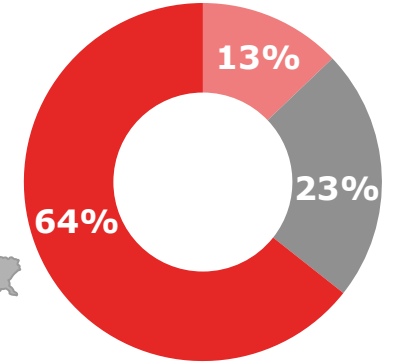
# DISTRIBUTION AND SERVICE NETWORK

- **Hypermart Network:** Distribution channel for steel products under the brand name AM/NS Hypermart. National network of retail steel outlets that serve a vast and vibrant micro, small and medium enterprises sector. Hypermart network has 18 retail outlets across India and is expanding
- Hypermart is unique model where we rent the outlet whereas others works on Franchise basis
- **Service centers:**
  - Strategically located near major consumption hubs
  - Every centre is stocked with inventory to cater for SME and OEM regular, urgent & complex needs
  - Currently five service centres in the industrial clusters of NCR, Chennai, Pune, Gujarat, and Indore
  - International presence with units in Dubai and Indonesia

## ○ Domestic distribution & service center network



## Distribution channel revenue (CY22)



**Hypermart**  
**Service Center**  
**Direct Sales**

## ★ Global presence

Exports to 38+ countries (8% volumes focused on Middle East)

★ 18 retail outlets catering various regions across India



# FULL RANGE OF DOWNSTREAM PRODUCTS

- Capable of producing highest quality product
- For use in most demanding applications



Hazira

- Pickling – 1.9Mtpa
- Cold Rolling – 1.4Mtpa
- Batch Annealing – 0.8Mtpa
- Galvanizing – 0.5Mtpa



Pune

- Pickling – 0.65Mtpa
- Cold Rolling – 0.6Mtpa
- Galvanizing – 0.5Mtpa
- Colour Coating – 0.4Mtpa

## Plate Mill: state of the art facility

- 1.5Mtpa
- 5m wide-plate, widest plate mill in India
- Sophisticated heat treatment
- Products comparable with world's most reputed mills
- Import substitution: oil & gas, ship building, yellow goods, boiler & pressure vessel, defense

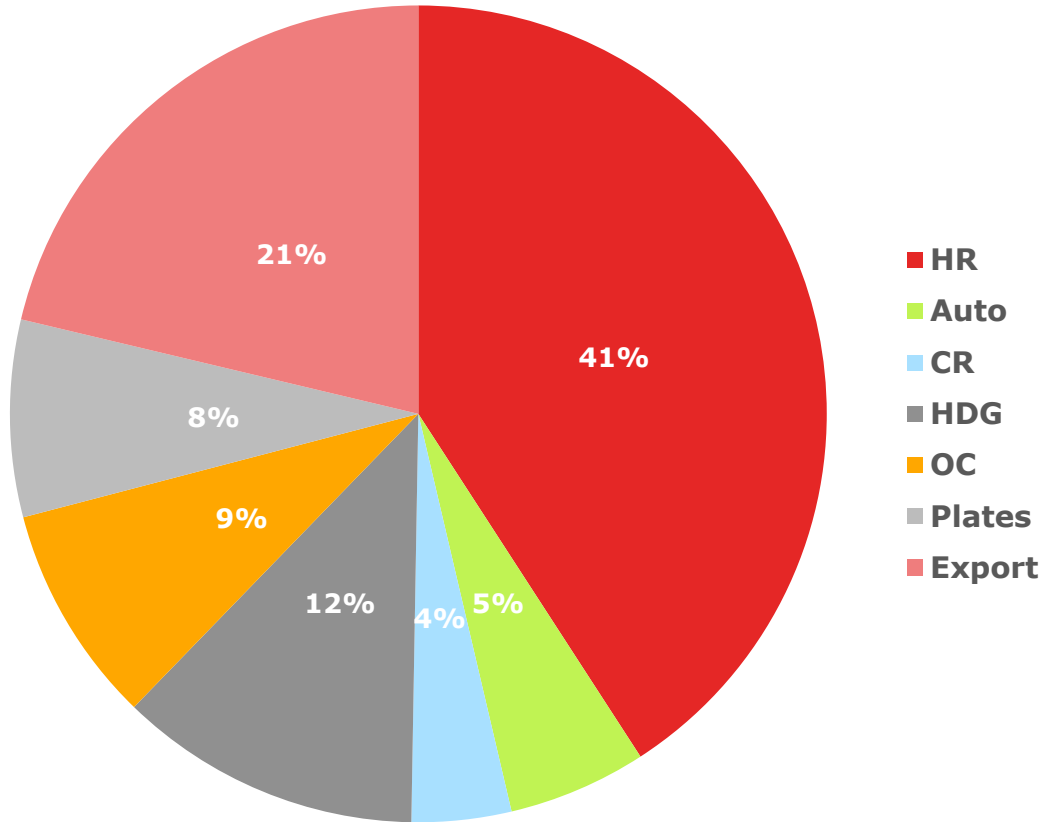
## Pipe Mill: addressing global demand

- 0.6 Mtpa → Only Indian pipe maker with backward linkage to raw material
- Supplier of largest - HSAW pipes in India
- Approved pipe supplier for large pipe consumers – India and abroad
- Market segments: Oil & gas pipes, sour gas, water pipes, construction & piling

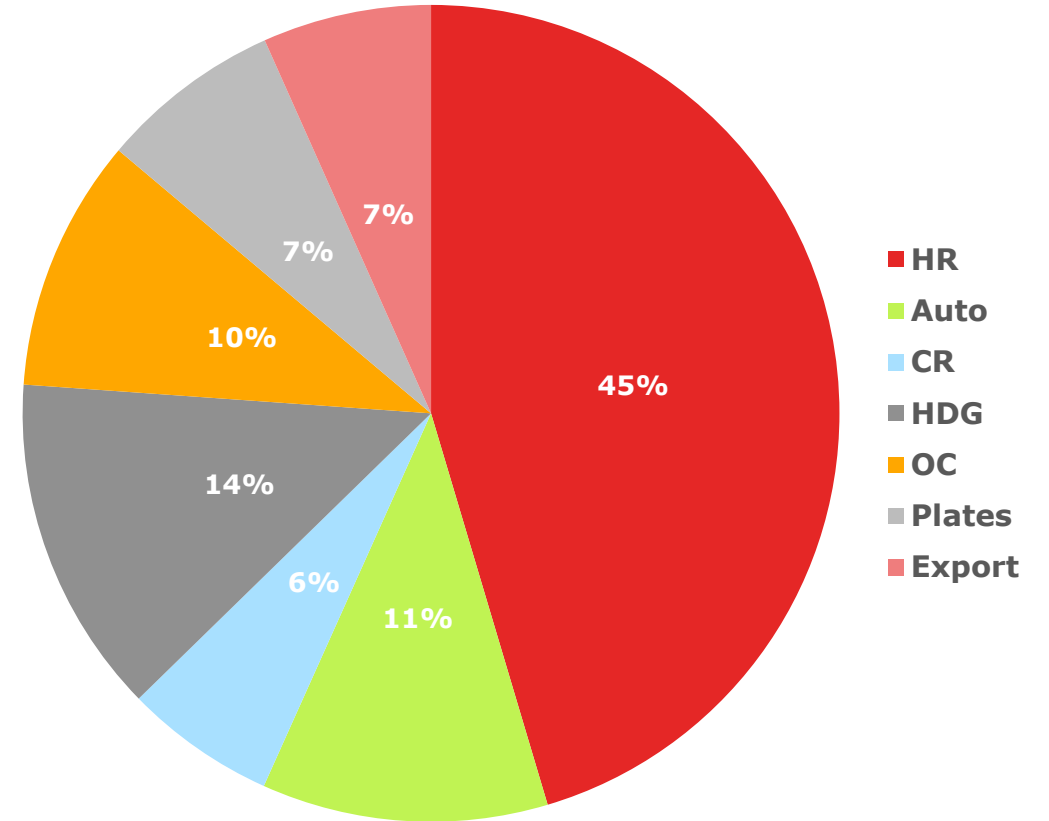


# PRODUCT MIX EVOLUTION: FOCUS ON VALUE ADDED PRODUCTS

Product mix 2020, total 6.3Mtpa



Target mix 2026, total 15Mtpa



While increasing capacity, our investments are focused to serve the market segments where we want to develop our leadership position (auto, solar, construction, coated etc.)



# PERFORMANCE

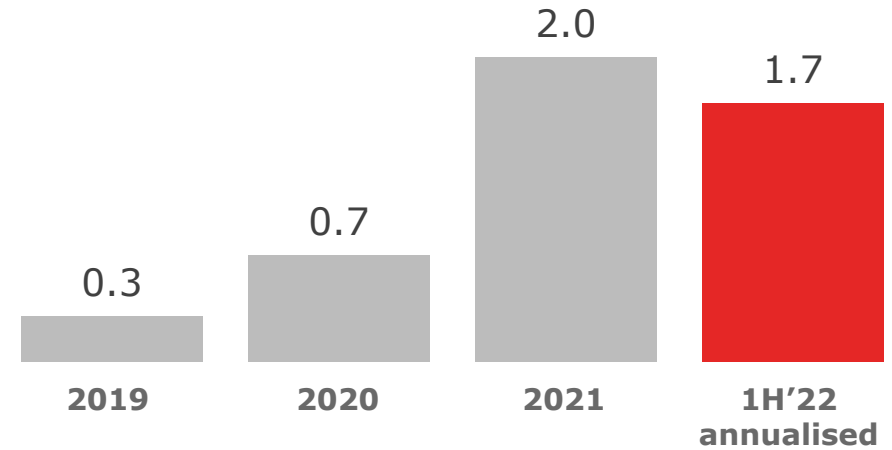
**Amit Harlalka, Deputy Director, Finance, AM/NS India**

# STRONG FINANCIAL PERFORMANCE SINCE ACQUISITION

## Performance

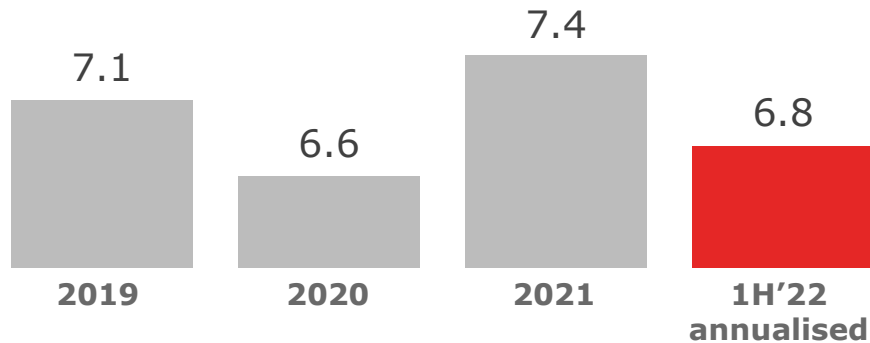
- Strong steel production and shipment performance since acquisition
- Healthy EBITDA generating business
- Long term natural gas hedges - provides cost and operating certainty
- Business strongly cash generative asset (cash needs of \$0.3bn excl. growth capex) → driving lower net debt
- Business generating cash to fund its own growth

## EBITDA (\$Bn)

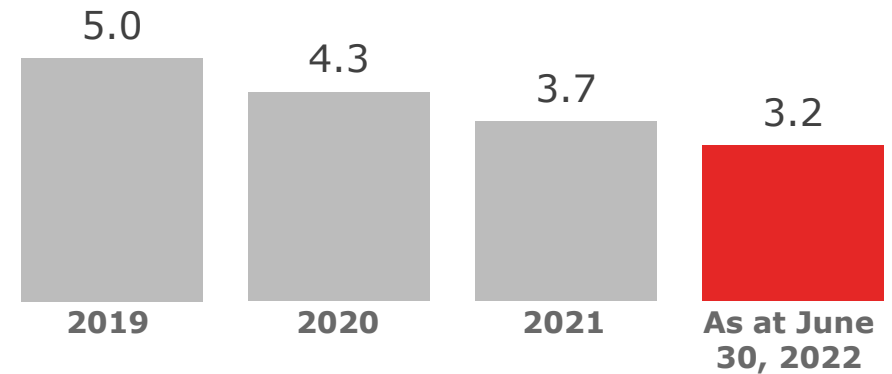


Export duty has had negative impact on performance

## Crude steel production (Mt)



## Net debt (\$Bn)

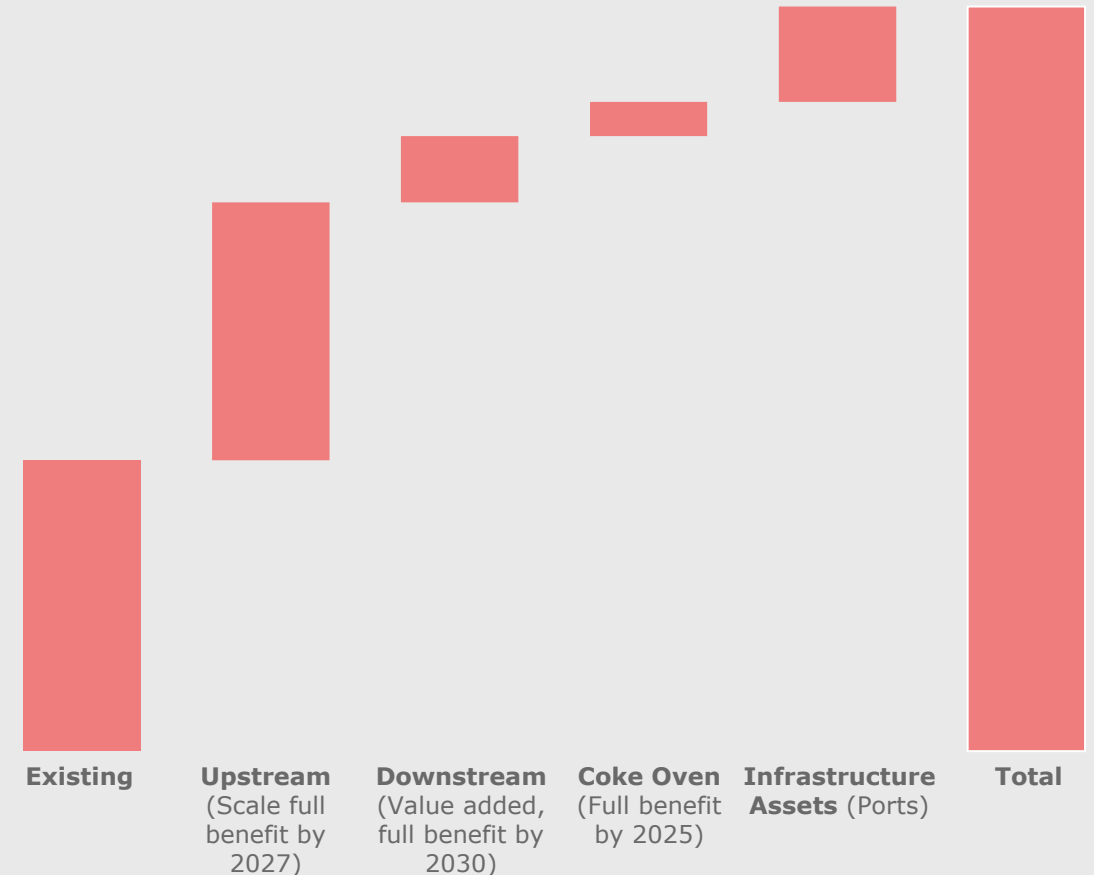


# ENHANCED PROFITABILITY – WITH SECURED RAW MATERIAL, GROWTH POTENTIAL AND PORT INFRASTRUCTURE

## Improved business performance

- ✓ Trusted supplier of high-quality products
- ✓ Repositioned business from a discount player to premium supplier of high-quality steel
- ✓ Established status as a service and quality leader
- ✓ Multi asset drivers of profitability and cashflows
- ✓ Enhanced profitability profile – with higher earnings from growing core asset base (steel, mining), supplemented with contribution from stable ancillary assets

## Building blocks to increase profitability (Phase 1A)

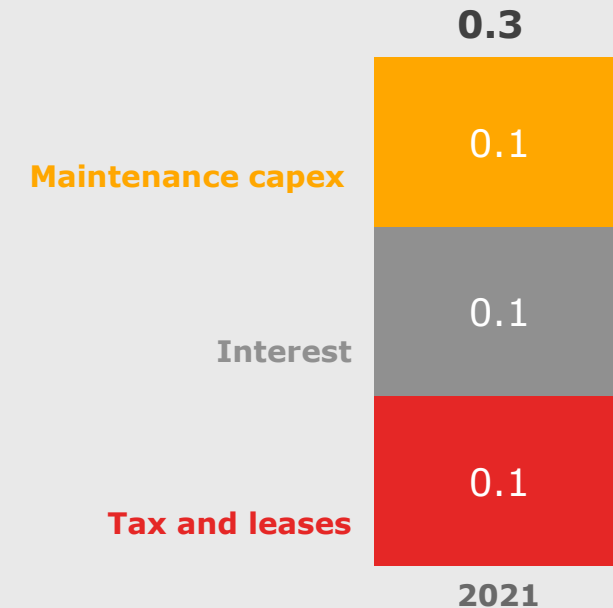


**EBITDA expansion**

# LOW CASH REQUIREMENT SUPPORTS HIGHER FCF GENERATION

- Benefits from the strong AM/NS India balance sheet strength and parent companies ArcelorMittal and Nippon Steel
  - Comfortable leverage - low cost of capital relative to peers
  - Competitive tax rates (sizeable NOLs)
  - Efficient maintenance capex
- Strong cash generating assets (cash needs of business \$0.3bn excluding growth capex) driving reduction in net debt position
- Ongoing focus on cost reduction

## Annual cash needs of the business (\$Bn)



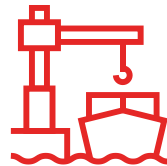
# HOW WE SECURED OUR SUPPLY CHAIN



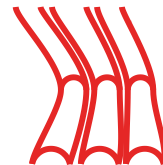
Acquisition of assets complementary and key to steel operation



**Iron Ore Mines**



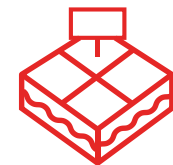
**Ports**



**Slurry Pipeline**



**Power Plants**



**Land**

Integration efficiencies | Self-reliance | Cash generative | Expansion potential

- ✓ Completion and startup of Odisha Pellet Plant 2-6Mtpa
- ✓ Acquisition and operationalization of Thakurani Mines
- ✓ Operationalization of Sagasahi Mines

# STRATEGIC ACQUISITIONS: 2020 and 2021

## Odisha Slurry Pipeline (OSPIL)

- Acquired in July 2020 as part of an insolvency process
- 253km, 12Mtpa pipeline to transport iron ore slurry from Dabuna to Paradip
- Critical for efficient and low-cost transportation of iron ore fines for pellet plant operations
- Appeals pending at Supreme Court on approval of resolution plan

## Bhander Power (BPOL)

- Acquired in February 2020 from secured creditors
- 500MW captive gas-based power plant at Hazira
- Supplements and further secures power requirements

## Essar Power Orissa (EPORL)

- Acquired in February 2021 from secured creditors of
- 60MW thermal power plant located in Paradip, Orissa
- Captive power plant to meet power requirements of AM/NS India Paradip operations
- Assets acquired by AM/NS India under SARFAESI Act



OSPIL



EPORL



# STRATEGIC ACQUISITIONS: 2022

- Definitive agreement to acquire critical logistics, energy assets for net value of \$2.4bn fully funded by AM/NS India
- Assets critical for AM/NS India's logistics and energy supply chain; secures key infrastructure that supports manufacturing operations; lowers cost
- Strengthens strategic integration of manufacturing and logistics supply chain, resulting in greater operational efficiencies
- Cash generating assets with immediate synergy benefits. Further synergies as throughput grows with expansion in steel production capacity
- ArcelorMittal is the successful resolution applicant for Uttam Galva and Indian Steel Corporation, via the IBC route (pending court appeal)

**Ports** provide secure movement of raw materials and finished goods

- 25Mtpa captive jetty at bulk port terminal at Hazira
- 16Mtpa deep draft terminal at Visakhapatnam; integrated conveyor connected to 8Mtpa pellet plant
- 12Mtpa deep-water jetty at Paradip; dedicated conveyor handling all of pellet shipments from Paradip pellet plant

Cost-effective **power plants** and land for expansion

- 270MW multi-fuel power plant at Hazira; long-term PPA with AM/NS India
- 515MW gas-based power plant, with allied land earmarked for Hazira expansion

Transmission line brings supply optionality, including renewables

- 100km Gandhar - Hazira transmission line, connects steelmaking complex with central electricity grid



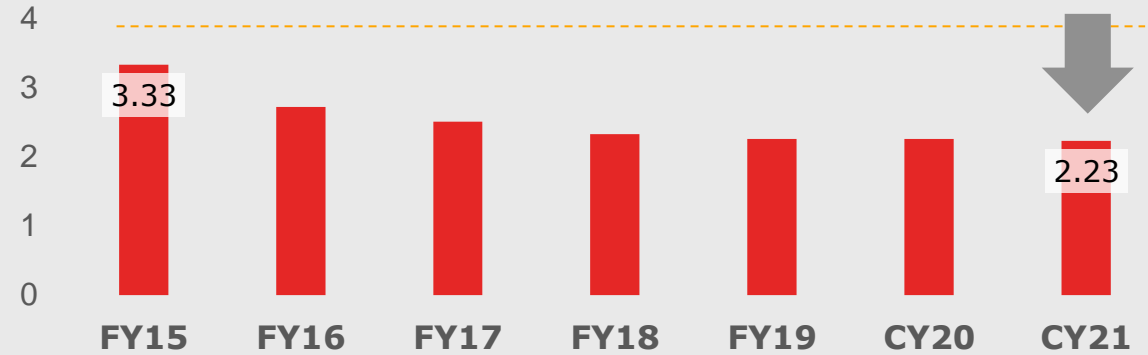
\* Subject to completion of transaction; definitive agreement with Essar Group signed on 26 August 2022

Securing Our Supply Chain

# DECARBONIZED STEEL

- AM/NS India decarbonisation strategy aligned with ArcelorMittal and India's energy transition ambitions
- 33% reduction in carbon emissions since 2015
- We are in advanced stages of preparation of climate action report (CAR). Our aim is to have leadership on climate change in India
- Efforts continue to cut emissions with process optimization, more renewables, scrap usage and fuel substitution
- Ambition to scale renewable energy; first energy storage project underway
- Exploring use of green hydrogen, biomass, CCUS and direct electrolysis

## CO2 intensity (TCO2/TCS)



### Process optimization

- All BATs
- Advanced digitalization
- Energy recuperation

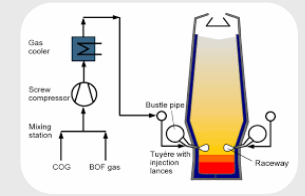


### Renewables

- 250 MW RTC
- > 45% Power requirement

### Scrap

- Step wise increase in charge mix

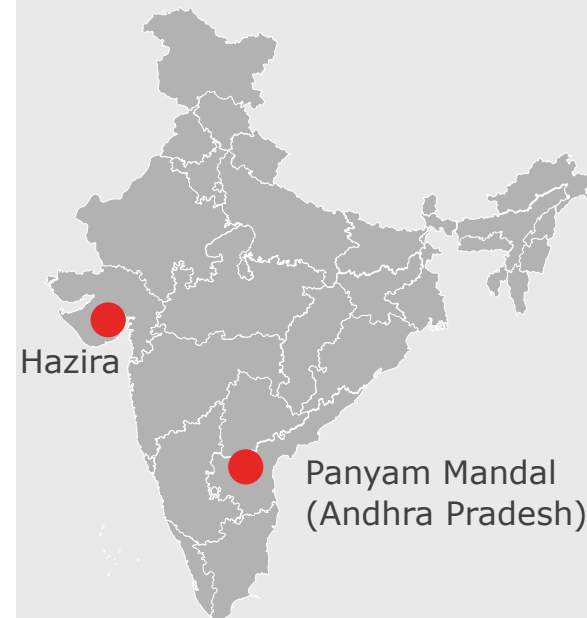
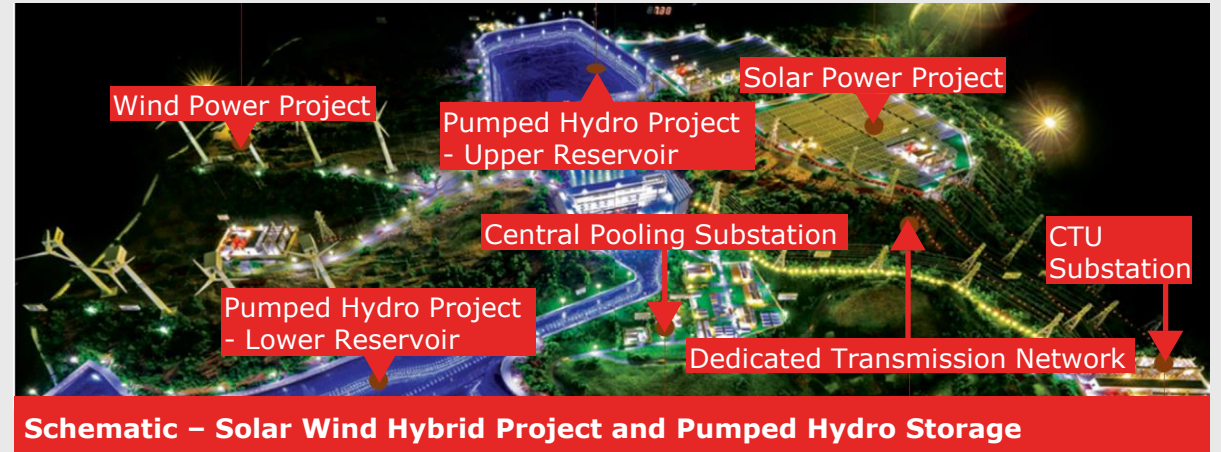


### Fuel Substitution

- Natural gas injection in BFs
- Coke oven gas injection

# INTEGRATING RENEWABLES INTO ENERGY SUPPLY CHAIN

- \$0.6bn investment in renewables (975MW nominal capacity), supported by hydro pumped storage project
- Overcomes intermittency of wind and solar to supply round the clock power
- Project, land owned and funded by ArcelorMittal; Greenko to design, construct and operate facilities in Andhra Pradesh
- AM/NS India to purchase 250MW of renewable electricity annually under 25 year off-take agreement; 20%+ of Hazira's electricity needs, reducing carbon emissions by ~1.5Mt per year
- Expected to add \$0.1bn to ArcelorMittal EBITDA on completion; additional benefits to accrue to ArcelorMittal through 60% ownership in JV
- Commissioning expected by mid-2024; option to develop second phase to double installed capacity



# MARKET OPPORTUNITY

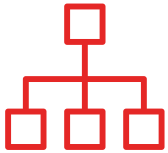
**Alain Legrix de La Salle, Director - Sales and Marketing, AM/NS India and Vice President at ArcelorMittal.**

# INDIA'S STEEL GROWTH STORY



## Growth

- Per-capita steel consumption 1/3 global average
- National Steel Policy envisages doubling per capita consumption: 77kg\* to 160kg by FY31
- Targeting 300Mtpa capacity by 2030



## Structure

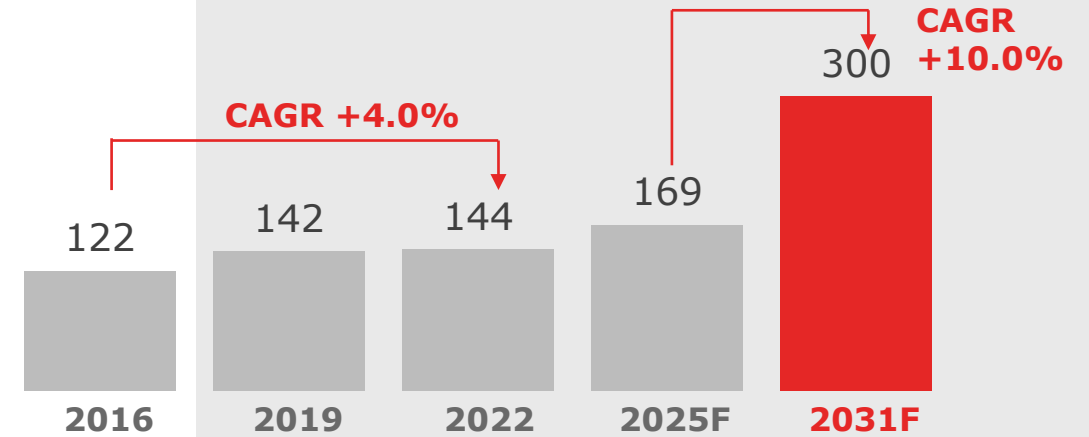
- Four key flat steel producers: AM/NS India, JSW, SAIL, Tata
- Infrastructure spending catalyst for capex cycle; 'Gati Shakti' (National Master Plan' for multi-modal connectivity); investment of \$1.3 trillion over next 5 years\*\*
- Impetus from government policies such as "Make in India" and "Production Linked Incentives" for specialty steel making. PLI to boost private capex



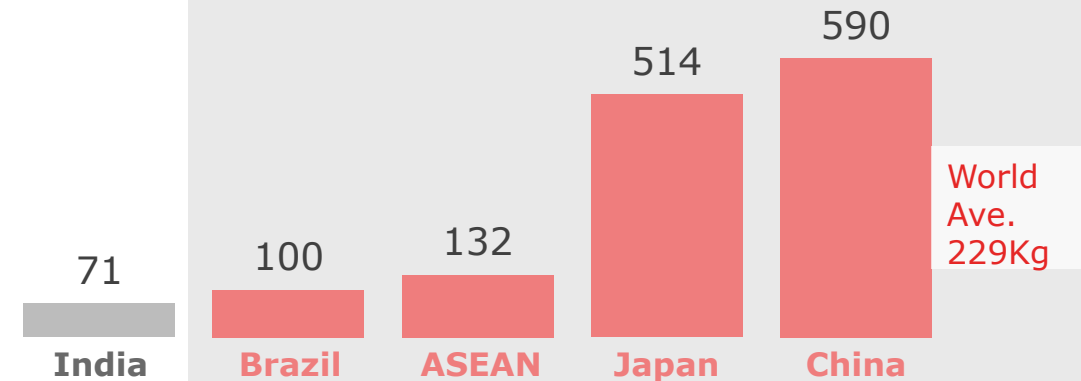
## Cost

- Access to low-cost iron ore
- Highly-competitive fixed cost base
- Competitive natural gas pricing; long-term natural gas hedges provide operating and cost certainty

## India crude steel production capacity estimates Mtpa



## Steel demand per capita in India (Kg)



Source: World Steel (2019)

\* Source: Per-capita steel consumption in 2021

\*\* Source: Ministry of Steel: <https://pib.gov.in/PressReleaseDetail.aspx?PRID=1807624>

# AM/NS INDIA'S AMBITION FOR LEADERSHIP

## Well-positioned to grow market share

- Differentiated, premium products, high-quality growth based on:
- Product mix reflecting high value-added steel in high-growth sectors
- Positioning AM/NS India as a market leader in sectors including auto, solar, appliance, construction, infrastructure and defense
- Differentiated offer of services/supply chain via our SSC to serve OEMs
- A scalable distribution model with Hypermart retail outlets

## Global R&D leadership

- Unrivalled R&D resources of ArcelorMittal and Nippon Steel
- AM/NS India developed during the last 2 years 43 new grades of steel
- Plans to establish an India R&D center

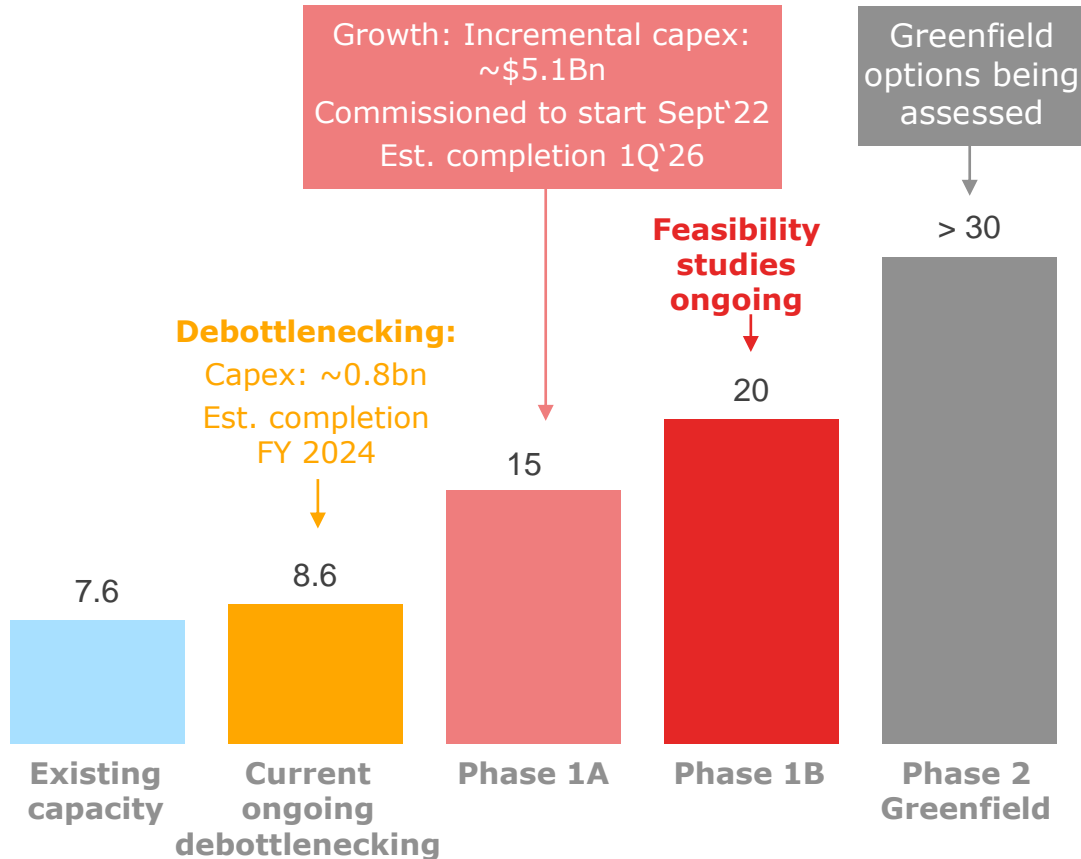
Segment	Expected CAGR Growth (%) till 2030
Automotive & Yellow Goods	7%
Construction & Infrastructure	9%
Energy	11%
Trade & Re-Rolling	5%
Agriculture	7%
Appliances	9%
Packaging	8%
<b>Domestic total</b>	<b>8%</b>

# GROWTH PLAN

**Dilip Oommen, Chief Executive Officer AM/NS India**

# PHASED UPSTREAM EXPANSION ALIGNED WITH GROWTH IN INDIAN STEEL DEMAND

## Production Growth Profile (Mt)



### Near term:

- Debottlenecking → ongoing investments to ramp up Hazira production capacity to 8.6Mt by end of 2024; estimated capex of \$0.8bn
- Investing \$0.5bn to set up coke oven
- Best practices delivering efficiency gains

### Medium term:

- **Phase 1A:** Awaiting environmental clearance which is anticipated shortly. Expansion to c.15 Mtpa crude steel capacity by 1Q 2026 at Hazira underway
  - Investment for 2 BF's; steel shop, HSM, coke plant, ancillary equipment (including networks, power, gas, oxygen plant etc.); and raw material handling.
  - BF2 to start in 2025, BF3 in 2026
  - BF1 net capacity enhancement from 2Mtpa to 3Mtpa
  - Total capex of \$5.1bn
- **Phase 1B:** further expansion potential at Hazira
  - Option to increase capacity to 20Mtpa (less capex intensive than phase 1A)

### Long term Potential:

- **Phase 2:** MOU signed for 24Mtpa for greenfield option in Kendrapara
- Further options to build a 6Mtpa integrated steel plant at Paradip are being assessed.
- Feasibility studies are ongoing for both locations
- Land acquisition and environmental clearances to be obtained



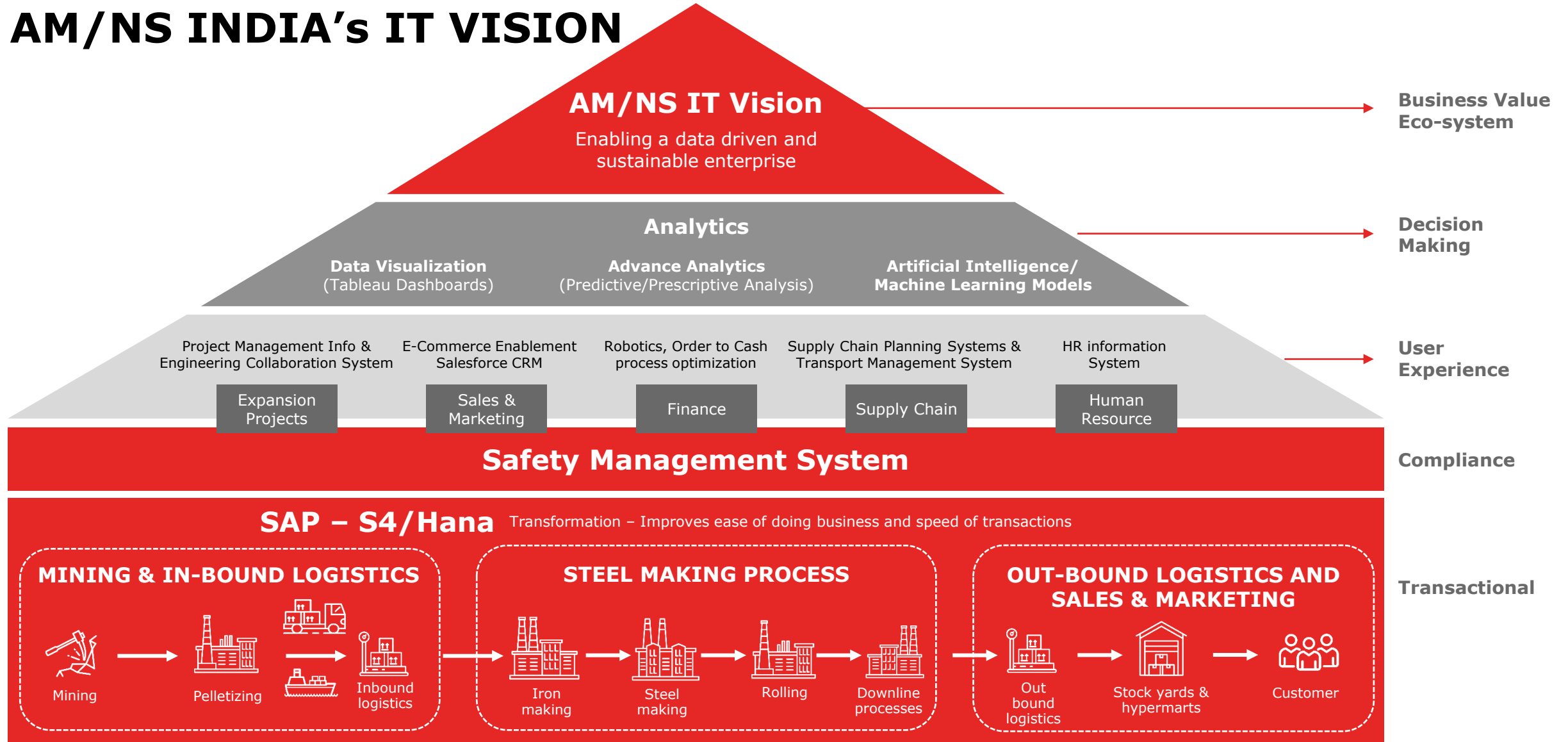
# DOWNSTREAM STRATEGY FOCUSED ON HIGH-VALUE STEELS

## Well equipped to expand specialty steel portfolio

- Downstream investment of \$1bn ongoing:
  - State of the art downstream facility at Hazira
  - Import substitution
- Anticipate acquisition of Uttam Galva (1.2Mtpa): cold rolled, colour coated and galvanized steel processing; awaiting final approval from National Company Law Tribunal
- Exploring other M&A opportunities
- Downstream focus underpinned by government policy initiatives to spur high-value manufacturing:
- Atmanirbhar Bharat (Self Reliant India); Make In India: expanding local manufacturing to reduce imports and create export hub
- Production linked incentive (PLI) scheme for specialty steels; expected to trigger fresh investments worth ~\$5.4Bn (Source: Ministry of Steel)
- Investing in CGL3/CGL4/CGal/PLTCM



# AM/NS INDIA's IT VISION





# AM/NS INDIA: SMARTER STEEL FOR BRIGHTER FUTURE

- **Performance:** Experienced management team; asset stabilized, vital raw material sources and supply chain secured; strong, stable cash generation to support funding needs for growth and value creation
- **Growth:** Phased capacity expansion to track growth in domestic demand; differentiated growth focused on high-value added steel, diversified product mix and benefits of integrated model
- **Partnership:** Leverage ArcelorMittal and Nippon Steel's global expertise to achieve leadership position in India; with support of low-cost financing, R&D capabilities, networks, knowledge and expertise
- **Security of supply:** Own iron ore deposits and 20Mt pelletizer capacity. Self sufficient with options to grow in line with expanding demand
- **Commercial:** Transitioning from discount player to premium product supplier
- **Sustainability:** Grow and operate in a safe, sustainable manner; focused on decarbonisation; fully integrated with communities with a more diversified workforce
- **Vision:** To grow with India as the leading, responsible steelmaker; ally to India on decarbonization

# COMMITMENT TO IMPROVE LIVES

- Social impact is as strategic as our steel making and aligned with India's law on CSR and UN Sustainable Development Goals
- Adopting 4P: public, private, people, partnership, for replicability and sustainability
- **Initiatives across six focus areas have impacted more than 2 million people in nearly 200 villages in eight states**

## Core theme is digital education

- CSR reach covers remote and inaccessible villages such as Sukuma (Chhatisgarh), Koira (Odisha) etc.
- Agile approach to handle disasters and pandemic such as COVID



**HEALTHCARE**



**LIVELIHOOD**



**EDUCATION**



**CULTURE & SPORT**



**COMMUNITY INFRASTRUCTURE**



**ENVIRONMENT**

## Lives touched and impacted (millions of people)



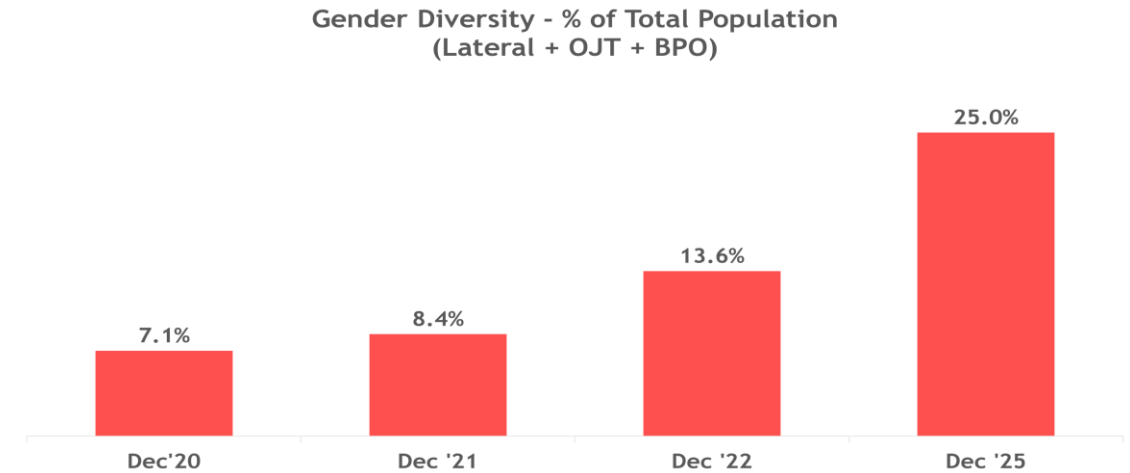
# AM/NS INDIA's: VALUES & LEADERSHIP



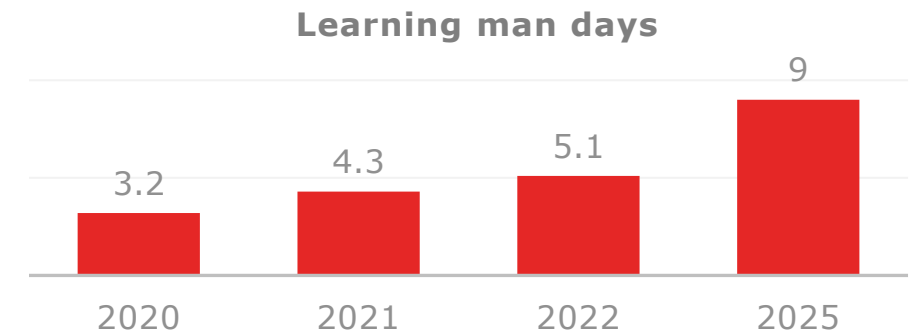
# OUR PEOPLE STRATEGY

- **Young organization, getting younger:** Average Age = **37 Yrs;** Building bench strength to meet future manpower needs
- **Learning & development:** 100% employee coverage of compliance trainings; Code of conduct, ethics, cyber-security, Anti-corruption, etc. Launched AMU during COVID for employee training and development
- **Gender diversity: #SheMakesSteelSmarter**
- **Employee experience:** Employee engagement score – 78% (2% above benchmark); Overall Participation – 77%
- **HR digitalisation:** ORACLE HCM Platform for Talent Management & improved ESS/MSS for exceptional employee experience.
- **Compensation benchmarks:** Competitive compensation to attract, retain and motivate right talent → Improved market competitiveness & ability to Attract, Motivate & Retain the right talent.
- **Employee welfare & benefits**
  - **Best-in-class:** Township → including school & medical facilities
  - **SAMPARK:** Employee Assistance Program for mental well-being
  - **Employee-friendly** policies: Flexi working, leave policy, life insurance, medical insurance & voluntary parental insurance
  - **Rewards & recognition:** strengthened culture of recognition – 5513 total rewards in 2022 so far.
  - **Global Learning Programs:** Leadership Development Programs, Employee Exchange Programs – leveraging from best-in-class practices of the parent companies.

## Gender Diversity - #Shemakessteelsmarter



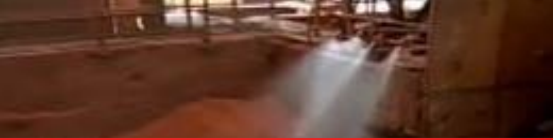





## Learning And Development



# APPENDIX



# AM/NS INDIA'S OPERATIONAL ASSETS

PLANTS	PROCESS	PARTICULARS	LOCATIONS	CAPACITIES (Mtpa)	
	<b>Beneficiation</b>	<ul style="list-style-type: none"> <li>Low grade iron ores extracted from mines are refined/beneficiated to reduce unwanted gangue mineral content</li> <li>The input iron ore is 63-64% Fe (iron), which after beneficiation is improved to 66-67% Fe</li> </ul>	Dabuna	<b>8.0</b>	
			Kirandul	<b>8.0</b>	
	<b>Pelletization</b>	<ul style="list-style-type: none"> <li>Process involves converting loose iron ore fines into pellets which can be directly fed to the BF</li> <li>The intermediate processes include mixing of proportionate ore, binder and water, balling to form green pellets, etc.</li> </ul>	Paradip	<b>12.0*</b>	
			Vizag	<b>8.0</b>	
	<b>Hot Metal/Sponge Iron</b>	<ul style="list-style-type: none"> <li>HBI / DRI: The process converts iron oxides, in the form of lumps or pellets, to DRI using natural gas and COREX gas as a source of fuel. ESIL has 6 modules of HBI / DRI</li> <li>Blast furnace (BF): Iron bearing materials (pellets and sinter) are converted to hot metal / liquid iron through reduction</li> <li>COREX technology: COREX is a smelting-reduction process which converts pellets to hot metal</li> </ul>	Hazira: Blast Furnace	<b>BF: 1.7</b>	
			Hazira: COREX	<b>Corex: 1.7</b>	
			Hazira: HBI / DRI	<b>HBI / DRI: 6.8</b>	
	<b>Crude Steel</b>	<ul style="list-style-type: none"> <li>EAF: DRI along with steel scrap is converted to crude steel in an EAF and slabcaster</li> <li>Conarc: combination of processes of BO conversion and EAF to produce crude steel from hot metal and DRI</li> </ul>	Hazira	<b>EAF: 4.6</b>	
				<b>Conarc: 5.0</b>	
	<b>Hot Rolled Coils and Plates</b>	<ul style="list-style-type: none"> <li>HRC is manufactured from slabs in the HSM and compact strip production mill (CSP)</li> <li>Plate mill manufactures HR plates, heat treated plates and shot blasted and painted plates</li> </ul>	Hazira	<b>HSM and CSP: 7.5</b>	
				<b>Plate Mill: 1.5</b>	
	<b>Downstream Products</b>	<ul style="list-style-type: none"> <li>HRC -&gt; Submerged Arc Welded (SAW) pipes</li> <li>HRC -&gt; HRPO</li> <li>HRC -&gt; Cold rolled coil</li> <li>Cold rolled coil -&gt; Galvanized coil</li> <li>Galvanized coil -&gt; Color coated coil</li> </ul>	Hazira	<b>0.6</b>	<b>NA</b>
				<b>1.9</b>	<b>0.7</b>
				<b>0.7</b>	<b>0.1^</b>
			Pune	<b>0.5</b>	<b>0.5</b>
				<b>NA</b>	<b>0.4</b>

^ Cold rolled closed annealed



# DIVERSIFIED PRODUCT MIX, UNDERPINNED BY STRONG POSITION IN FLATS

Pellets	Hot Rolled	Cold Rolled	HDGI	Color Coated	Plates	Pipes
						
<b>14 Mtpa</b>	<b>7.1 Mtpa</b>	<b>2.0 Mtpa</b>	<b>1 Mtpa</b>	<b>0.4 Mtpa</b>	<b>1.5 Mtpa</b>	<b>0.6 Mtpa</b>
DR Grade BF Grade	Thickness: 0.8-25mm Width: 800-2000mm	Thickness: 0.4 -3.2mm Width: 200-1525mm	Thickness: 0.18-3mm Width: 200-1340mm	Thickness: 0.25-1.2 mm Width: 300-1310mm	Thickness: 5-150mm Width: 1100-4950mm	Diameter: 406-1524/ 2510mm Thickness: 6-65/25.4 mm

# MARQUEE PROJECTS IN CONSTRUCTION, INFRASTRUCTURE, TRANSPORT



**BOGIBEEL BRIDGE**



**CHENAB BRIDGE**



**ATAL TUNNEL**



**DUBAI DRYDOCKS**



**DUQM REFINERY**



**ANJI KHAD BRIDGE**



**DHOLA-SADIYA BRIDGE**



**BULLET TRAIN**

# SNAPSHOTS

AM/NS  
INDIA

“  
Defy  
stereotypes  
and take on  
newer  
challenges.”



*#SheMakesSteelSmarter*

Mousami Parida  
Paradeep Pellet Plant

**#SheMakesSteelSmarter @ AM/NS  
India**



**CEO Awards for Business Excellence**



**Learning Weeks – June 2022**



**AM/NS India Cricket Cup 2022**



**GET / MT Batch with our CEO**

# BOOSTERS FROM GOVERNMENT

**Objective:** A National Master Plan aimed at coordinated planning and execution of infrastructure projects in the country

**Size:** Rs.100 lakh crore (\$1.3 trillion)

**Outcome:** Various projects connectivity for seamless movement of goods and people across India, boost trade, 4G to all villages

**Genesis:** Project delays and cost escalations due to lack of coordination between ministries

**Process:** Leverage cutting edge technologies to create a digital platform & bring 16 ministries & departments together

**Coverage:** Existing infrastructure schemes, economic zones, defence, industrial corridors, electronic parks, fishing clusters and agri zones

## GatiShakti

### MAJOR TARGETS



**National Highway network: 2 lakh km by 2024-25**



**Indian Railways cargo: 1,600 million tons up from 1210 million tons in 2020, West & East freight corridors**



**220 airports, helicopters and water aerodromes.**



**Additional 17,000 km of long trunk pipelines taking total length to 34500km by 2024-25**



**Power transmission to be increased from 425,500 circuit km to 4,54,200 circuit km by 2024-25.**



**World's largest renewable energy capacity expansion programme, from 87.7 GW to 225 GW by 2024-25**



**35 Mn km optical fibre cable network; high speed internet & 4G in all villages by 2022.**



**Double farmers' income with mega food parks & agri-processing centres.**



**Achieve Aatmanirbhar (self-reliant) Defence industry**

**Infrastructure Development will play an important role in India's aim to become a \$5 trillion economy by 2025**

A photograph of an industrial refinery at night, illuminated by numerous bright lights. The scene features several large, cylindrical storage tanks and tall distillation columns, all interconnected by a complex network of pipes and metal walkways. The sky is a deep blue, suggesting twilight. A prominent red diagonal graphic element is on the left side of the image. The text 'AM/NS INDIA' is overlaid in white, bold, sans-serif font in the center-left area.

**AM/NS  
INDIA**