# FINANCIAL RESULTS

for the year ended
31 December 2024

ArcelorMittal

## Forward-looking statements

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# Contents

01

# Key messages and salient features

## Kobus Verster

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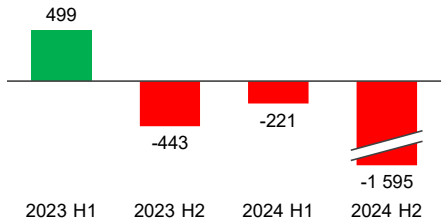
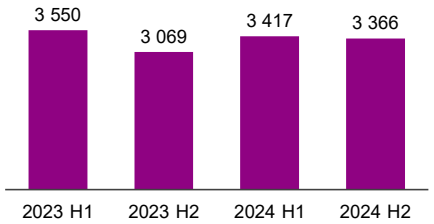
# OVERVIEW AND SALIENT FEATURES

- South African steel industry is facing its greatest challenge since the events of the financial crisis of 2008/09
- International steel-to-raw material price spreads remain under pressure, and countries rush to protect their steel industries against unfair trade and policy practices
- H2 2024 crude steel production levels up 12% due to improved asset utilisation in the Flats Business
- Sales volumes down 6% to 2,3 million tonnes (crude steel production down 6% to 2,6 million tonnes)
- Realised rand steel prices down 4% (down 3% in dollar terms)
- Raw material basket (RMB) flat in rand terms (international RMB down 13% in rand terms)
- Value Plan added R910 million (2023: R2 093 million)
- Fixed costs up 2% to R6 783 million (2023: R6 619 million)
- EBITDA loss of R1 816 million (2023: R56 million profit)
- EBITDA loss includes R670 million of losses relating to the Q2 2024 Blast Furnace instability and R1 514 million of inventory disposal losses in support of improved liquidity
- EBITDA loss excludes the Longs business wind down charge, severance packages, write down of inventory and impairment - R1 813 million (2023: R2 115 million of impairment charges)
- Headline loss of R5 102 million (2023: R1 890 million)
- Net borrowings prior to the capitalisation of accrued interest and fees were flat for the last three quarters at R3 756 million (2023: R3 215 million); R5 111 million after accruals capitalisation
- Continued support from ArcelorMittal group with shareholder loan (included in net borrowings) increased to R5 055 million (2023: R3 700 million)*, and now fully sub-ordinated (2023: R2 700 million sub-ordinated)
- The Company continues to advance the bankability of its high-payback investment portfolio, which includes addressing its balance sheet resilience through a potential recapitalisation

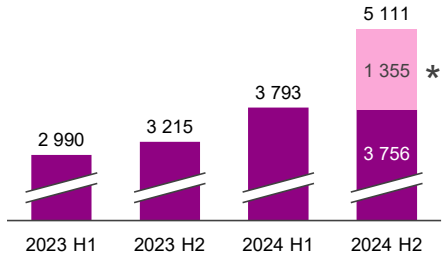
**EBITDA (Rm)**



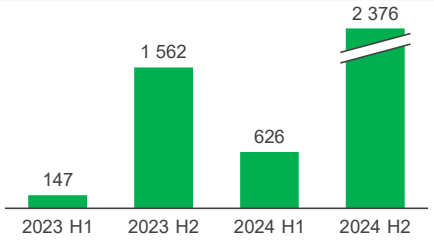

**FIXED COST (Rm)**



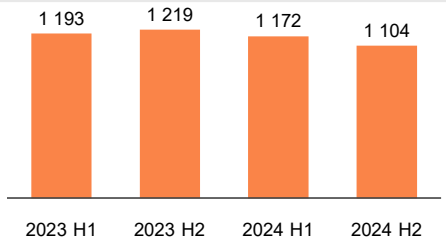

**NET BORROWINGS (Rm)**



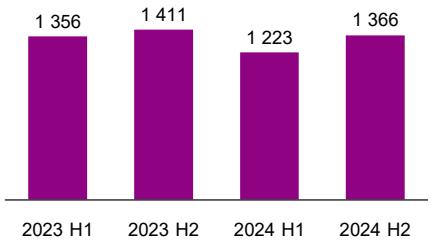

**WORKING CAPITAL MOVEMENT (Rm)**




**SALES VOLUMES (kt)**




**CRUDE STEEL PRODUCTION (kt)**




**ArcelorMittal group shareholder loan – R1 355 million increase*

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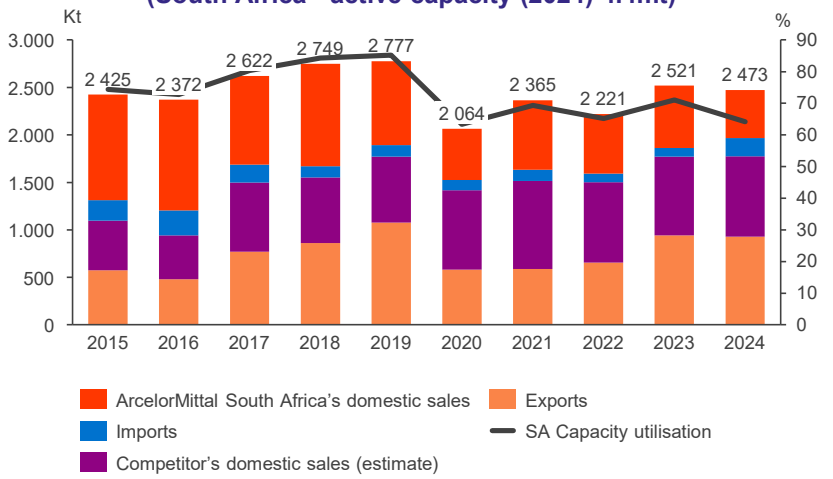
# OVERVIEW AND SALIENT FEATURES *(cont.)*

## LONGS BUSINESS

- 6 January 2025 wind down announcement
- Interministerial task team
- Lead role played by the IDC
- Commencement of the Longs Business wind down implementation plan (initially scheduled to start by end-January 2025) delayed by approximately one month to enable:
    - Fulfilment of the higher than anticipated outstanding order book (prioritising automotive and vulnerable supply chains)
    - Continuing discussions with the South African Government on the future of the Longs Business
- Extended operations enabled through funding support of R380 million from the IDC in the form of a shareholder loan
- The settlement of the R950 million IDC loan extended from 1 June 2025 to 1 September 2026
- A notice in terms of the Labour Relations Act was issued and the consultation process regarding the contemplated large-scale retrenchment process has commenced
- The Longs Business will only continue with financial support as the Company does not have the appetite to bear any financial risk associated with the continued operations of that business

**LONGS DOMESTIC MARKET AND UTILISATION**

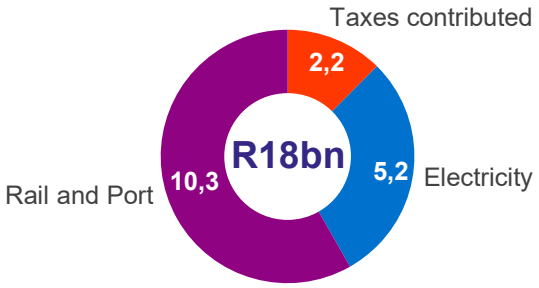
**(South Africa - active capacity (2024) 4.4mt)**




**CONTRIBUTION TO FISCUS (R'bn)**

**(Including State-owned Enterprises)**

**(Aggregate for 2017-2024)**

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# OVERVIEW AND SALIENT FEATURES *(cont.)*

## INTERNATIONAL ENVIRONMENT

- 2024 global growth stabilised at 2,7%[1] inflation and interest rates declined gradually
- 2024 global steel production marginally down (-0,9%)[2]
- China
  - Domestic steel production down 1,7%[2]
  - Apparent crude steel consumption down by 4,8% to 893 million[3]
  - Steel exports hit a nine-year high of 111 million tonnes in 2024, up 23% from 2023
  - High levels of steel exports pressurise international markets
- Internationally, steel price / raw material spread levels remain unsustainable

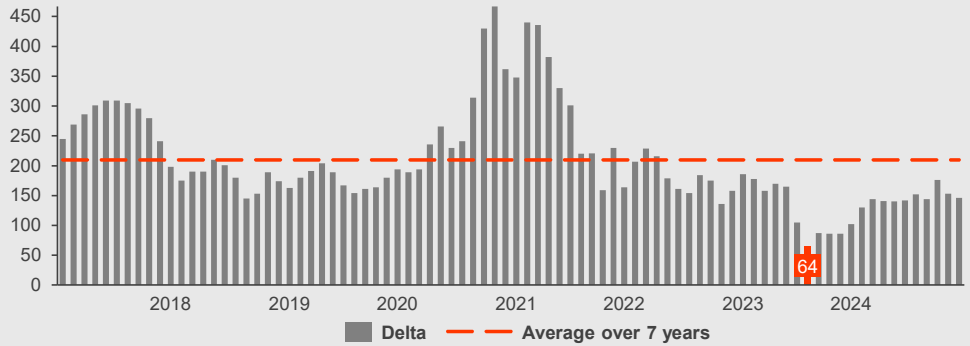
## DOMESTIC ENVIRONMENT AND THE SIGNIFICANCE OF FAIR TRADE PROTECTION

- South African economy struggling to gain momentum
- Countries which regard their steel industries as strategic (US, Brazil, EU etc.) have acted against unfair trade imports
- South Africa's response has been slow and insufficient
- 9% provisional safeguard duty on Hot Rolled Coil and Plate imports expired on 20 January 2025
- ITAC's commitment to undertake a review of South Africa's steel tariff structure is welcomed but timelines are challenging
- Highest priority is the revision of the scrap pricing policy (PPS and export tax) and its administrative policies

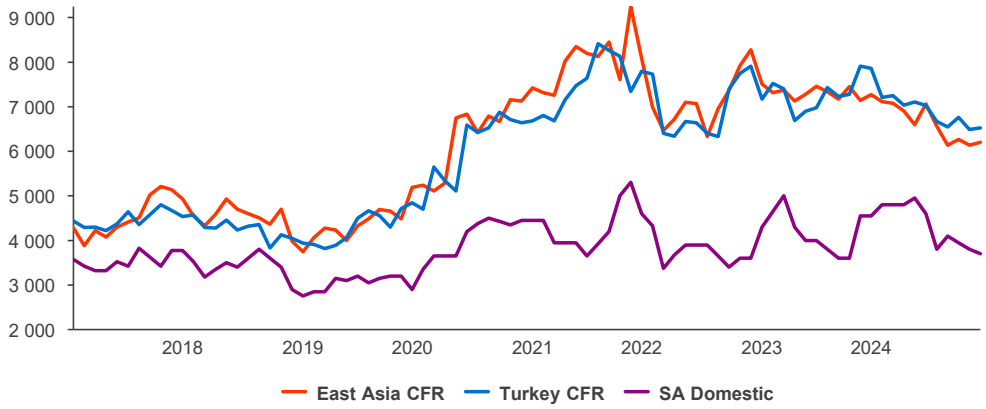
*[1]World Bank OKR*
*[2]World Steel*
*[3]Platts*

**INTERNATIONAL SPREAD**

**CHINA HRC (FOB) vs. INT. RMB ($/t)**




**INTERNATIONAL SCRAP vs. DOMESTIC (R/t)**



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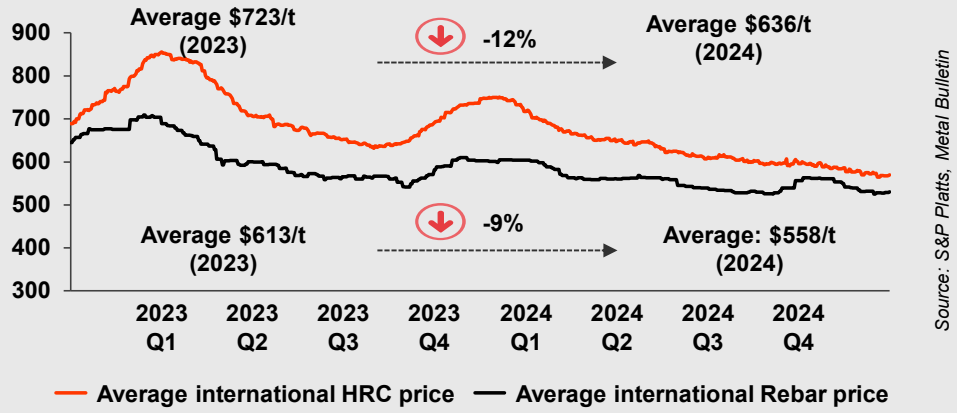
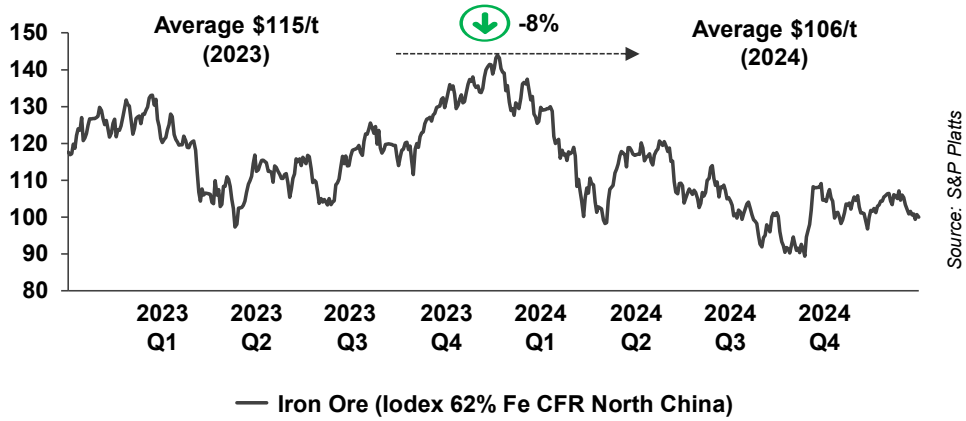
# OVERVIEW AND SALIENT FEATURES *(cont.)*

## INTERNATIONAL HRC[1] AND REBAR[2] ($/t)



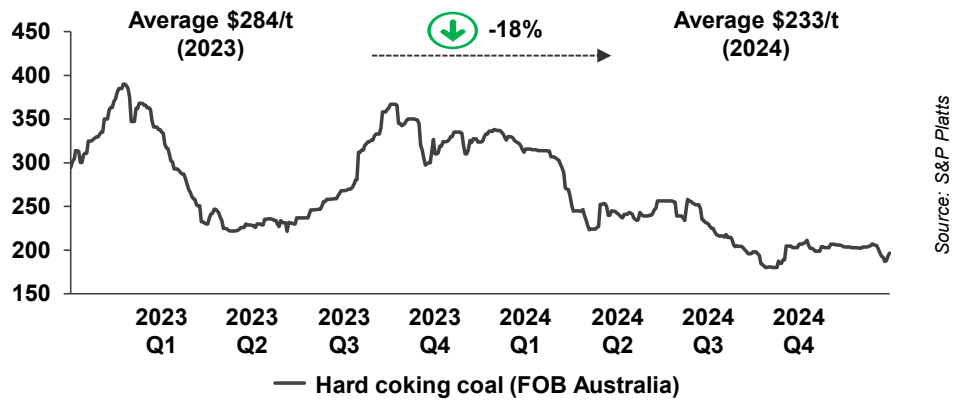

*Source: S&P Platts, Metal Bulletin*

## INTERNATIONAL IRON ORE ($/t)



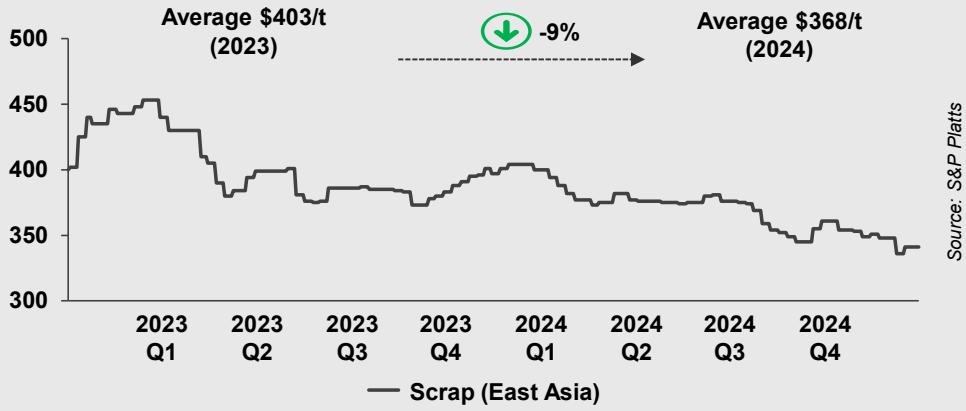

*Source: S&P Platts*

## INTERNATIONAL HARD COKING COAL ($/t)




*Source: S&P Platts*

## INTERNATIONAL SCRAP ($/t)




*Source: S&P Platts*

*[1]HRC: Hot Rolled Coil. Average domestic price between N. Europe, Japan, US, China, Turkey, India and Russia*

*[2] Rebar: Average price between China FOB and Turkey FOB*



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02

# Safety, Environment and Social

**Tami Didiza**

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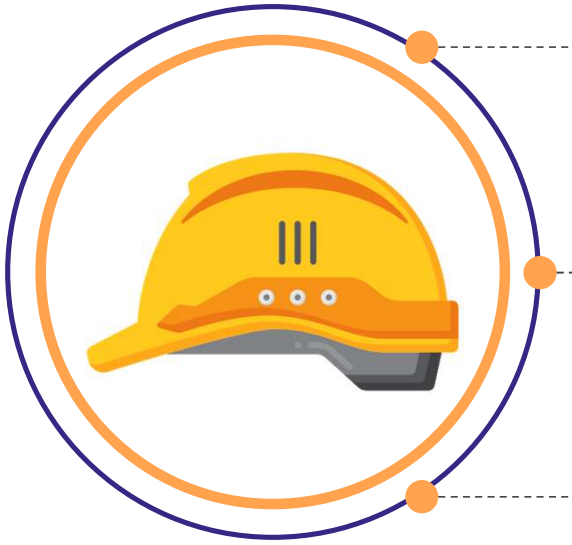
# SAFETY

- Safety is the Company's highest priority as it remains committed to Zero Harm
- It is with deep regret that we announce a fatality which occurred in the second half of 2024. The Board and Management express heartfelt condolences to the family, friends and colleagues of Mr Image Mabowa, an employee of a contractor working at our sinter plant
- Following the ArcelorMittal group-wide audit of safety practices, ArcelorMittal South Africa is enhancing its focus on indicators of potential for a severe injury or fatality, by:
  - ✓ Providing safety training to reduce risk tolerance while fostering safety leadership
  - ✓ Measuring the quality as well as the number of shop floor audits
  - ✓ Develop roadmap for process safety
  - ✓ Evaluating the quality as well as the number of pre-job risk analyses undertaken onsite
  - ✓ Ensuring that the potential for severe injury is noted as a standard habit and flagging it so everyone can learn from the situation and avoid it happening again




**TOTAL INJURIES**
2024: 195
2023: 199

**LTIFR[1]**
2024: 1,14
2023: 0,77

**TIFR[2]**
2024: 7,16
2023: 7,69

[1] *Lost Time Injury Frequency Rate*
[2] *Total Injury Frequency Rate*



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# SOCIO ECONOMIC FOOTPRINT


Partnership with GetOn Foundation in the Vaal reached a year milestone in June and continues to provide job-specific training to local communities, especially unemployed youth. GetOn Vaal turned two in June 2024 and has empowered over 1 000 students during this period

Science centres provide educational support to less fortunate schools in local communities. Curriculum Support reached 27 756 learners, 929 teachers in 369 schools, where Outreach STEM awareness programmes impacted 1 528 public persons over 487 engagements


Municipal Infrastructure Repairs - 3 main artery streets around Vanderbijlpark Works

Thusong Projects provides nutritious meals daily to more than 2 900 less fortunate community members. Approximately 27 000 litres of soup is produced and provided monthly

| Empowering WOMEN* | |
|---|---|
| Bursary holders (Employees) | 29 |
| Full Time Bursary Holders (Students) | 11 |
| Global Leadership Programmes | 5 |
| Women of Steel programme to foster growth, development and networking | 115 |
| Management | 48 |
| Senior Management | 11 |
| Operations | 469 |
| Corporate | 303 |
| In training or graduate programmes | 226 |

*Data provided across 2024*



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02

# Operations and Market Review

## Kobus Verster

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# STEEL ENVIRONMENT - GLOBAL

## CRUDE STEEL PRODUCTION

- Global production down at 1 839 million tonnes[1] (-0,9%)
- China's production down at 1 005 million tonnes, retaining a 55% market share (2023: 55%)
- Europe's[2] production up 3% to 130 million tonnes and North America down 4% to 106 million tonnes
- Russian production down 7% to 71 million tonnes with Turkey up 9% to 37 million tonnes
- India's production up 6% to 150 million tonnes
- Africa's production up 1% to 22 million tonnes
    - Egypt's production up 4% at 11 million tonnes
    - South Africa's production down 5% at 4,7 million tonnes

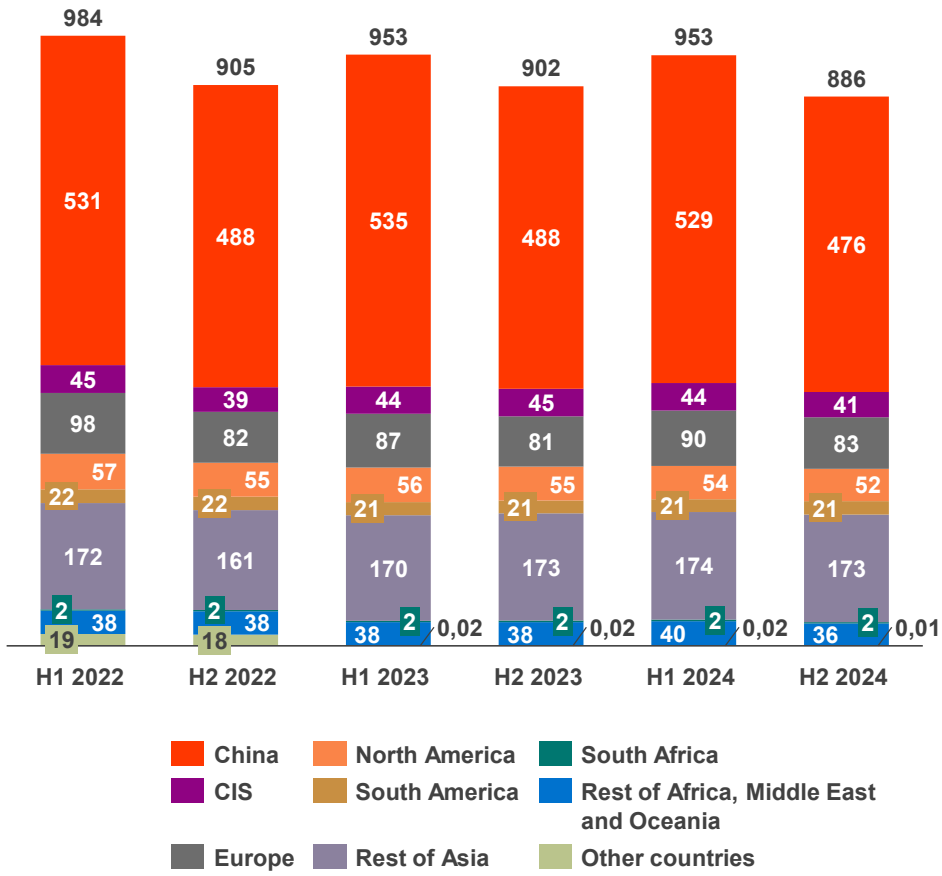
## SALES PRICES

- International Hot Rolled Coil (HRC) and Rebar prices down 12% and 9% respectively in Dollar terms

## INPUT COSTS

- International raw material basket (RMB[3]) down 12% in Dollar terms
    - Coking coal[4] down 18% (40% weighting in RMB (2023: 43%))
    - Scrap[4] down 9% (14% weighting in RMB (2023: 14%))
    - Iron ore[4] down 8% (46% weighting in RMB (2023: 43%))

**GLOBAL CRUDE STEEL PRODUCTION (million tonnes)**




[1] *Source: World Steel Association*
[2] *EU excluding Turkey*
[3] *RMB is composed of iron ore, coking coal and scrap*
[4] *Absolute change (not weighted within RMB)*



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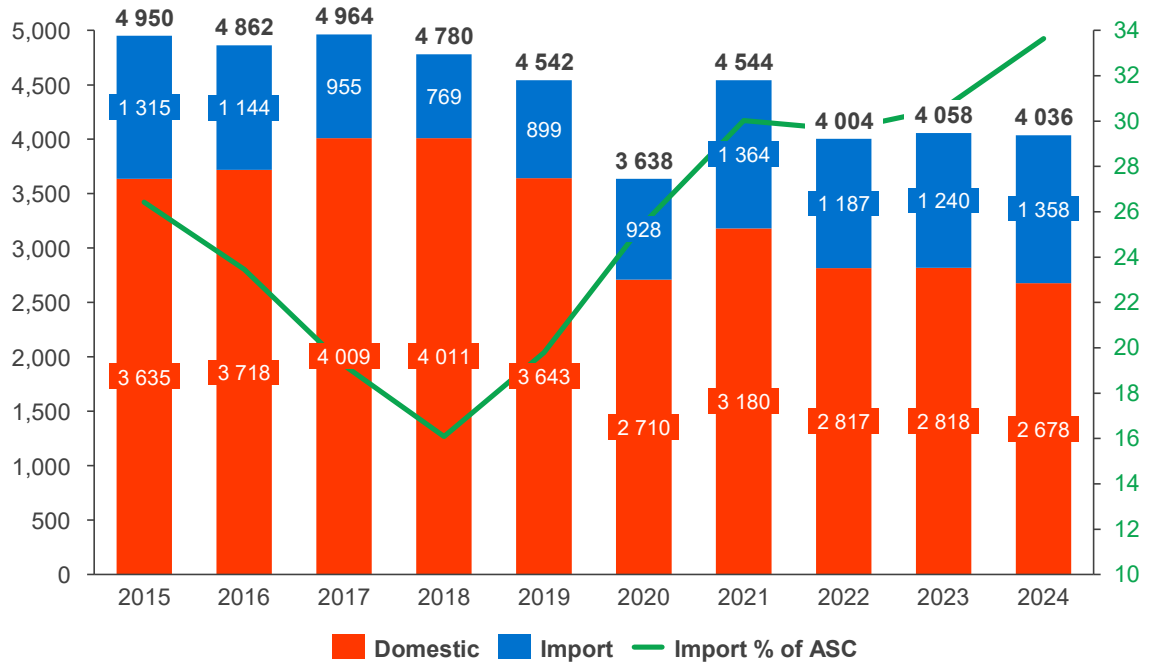
# STEEL ENVIRONMENT – SOUTH AFRICA

- South Africa's 2024 GDP growth rate expected at 0,7%[1]
  - SADC and Sub-Saharan Africa: 3,8%
- Apparent Steel Consumption[2] (ASC) marginally lower at 4,0 million tonnes
- Steel consumers, fabricators and manufacturers faced stagnant domestic and export demand amidst weaker price environment
- Slower start than anticipated to the initiation of the National Infrastructure Plan
- Low to negative growth[3] in key steel consuming sectors:
  - Machinery and Equipment: -7,2%
  - Construction: -5,0%
  - Agriculture: -11,6%
  - Manufacturing: -0,6%
  - Mining: +0,4%
  - Electricity, gas and water: +4,2%
- Steel imports[4] constituted 33,6% of ASC and increased by 9,4% to 1,4 million tonnes in 2024
  - Approximately 60% of these steel imports could be manufactured locally

**APPARENT STEEL CONSUMPTION ('000 tonnes)**




[1] *Source: Econometrix macro forecast*
[2] *Source: ArcelorMittal South Africa estimates*
[3] *Year-on-year percentage sectoral growth forecast change*
[4] *Source: South African Revenue Service, December estimated*



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# STEEL ENVIRONMENT – ARCELORMITTAL SOUTH AFRICA

## VOLUMES

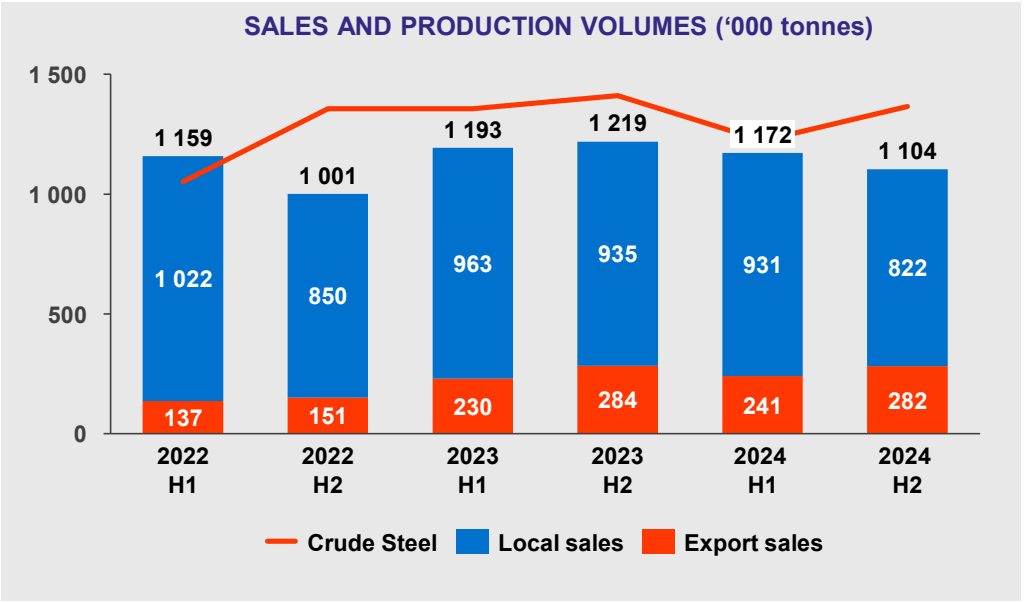
- 6% decrease in crude steel production to 2,6 million tonnes
- 6% decrease in sales volumes to 2,3 million tonnes
- 8% decrease in local sales volumes to 1,8 million tonnes
- 2% increase in export[1] sales volumes to 523 000 tonnes

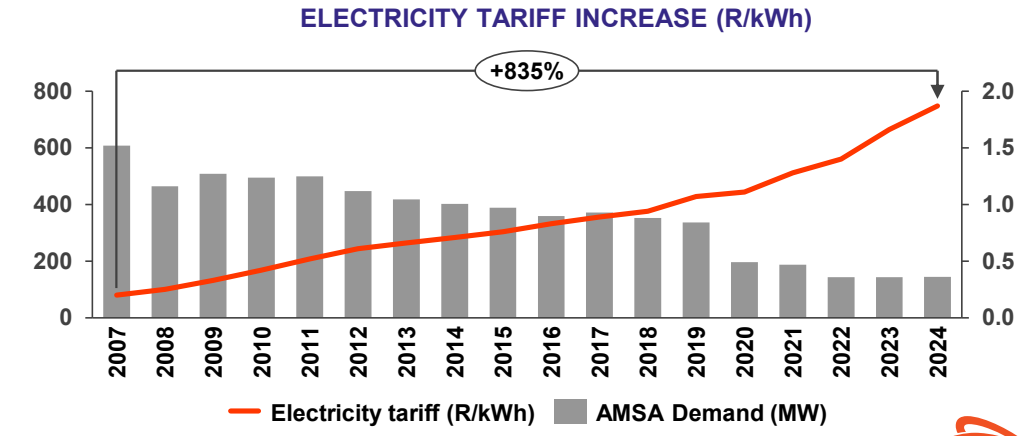
## SALES PRICE

- 3% decrease in overall realised Dollar steel price
- 4% decrease in realised Rand prices (average ZAR/USD exchange strengthened by 1%)
- R169 million value-added export and strategic rebate assistance provided to downstream industry despite difficult market (2023: R144 million)

## INPUT COSTS

- Raw Material Basket (RMB) constitutes 46% (2023: 49%) of cash cost per tonne[2]
  - RMB remained flat
- Consumables and auxiliaries constitute 36% of cash cost per tonne (2023: 34%)
  - Electricity tariffs increased by 14%
  - Dollar-denominated commodity-indexed consumables decreased by 5%
- Fixed costs constituted 18% of cash cost per tonne (2023: 17%)
  - Increased by R164 million (2%) against 2023




[1] *Export sales volumes = Bluewater and Africa overland volumes*
[2] *Based on crude steel production*

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# OPERATING ENVIRONMENT – ARCELORMITTAL SOUTH AFRICA

- Capacity utilisation of 63%[1] (2023: 67%) including Q2's disruptive chilled hearth conditions at both of Flats' blast furnaces

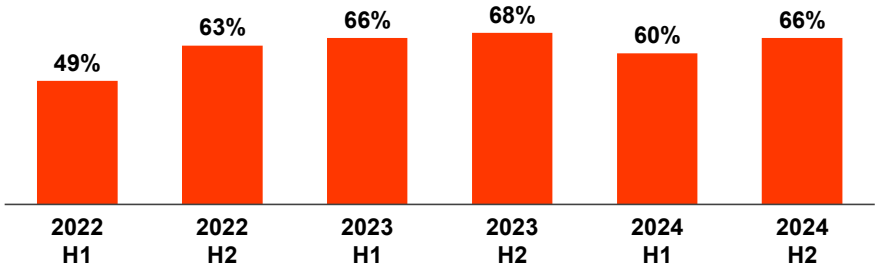
## FLATS

- Good recovery at the blast furnaces in H2
- H2 2024 capacity utilisation improved to 69% (H1 2024: 58%)
- Successful completion of Blast Furnace C's shotcrete and hearth repair in Q4
- Good progress on major Plate Mill upgrade project for supply into the Renewable Energy and Mining industry, targeting a February 2025 restart (cumulative investment of various project components R359 million)
- Significant focus in 2025 on improving quality, on-time delivery and customer satisfaction

## LONGS

- Capacity utilisation stable at 61% (2023: 63%)
- Steady operations in the iron and crude steel areas
- Positive progress on stock and cash management through targeted inventory controls

**PLANT CAPACITY UTILISATION (%)**




*Inside Blast Furnace C*

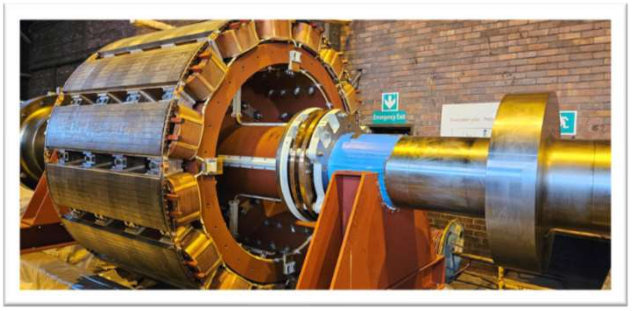


*Plate mill rotor*

*Plate mill – top half of the stator*

[1] *Based on achievable Hot Metal Capacity at Vanderbijlpark and Newcastle Works*



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04

# Financial Review and Capital Allocation

**Gavin Griffiths**

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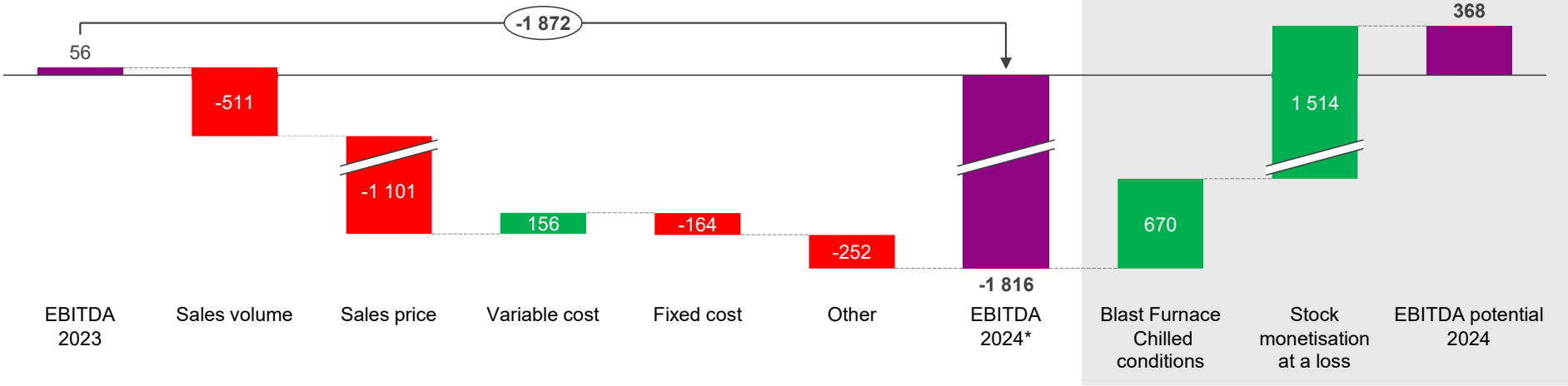
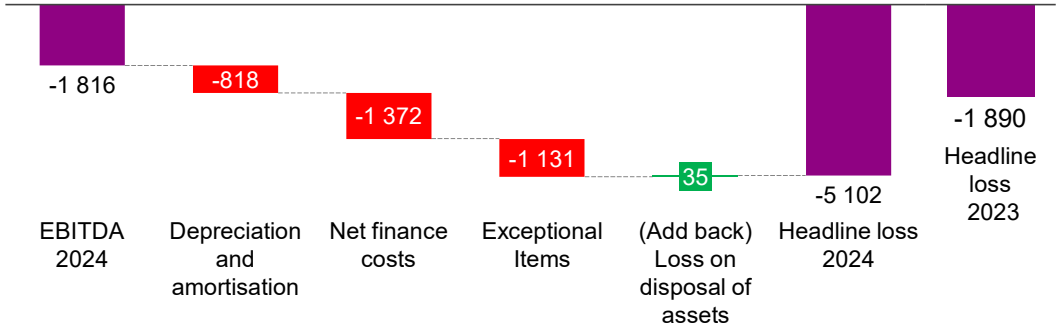
# FINANCIAL RESULTS – FINANCIAL PERFORMANCE

## EBITDA EVOLUTION (Rm)




## EBITDA TO HEADLINE EARNINGS (Rm)




| EBITDA per segment (Rm) | 2024 | 2023 |
|---|---|---|
| Steel operations | (1 921) | (373) |
| Non-steel operations | 324 | 534 |
| Corporate | (219) | (105) |
| **Total** | **(1 816)** | **56** |

** EBITDA before Longs wind down charge, severance packages, write down of inventory and impairment (R1 813 million)*



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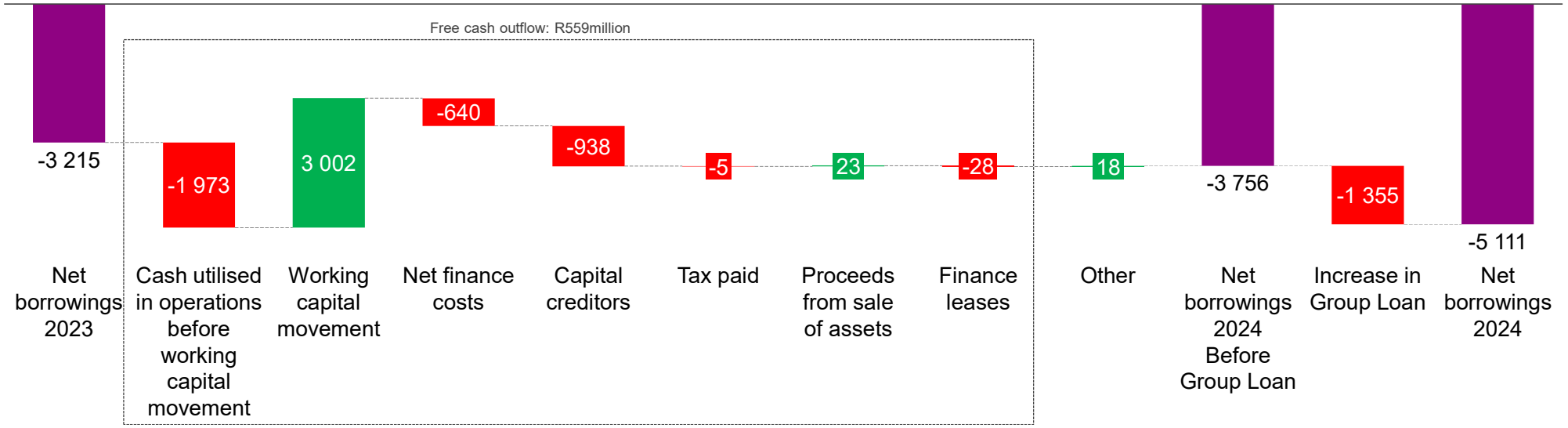
# FINANCIAL RESULTS – NET BORROWINGS

- Working capital lower by R3 002 million due to lower inventories of R2 094 million, lower receivables of R1 374 million and higher payables of R466 million
- Free cash flow outflow of R559 million (2023: R431 million outflow)
- With improved production volumes returning to the Flats Business, the focus will be on restoring quality and stability to its steel finishing lines to improve customer service

**NET BORROWINGS BRIDGE (Rm)**



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# CAPITAL ALLOCATION

- Investment levels
  - Prioritised sustaining CAPEX given weak market conditions
- Sustaining investments (incl. asset capacity improvements)
  - Vanderbijlpark Blast Furnace C taphole and hearth restoration
  - Newcastle Coke Oven Battery through-wall repairs[1]
  - Vanderbijlpark Blast Furnace D stove #4 campaign extension[2]
  - Vanderbijlpark Continuous Pickle Line drive systems replacement
  - Vanderbijlpark Plate Mill: Main Drive Upgrade[3]
  - Investments to improve customer value proposition – volumes and quality
- Environmental investments
  - Vanderbijlpark Coke Making gas cleaning plant[4]
  - Newcastle storm water treatment facility[5]
  - Vanderbijlpark waste disposal site - Phase 2
- Planned investment to expand product range and improved quality offering to customers
  - Plate mill upgrade campaign (refer to slide 16)
  - New galvanising lines to replace imports in the Automotive and Appliance industries
  - Best-in-class corrosion protection coatings – Optigal®
  - Upcoming decarbonisation projects at Vanderbijlpark including a new electrical arc furnace

| CAPITAL ALLOCATION (Rm) | 2024 | 2023 |
|---|---|---|
| Sustaining & Other | 457 | 872 |
| Environmental | 224 | 235 |
| Mill Rolls | 132 | 162 |
| Vanderbijlpark Blast Furnace C taphole and hearth restoration | 78 | 0 |
| Expansion | 11 | 30 |
| **Total** | **902** | **1 299** |

Reliability pays for everything...

*Total investment to date on specified projects:*
*[1] R155 million*
*[2] R142 million*
*[3] R32 million*
*[4] R723 million*
*[5] R123 million*

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# Sustainability and Growth

**Kobus Verster**

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# STRATEGIC INITIATIVE AND GROWTH OPPORTUNITIES

## SAFETY

Safety remains our number one priority and we will continue to focus on our journey to achieve zero harm
We will be using the inputs from a Group wide audit to improve our focus on Potentially Serious Injuries or Fatalities (PSIFs)

## STRENGTHENING THE CORE BUSINESS

- Decision arounds Longs Business – stop the cash drain
- Focus on Flats Business through reliability, quality, cost competitiveness and customer service (2025-26)
- Working with key stakeholders to address decline in South African industry (2025-30) and continue to pursue removal of structural impediments
- Deliver the Value Plan by targeting critical cost reduction in raw material, energy, logistics to reach the second quartile of international steel cost curve (2025-28)
- Position for economic recovery in South Africa and GDP growth that will further enhance earnings through leveraging available capacity (2025-27)
- Addressing balance sheet resilience, through potential recapitalisation (2025) to position the company to execute investments.

## EXECUTE HIGH PAYBACK PORTFOLIO

Advance bankability of high-payback investment portfolio (2028-30)

- 1.5 million tonne electric arc furnace,
- Gas recovery plan to increase electricity self-generation
- New galvanizing and Magnelis line to introduce superior coating technology for Southern African market servicing automotive, appliances, and renewables
- Optigal® for organic coated products, targeting import replacement

- Execute the first phase of the decarbonisation roadmap by reducing CO2 by 25% (2025-30)
- Off-balance sheet investment in 200MW Solar Plant for Flats Business
- Pursue partnerships for some key rolling assets (2025-26) under care and maintenance

## TARGET KEY LONGER TERM INITIATIVES AND LEVERAGE STRATEGIC PARTNERSHIPS

- Secure volume uplift through downstream integration / commercial alliances (2026-28)
- Public Private Partnership on the key sections of Transnet rail network (2028)
- Thabazimbi Iron Ore Mine re-development (2027)
- Resuscitation of Saldanha Works producing green directly reduced iron for export / greener steel (2030)



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# Conclusion and Outlook

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# OUTLOOK – H1 2025

## SAFETY

- Safety remains ArcelorMittal South Africa's highest priority
- Focusing on implementing the recommendations of the ArcelorMittal group-wide safety audit

## INTERNATIONAL DEMAND

- World Steel Association expects a 1,2% increase in steel demand in 2025
- China to continue to play a directional role in international steel demand and pricing trends

## DOMESTIC MARKET

- No meaningful improvement in the domestic steel market is anticipated for the next six months. Consequently, actions by the South African Government to support the industry and protect it against unfair trade and policy practices are vital

## KEY FOCUS AREAS FOR H1 2025

- Advancing discussions with the South African Government regarding the Longs Business, with an announcement expected in the second half of February 2025
- Placing of the Flats Business and market coke operations on a more sustainable financial footing with an intense focus on improving reliability, quality, on-time delivery, and customer service
- Resizing of the fixed cost structure of the Company
- Advancing the bankability of the Company high-payback investment portfolio, which includes addressing its balance sheet resilience, including through potential recapitalisation



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# Appendix

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# HEADLINE EARNINGS (Rm)

| | 2024 | 2023 |
|---|---|---|
| **Revenue** | **38 596** | **41 637** |
| **EBITDA before impairment and exceptional items** | **(1 816)** | **56** |
| Depreciation and amortisation | (818) | (878) |
| Impairment of PPE and intangible assets | (682) | (2 096) |
| Impairment of equity-accounted investments | - | (19) |
| Exceptional items | (1 131) | - |
| **Loss from operations** | **(4 447)** | **(2 937)** |
| Net finance costs | (1 372) | (1 057) |
| Share of profit after tax from equity-accounted investments | 5 | 17 |
| Fair value adjustment of investment properties | 37 | 93 |
| (Loss)/Gain on remeasurement of asset held for sale | (57) | 9 |
| Income tax charge | (5) | (45) |
| **Loss after tax** | **(5 839)** | **(3 920)** |
| Add back loss on disposal of PPE (net of tax) | 35 | 17 |
| Fair value adjustments on investment properties and asset held for sale | 20 | (102) |
| Impairment of PPE and intangible assets | 682 | 2 096 |
| Impairment of equity-accounted investment | - | 19 |
| **Headline loss** | **(5 102)** | **(1 890)** |
| **US$m** | **(276)** | **(102)** |

| Revenue per half year | 2024 | 2023 |
|---|---|---|
| H1 | 20 506 | 21 045 |
| H2 | 18 090 | 20 592 |
| **Full Year** | **38 596** | **41 637** |

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# STATEMENT OF FINANCIAL POSITION (Rm)

| | 2024 | 2023 |
|---|---|---|
| **Non-current assets** | **8 862** | **9 459** |
| Property, plant and equipment | 7 373 | 7 974 |
| Investment properties | 690 | 702 |
| Intangible assets | 58 | 62 |
| Equity-accounted investments | 243 | 245 |
| Investments held by environmental trusts | 486 | 438 |
| Other receivables | 12 | 27 |
| Other financial assets | - | 11 |
| **Current assets** | **15 953** | **19 517** |
| Inventories | 10 113 | 12 441 |
| Trade and other receivables | 2 246 | 3 552 |
| Other financial assets | - | 39 |
| Cash and bank balances | 3 594 | 3 485 |
| Investment property held-for-sale | 126 | 134 |
| **Total assets** | **24 941** | **29 110** |

| | 2024 | 2023 |
|---|---|---|
| **Shareholders Equity** | **1 963** | **7 799** |
| Stated capital | 4 537 | 4 537 |
| Non-distributable Reserves | (3 448) | (3 515) |
| Retained earnings | 874 | 6 777 |
| **Non-current liabilities** | **7 706** | **5 061** |
| Lease liabilities | 142 | 156 |
| Provisions | 1 578 | 1 474 |
| Borrowings | 5 055 | 2 700 |
| Trade and other payables | 228 | 210 |
| Other financial liabilities | 703 | 521 |
| **Current liabilities** | **15 272** | **16 250** |
| Trade and other payables | 9 708 | 11 020 |
| Taxation | 112 | 112 |
| Other financial liabilities | 49 | 162 |
| Borrowings | 3 650 | 4 000 |
| Lease liabilities | 39 | 32 |
| Provisions | 1 714 | 924 |
| **Total equity and liabilities** | **24 941** | **29 110** |

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# CASH FLOW (Rm)

| | 2024 | 2023 |
|---|---|---|
| Cash utilized in operations before movement in working capital | (1 973) | (28) |
| Movement in working capital * | 3 002 | 1 709 |
| **Cash generated from operations** | **1 029** | **1 681** |
| Capital expenditure | (938) | (1 489) |
| Proceeds from disposal of assets | 23 | 99 |
| Net finance costs | (640) | (658) |
| Income tax payment | (5) | (45) |
| Repayment of principal lease liabilities | (28) | (20) |
| Borrowings raised | 650 | 500 |
| Others | - | 1 |
| **Increase in cash** | **91** | **69** |
| Effect of forex rate change on cash | 18 | 24 |
| Net increase in cash and cash equivalents | 109 | 93 |
| **Cash and bank balances** | **3 594** | **3 485** |
| **Borrowings (current and non-current)** | **(8 705)** | **(6 700)** |
| **Net borrowings** | **(5 111)** | **(3 215)** |

| Movement in working capital * | 2024 | 2023 |
|---|---|---|
| Inventories | 2 094 | (852) |
| Trade and other Receivables | 1 374 | (98) |
| Trade and other Payables | (466) | 2 659 |
| Total | **3 002** | **1 709** |

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# FINANCIAL RESULTS - Reconciliation of loss from operations to earnings before interest, tax, depreciation, amortization, impairment and exceptional items (Rm)

| | 2024 | 2023 |
|---|---|---|
| Loss from operations | (4 447) | (2 937) |
| Adjusted for: | | |
| Depreciation | 807 | 861 |
| Amortisation of intangible assets | 11 | 17 |
| Impairment of PPE and intangible assets | 682 | 2 096 |
| Impairment of equity accounted investment | - | 19 |
| Exceptional items | 1 131 | - |
| **Earnings before interest, tax, depreciation, amortization, impairment and exceptional items** | **(1 816)** | **56** |

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# DIVISIONAL EBITDA before impairment and exceptional items (Rm)

| | 2024 | 2023 |
|---|---|---|
| **Steel operations (Rm)** | **(1 921)** | **(373)** |
| EBITDA margin % | (5,0) | (0,9) |
| Net realised price R/t | 14 909 | 15 455 |
| **Non-steel operations** | **324** | **534** |
| EBITDA margin % | 0,8 | 1,3 |
| **Corporate** | **(219)** | **(105)** |
| **Total EBITDA before impairment** | **(1 816)** | **56** |
| EBITDA margin % | (4,7) | 0,1 |

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# OUR VALUE CREATION MODEL

## Inputs

### Natural capital

| Raw materials consumed (kilotonne) | 2024 | 2023 |
|---|---|---|
| Iron ore | 4 056 | 4 245 |
| Coal | 2 386 | 2 562 |
| Purchased scrap | 122 | 91 |
| Fluxes | 989 | 956 |

| Energy | 2024 | 2023 |
|---|---|---|
| Electricity purchased (TWh) | 1,67 | 1,61 |

### Human and intellectual capital

| | 2024 | 2023 |
|---|---|---|
| Employees* | 6 095 | 6 449 |
| Hired labour | 455 | 361 |
| Service contractors | 2 289 | 2 449 |

* Permanently employed (including fixed term contractors)

### Financial capital

| | 2024 | 2023 |
|---|---|---|
| Equity | R1 963m | R7 799m |
| Borrowings | R8 705m | R6 700m |

### Human capital

| Employees, contractors | 2024 | 2023 |
|---|---|---|
| Safety: LTIFR | 1,14 | 0,77 |
| Safety: Fatalities | 1 | 1 |

## Our working business model

**We produce iron and steel, commercial coke and useful by-products in processes that sustain hundreds of thousands of jobs.**

**ArcelorMittal South Africa is no ordinary business** our Company is intimately integrated into the economic and social fabric of South Africa while our products and our procurement of goods and services have far-reaching consequences. Our business model and our execution of strategy require us to demonstrate that we are creating meaningful value not only for investors but for multiple stakeholders including employees, communities, suppliers, government and customers.

**We produce three main types of products**

flat steel | long steel | coke | enriched products (by-products)

## Outputs

### Financial capital

| Shareholders, investors, employees | 2024 | 2023 |
|---|---|---|
| Revenue | R38 596m | R41 637m |
| EBITDA | (R1 816m) | R56m |
| Loss from operations | (R4 447m) | (R2 937m) |
| EBITDA margin | (4,7%) | 0,1% |
| Headline loss per share | (458c) | (170c) |
| Headline loss | (R5 102m) | (R1 890m) |

### Social capital

| Local communities, suppliers and HDSA businesses | 2024 | 2023 |
|---|---|---|
| Socio-economic development | R16,2m | R16,5m |
| Procurement spend (*excluding energy*) | R27 552m | R30 181m |
| Taxes contributed | R541m | R149m |
| Procurement – QSE and EME | R2 051m | R1 756m |

### Manufactured capital

| Customers | 2024 | 2023 |
|---|---|---|
| **Steel products sold** | **2 276kt** | **2 412kt** |
| Domestic market | 1 753kt | 1 898kt |
| Export market | 523kt | 514kt |
| **Coke and Chemicals** | | |
| Commercial Market coke | 140kt | 33kt |
| Tar | 36kt | 25kt |

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