ArcelorMittal | Foundation Luxembourg

Annual Report 2025

ArcelorMittal Foundation Luxembourg



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The Foundation

ArcelorMittal Foundation Luxembourg, a non-profit foundation under Luxembourg law, was registered in 2007. Following a period during which its activities were suspended between 2012 and 2021, it was re-established and now oversees all the support and sponsorship initiatives carried out by ArcelorMittal in Luxembourg. The President of the Foundation is Michel Wurth, Chairman of the Board of Directors of ArcelorMittal Luxembourg. The Foundation supports projects that come under at least one of its four pillars: **Social, Education, Environment, Culture and heritage**. It also has the role of facilitating and developing synergies between stakeholders in the Greater Region through its network of partners.



In 2024, the Foundation launched its own website, giving greater visibility to the projects it supports and making it easier for other local players to submit initiatives. It is now possible to submit a project online, subject to eligibility according to specific criteria. ArcelorMittal Foundation Luxembourg is thus strengthening its role as facilitator in the implementation of excellent initiatives led by stakeholders in the Greater Region.

Click to visit the Foundation's website

A word from the President

In 2025, the Board of Governors of ArcelorMittal Foundation Luxembourg steered the Foundation's activities in two directions: continued support for projects and organisations recognised for their commitment and integrity in the four priority areas of our Foundation, and support for new initiatives, including those launched by our Foundation itself.

The first group includes, in particular, the unwavering commitment to the University of Luxembourg in support of ArcelorMittal Chair of Steel Construction. The year 2025 marked the 15th year of collaboration with our partner to continue making progress in the fields of steel construction and civil engineering; and this commitment has been officially extended until 2030.



We have also continued our commitment to La Main Tendue in the social sector, the Wëssens-Atelier and Jonk Entrepreneuren in the field of education, Galerie Go Art and various music festivals, made accessible to ArcelorMittal employees in Luxembourg, in the cultural sector, and lastly to Fondation Hëllef fir d'Natur for environmental initiatives. This support embodies our Foundation's commitment to ensuring that its work is sustainable and has a profound impact on the Luxembourg ecosystem.

ArcelorMittal Foundation Luxembourg has also decided to support new initiatives such as the Water Forum project, developed as part of LUGA, by donating an XCarb® beam installed near the River Alzette at Neimënster Abbey. The Governors also supported the idea of creating a work of art from the trunk of a hundred-year-old beech tree located in Schlassgoard Park near our administrative building in Esch-sur-Alzette, which had to be felled for safety reasons. Similarly, they endorsed the idea of creating the first *street art* prize in the Grand Duchy through the AFLAA, "ArcelorMittal Foundation Luxembourg Art Award", which aims to provide *street* artists in the Greater Region with a space to express their creativity.

Finally, through the "Minigrants" scheme, our Foundation encourages ArcelorMittal employees in Luxembourg to engage in charitable or community activities, thereby amplifying the impact of our organisation within our immediate environment.

The diversity of these projects demonstrates the dynamism of our Foundation, that of our Governors and the operational team in delivering impactful projects capable of promoting, within Luxembourg society, values of societal and individual development, sharing, inclusion and artistic expression.

Michel Wurth

President of ArcelorMittal Foundation Luxembourg

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Governance

Governors are members of the Luxembourg operational and administrative departments or representatives of the Group's global management.

President of the Foundation is **Michel Wurth**, Chairman of the Board of Directors of ArcelorMittal Luxembourg.

As at 31.12.2025



Michel Wurth
President



Valérie Massin
Country Head, ArcelorMittal Luxembourg



Henk Scheffer
Company Secretary, ArcelorMittal Group; Group Compliance & Data Protection Officer



James Streater
Head of Sustainable Development, ArcelorMittal Group



Henri Reding
Safety Leadership Senior Expert, ArcelorMittal Group



Pierre Jacobs
Chief Executive Officer, ArcelorMittal Long Products Luxembourg



Stéphanie Werner-Dietz
Executive Vice-President, Head of Human Resources, ArcelorMittal Group



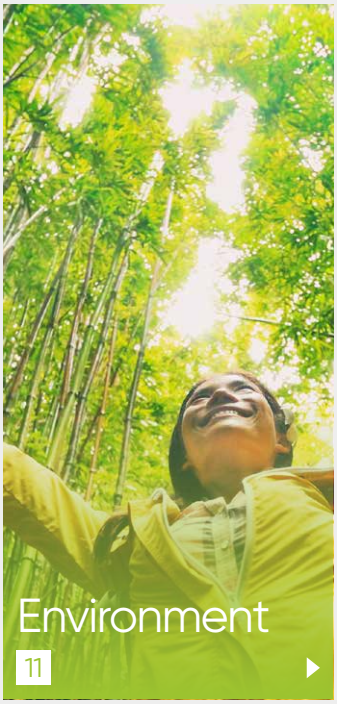
Pascal Moisy
Head of Communications, Sustainability and Community Investments, ArcelorMittal Luxembourg

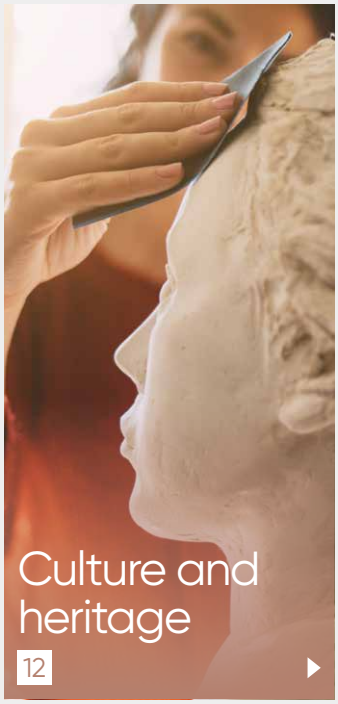
The Foundation's missions

The Foundation's aim is to support projects that relate to at least one of its four pillars:









The Foundation favours medium- and long-term projects with a view to building bilateral partnerships. To be eligible to apply for support, a project must come from an organisation established in Luxembourg or in the Greater Region and must have an impact on local communities that is as wide as possible. The Foundation does not finance the general costs of applicant organisations or sports projects. Applications for funding may be submitted during two calls for proposals each year, the first by 31 March at the latest and the second by 31 August at the latest. Applications are made online via a dedicated form.

Click here to access the form

In addition to these criteria, the Foundation pays particular attention to the three values it upholds:

- **Excellence**: the Foundation wishes to support ambitious projects that deliver tangible results;
- **Innovation**: the Foundation intends to help new ideas and new players emerge with an original and creative strategy;
- **Sharing:** the Foundation wishes to support projects that foster open-mindedness and openness towards new audiences.

Projects supported in 2025



Social

La Main Tendue
"BabbelGrupp" annual programme



The charity La Main Tendue has continued to roll out the BabbelGrupp project, a programme of conversation groups designed to promote social inclusion and improve the language skills of people in vulnerable situations. Through regular meetings organised in a friendly and supportive atmosphere, the project offers participants a space for interaction that fosters social connections, self-confidence and integration. Driven by the commitment of its volunteers and staff, BabbelGrupp actively contributes to the charity's social mission by combating isolation and facilitating participation in social and civic life.

The Parents' Café is a welcoming space where parents can talk and receive support, set up by the charity La Main Tendue. Its aim is to provide a friendly and safe space for discussion, enabling parents to share their experiences, concerns and difficulties relating to parenting.

The scheme aims, in particular, to break the cycle of parental isolation, strengthen parenting skills, encourage mutual help and support and provide a space for listening and guidance, free from judgement.

The meet-ups take place in an informal setting, over a cup of coffee, and are led by professionals and/or volunteers from the charity. The topics covered arise from the needs expressed by the participants and may relate to education, family relationships, stress management or academic and social difficulties.

The charity has also continued to implement the Young Adults project, which is designed to support young adults in vulnerable situations as they make the transition to independent living. Supported by the National Youth Service (SNJ), this scheme offers personalised support and group activities aimed at building self-confidence, social skills and integration. By providing a supportive and structured environment, the project helps to prevent isolation and dropping out of education, while promoting the social and civic inclusion of the young people it supports.

In 2025, 183 attendees were recorded across 12 sessions. Participants included single-parent families, parents going through a separation or divorce, families facing educational difficulties, as well as adults and young adults supported by the SNJ. This diversity has enriched the exchanges and confirmed the relevance of the scheme.



Special Olympics Luxembourg

Special Olympics Luxembourg enables people with specific needs to thrive through sport. The organisation offers sporting activities to all, with no elitism or performance criteria. Everyone has the opportunity to take part in weekly training sessions and sporting events, according to their own wishes and abilities. Special Olympics, in conjunction with "unified sport", promotes social inclusion by bringing together athletes with and without disabilities within the same team, thereby fostering social bonds and helping to break down stereotypes. For all athletes, it is essential to be at the heart of community life, to make new friends and to develop their social and sports skills.

The project supported by ArcelorMittal Foundation Luxembourg in 2025 involved helping to organise the World Winter Games, which took place in Turin (Italy) from 8 to 15 March 2025, bringing together more than 1,500 athletes from around 100 countries, accompanied by thousands of volunteers, coaches and family members.

Minigrants

Support for organisations in which ArcelorMittal in Luxembourg's employees volunteer

The Minigrants programme is an initiative designed to support projects led by associations or foundations operating in Luxembourg or the Greater Region, at which our employees volunteer.

Each year, the Foundation provides financial support to several projects that align with its strategy by allocating a budget of €30,000 to initiatives that have been approved by a jury and selected by the Foundation's Board of Directors.

To be selected, a project must address at least one of the following areas: social issues, education, culture and heritage or the environment.

In October 2025, the programme's annual ceremony was held in Luxembourg City. Of the sixteen applications submitted to the Foundation, eleven projects were selected:

- Escorte Motard Sécurité Lorraine: activities for people with disabilities
- La Plume de l'Argilète: community bookshop and braille books
- Une Main pour Un Espoir: multisensory relaxation room for child protection services
- Il était une fois... asbl: a children's book to help understand money, how it's used and its role in society
- Parcours Rose du Pays Haut: a race whose proceeds go to organisations fighting breast cancer
- Staddauwen Lëtzebuerg: expansion and renovation of a dovecote on the grounds of our Differdange facility

"The initiatives presented are always superb, generous and altruistic projects. We want to sustain this passion among ArcelorMittal employees who are reaching out to help others."

Michel Wurth, President, ArcelorMittal Foundation Luxembourg



Michel Wurth at the Minigrants awards ceremony

- Union Sportive Basket Boulange Fontoy: social inclusion and motor and social development of children through basketball
- Lubey en Fête: cultural, athletic and festive events in a village that fosters social connections among its older residents
- Dessine-moi une Gazelle: women's participation in the 2026 Aïcha des Gazelles Rally (Morocco) to promote women's empowerment, respect for the environment and solidarity
- Ecole du Parc: a trip to the Jura for two classes of children from disadvantaged neighbourhoods
- Entente Sportive Longuyonnaise: tennis for children and adults with disabilities.



Education

ArcelorMittal Chair of Steel Construction: 15 years of collaboration for innovation in steel construction

The year 2025 marked a key milestone in the partnership between the University of Luxembourg and ArcelorMittal Luxembourg, celebrating fifteen years of continuous collaboration in research, innovation and education in the field of steel construction. Since the Foundation was re-established, it has been providing funding to the Chair.

The partnership, which began in 2010, has evolved into a lasting alliance between industry and academia, advancing engineering and enhancing Luxembourg's scientific landscape. The partners have now extended their collaboration to 2030.

> "I am proud of our long-standing and trusting partnership with ArcelorMittal, whose generous support has helped advance our research on sustainability, circularity and low carbon-emissions steel structures. I look forward to continuing to work together to chart a course towards a sustainable and innovative future in the construction industry.'
>
> **Prof. Christoph Odenbreit.**
> Civil Engineering, University of Luxembourg, Chair of Steel Construction



A signing ceremony was held on 12 February 2026 with Prof. Christoph Odenbreit, holder of the ArcelorMittal Chair of Steel Construction; Michel Wurth, Chairman of ArcelorMittal Luxembourg; and Jean-Luc Thirion, Head of ArcelorMittal Global R&D.

Over the years, ArcelorMittal Luxembourg has become one of the university's leading partners in the fields of steel construction and civil engineering. This long-term commitment is reflected in a substantial investment in the ArcelorMittal Chair, which enables pioneering research into sustainability, the principles of the circular economy and reducing the carbon footprint of steel structures.

The excellent results achieved and the shared ambition to push the boundaries of steel engineering had led to several renewals of the collaboration. In 2024, Prof. Christoph Odenbreit and Dr Alfredo Romero received the Innovation of the Year Award at the annual Constructsteel 2024 conference for their outstanding research on wood-steel connections. In 2023, doctoral student Shahin Sayyareh was awarded a prize at the Eurosteel 2023 conference for his outstanding paper on "Petite Maison", a circular economy project carried out as part of Esch 2022, European Capital of Culture.

The partners are now focusing on continuity. In light of the growing global demand for sustainable construction solutions, the partnership between ArcelorMittal Luxembourg and the University of Luxembourg is set to remain a pillar of innovation, thereby strengthening Luxembourg's position as a centre of excellence for advanced steel technologies.

Future research will focus on the science of steel materials, with a strong emphasis on circularity and the development of steel structures suited to automated and artificial intelligence-based construction processes. The Chair's participation in technical committees will help translate research findings into standards and design guidelines, thereby ensuring an impact on the entire construction sector.



"For the past 15 years, ArcelorMittal Foundation Luxembourg and the University have fostered an exemplary partnership between academia and the business world. This partnership benefits both parties and opens up a wide range of possibilities for designing and building the structures of the future. Circularity and sustainability are essential for the construction industry, and steel is a material of choice for this."

Michel Wurth,
President, ArcelorMittal Foundation Luxembourg



Jonk Entrepreneuren Luxembourg
Mini-Enterprises programme, 2025-2026 academic year

The Mini-Entreprises programme run by Jonk Entrepreneuren Luxembourg (JEL) enables young people aged between 16 and 19 to turn an entrepreneurial idea into a real business project. Over the course of a full school year, participants set up, develop and run their own mini-company, supported by their teachers and mentors from the world of work. This experience enables them to discover their talents, interests and ambitions, while developing essential skills such as creativity, teamwork, communication, project management and initiative.

Two new initiatives were introduced during the 2025-2026 academic year:

- The involvement of 45 additional volunteers, thereby providing each mini-company with detailed feedback on its business plan right from the early stages of the project. This input from experts a helped to improve the quality of the projects and raise the pupils' awareness of the demands of the business world;
- A "Business English" training course designed to enhance participants' language skills and better prepare them to thrive in an international professional environment. Following the training and as part of their preparations for Gen-E, the European youth entrepreneurship competition, the pupils were also invited to present their project in English at the national final.



During the 2025-2026 academic year, the programme involved 546 pupils, divided into 115 teams from 25 schools across Luxembourg. This success was made possible thanks to the commitment of 72 teachers and 90 volunteers from the business world, who supported the young people throughout their entrepreneurial journey.

The top three places were won by:

1st place: SoilStallion – Lycée Aline Mayrisch:

Production and sale of a premium organic fertiliser made from horse manure pasteurised at 70°C. It is a natural and more environmentally friendly solution that helps to improve soil quality and structure in the long term.

2nd place: FAVA – Lycée Aline Mayrisch:

Production and marketing of a plant-based milk powder made from beans grown in the heart of the Greater Region, containing between 21% and 26% protein. Unlike dairy farming, broad bean cultivation naturally enriches the soil by fixing atmospheric nitrogen, thereby reducing the need for chemical fertilisers.

3rd place: Gëlle Match – Lycée/ International School Michel Lucius:

Production and sale of a card game inspired by Dobble, the aim of which is to find the symbol common to two cards. Each card features iconic elements of Luxembourg (monuments, cultural symbols, traditional objects).



In addition to the Mini-Entreprises programme, ArcelorMittal Foundation Luxembourg also supports the "Business Plan Award" (prize for the best business model), one of the programme's "Signature Awards", which is presented at the final and serves to recognise the best projects of the year.

For the 2025-2026 programme, the prize was won by the Elloria project from the Maacher Lycée team in Grevenmacher.

Wëssens-Atelier Lëtzebuerg

The Wëssens-Atelier Lëtzebuerg, launched in 2015 by the Association of Engineers and Scientists of Luxembourg (Da Vinci a.s.b.l.), is an educational project aimed at sparking an interest in science, engineering and technology among children aged 8 to 12.

Through practical, fun and hands-on workshops, participants are encouraged to tinker, build and experiment in fields such as electricity, electronics, mechanics, robotics and energy, all directly linked to the STEM subjects (science, technology, engineering and mathematics).

In 2025, to mark its tenth anniversary, the Wëssens-Atelier expanded its operations by launching a mobile workshop, enabling it to extend its reach across the whole region and to work directly in schools lacking dedicated technical facilities. This initiative helps to make science and technology more accessible and to promote equal access to hands-on educational activities.

Since its inception and until the end of 2025, the Wëssens-Atelier has welcomed nearly 20,000 children and organised more than 1,500 educational workshops across the country, in close collaboration with the Luxembourg Ministry of Education, for Children and Youth, SCRIPT (Department for the Coordination of Educational and Technological Research and Innovation) and numerous partners from Luxembourg's industrial and business sectors.





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Environment

Fondation Hëllef fir d'Natur
Echerthalerklapp Nature Reserve, Dudelange

The Echerthalerklapp project aims to create a nature reserve on a dry grassland site in Dudelange, on a plot of land owned by ArcelorMittal Luxembourg. Launched in 2023 in partnership with Fondation Hëllef fir d'Natur, the project follows the identification of the site as being of ecological interest. In recent times, work has focused on establishing the legal and operational framework. An agreement on the provision of the land ("loan for use") was drawn up to set out the arrangements for the management, protection and ecological enhancement of the site. This stage is an essential prerequisite for the implementation of conservation management measures and for the site's inclusion in the network of nature reserves managed by the foundation.






Leaf beetle


Mantis


Gossamer-winged butterfly

This project is part of an approach to the sustainable management of open environments, and represents an essential step in the preservation of local biodiversity, particularly that dependent on xeric and nutrient-poor environments.



Culture and heritage

Galerie Go Art

Since its creation, the gallery has been involved in promoting Luxembourg and international art. Housed in the Pavillon du Centenaire in Esch-sur-Alzette, offered to the town by ArcelorMittal for the centenary of the iron city, this not-for-profit institution goes beyond a simple exhibition space by offering favourable conditions for artists to present their work. Over the years, more than 200 contemporary artists have been welcomed by the gallery since its inception, which has been sponsored by ArcelorMittal Luxembourg from the outset, and subsequently by the ArcelorMittal Foundation Luxembourg.



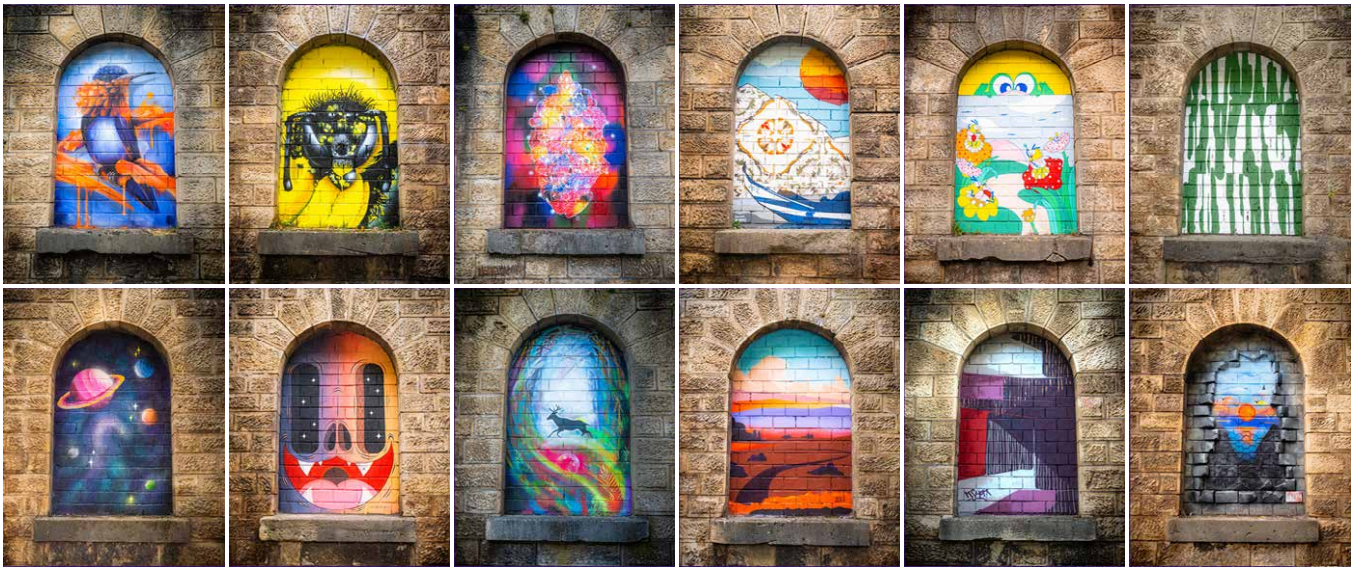
2025 Sculpture Prize, awarded to Martine Feipel and Jean Bechameil



Exhibition by Lara Weiler

As part of its commitment to promoting access to culture and supporting contemporary artistic creation, Galerie Go Art launched a structured and eclectic annual programme in 2025. The year was marked by a series of solo exhibitions showcasing artists with diverse approaches, including "Journey to the Heart of Silence", dedicated to François Schortgen at the start of the year, followed by exhibitions featuring Julien Hübsch, Samuel Levy, Moritz Ney and Sarah Mandres. A highlight of the programme was the 2025 Sculpture Prize, awarded to Martine Feipel and Jean Bechameil, accompanied by an exhibition dedicated to the winning work, underlining the gallery's commitment to providing long-term support for contemporary sculpture. The programme continued with Bertrand Ney's exhibition and concluded with Lara Weiler's exhibition. The gallery also participated for the very first time in Luxembourg Art Week, which took place from 19 to 23 November. It attracted 1,877 visitors to its exhibitions, 814 of whom attended the opening sessions.

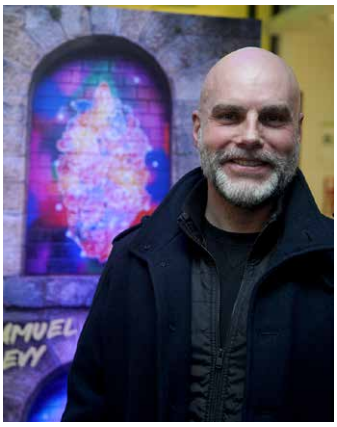
Through this programme, Galerie Go Art has reaffirmed its role as a platform supporting artists and as a venue where contemporary art meets the public, thereby contributing to the cultural vitality of Esch-sur-Alzette as part of a responsible and sustainable approach to cultural patronage.



AFLAA
Luxembourg's premier *street art* award

In 2025, ArcelorMittal Foundation Luxembourg launched the AFLAA (ArcelorMittal Foundation Luxembourg Art Award) as part of an effort to promote urban art and industrial heritage. The aim of this award is to enable *street* artists from the Greater Region to take over industrial spaces – surfaces owned by ArcelorMittal – and use them as their medium of expression. For this inaugural edition, the artists explored the theme "The Art of Looking Through – Windows to Other Worlds", inviting viewers to think of each wall as a window opening onto another world, whether imaginary, poetic, socially engaged or intimate. Each selected artist was asked to create two adjacent murals that would echo the raw character of the spaces provided.

A call for applications was issued in late June 2025 and led to the discovery of a wide range of talented individuals. The twelve artists selected by the jury then created their works between 28 July and 30 September 2025, with production grants to cover the material costs associated with the creative process. The selection of the winners was determined by a vote open to the general public and ArcelorMittal employees; more than 1,800 votes were cast. The big winners were Samuel Levy, Jury's Award; Sebastian Ynaraja Rodriguez, Public's Award; Marco Weiten, ArcelorMittal Employees' Award; and Julien Nuubla, Jury's Choice. The jury of professionals consisted of: Raphael Gindt, artist and President of the Jury; Alain Welter, artist; Pierre Jacobs, member of the Board of Directors of ArcelorMittal Foundation Luxembourg; Nathalie Becker, Director of Galerie Go Art (Esch-sur-Alzette); Daliah Scholl, Chair of the Cultural Affairs Committee of the City of Esch-sur-Alzette; Florence Reckinger-Taddeï, President of the Luxembourg Friends of Museums.



Samuel Levy,
Jury Prize



Sebastian Ynaraja Rodriguez,
Public's Award



Marco Weiten,
ArcelorMittal Employees' Award



Julien Nuubla,
Jury's Choice



Partnership renewed with Opderschmelz

The Opderschmelz Regional Cultural Centre and ArcelorMittal Foundation Luxembourg have renewed their partnership in 2025 to support the Centre. This partnership also enables ArcelorMittal employees to discover local cultural life: over 11 concerts, three festivals (Like A Jazz Machine, Zeltik and Usina) and a private area at the Fête de la Musique in Dudelange: a range of activities offered to ArcelorMittal employees enabling them to experience the culture at the heart of the Minett region.



and with the Blues Express

2025 also saw the renewal of the partnership between ArcelorMittal Foundation Luxembourg and the Blues Express, another festival also at the heart of the Minett region, held in Lasauvage and Fond-de-Gras, in the municipality of Differdange. A free blues and jazz festival held one day each year, it showcases local artists and big names from the international scene alike. As part of the partnership, the Foundation provides special support for the "Muddy Waters" stage at the rolling mill.

Since its inception, the festival has hosted more than 650 concerts, and 41 new ones were staged in 2025, spread across 12 stages set against backdrops of natural scenery, industrial heritage and a festive atmosphere.

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Francopholies
Third year of partnership and volunteer work



The ArcelorMittal team on the eve of the festivities, during the final volunteer briefing

Building on two years of partnership with Luxembourg's leading festival, ArcelorMittal Foundation Luxembourg signed up in 2025 for a 3rd edition focused on collaboration. In addition to a financial donation and the usual material support including free use of Building 4, which is used by the FrEsch association, as well as land and a warehouse for storing their equipment, the Foundation has broken new ground by further engaging employees of ArcelorMittal in Luxembourg through the launch of a volunteer programme for a team made up entirely of ArcelorMittal employees. 58 employees volunteered to help with the festival in key roles: welcoming the public, running the artist shuttles and managing the bar at the main stage. A win-win arrangement that allows our employees to reconnect with one another - or meet new people - and helps the festival meet its staffing needs. After the festival, 90% of our colleagues said they would like to do it again.

Luxembourg Red Cross Charity Concert

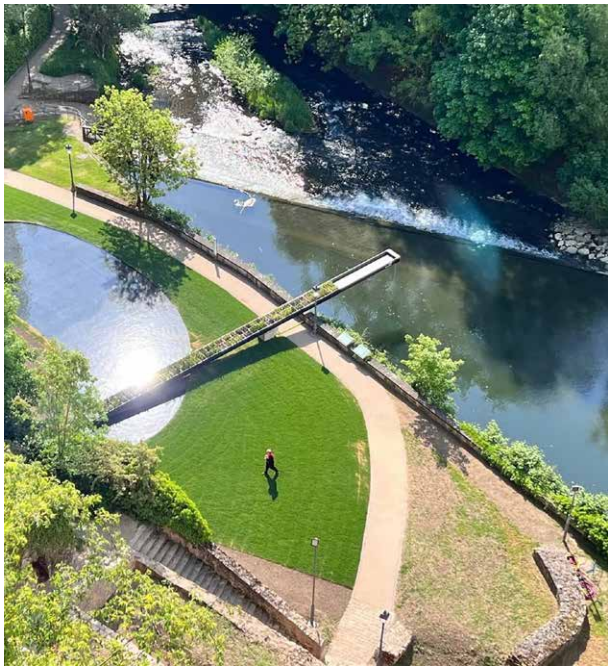
The Luxembourg Red Cross organised its annual charity concert on 27 March 2025 in the Grand Auditorium of Philharmonie Luxembourg, in partnership with Philharmonie Luxembourg. Performed by the Luxembourg Philharmonic, conducted by Renaud Capuçon, who also appeared as a violin soloist, this event brought the audience together for an evening of solidarity. The proceeds from the concert were donated to support the Red Cross's humanitarian work on behalf of people affected by crises and conflicts across the world. ArcelorMittal Foundation Luxembourg purchased a number of tickets which were distributed to ArcelorMittal Luxembourg staff via a competition.

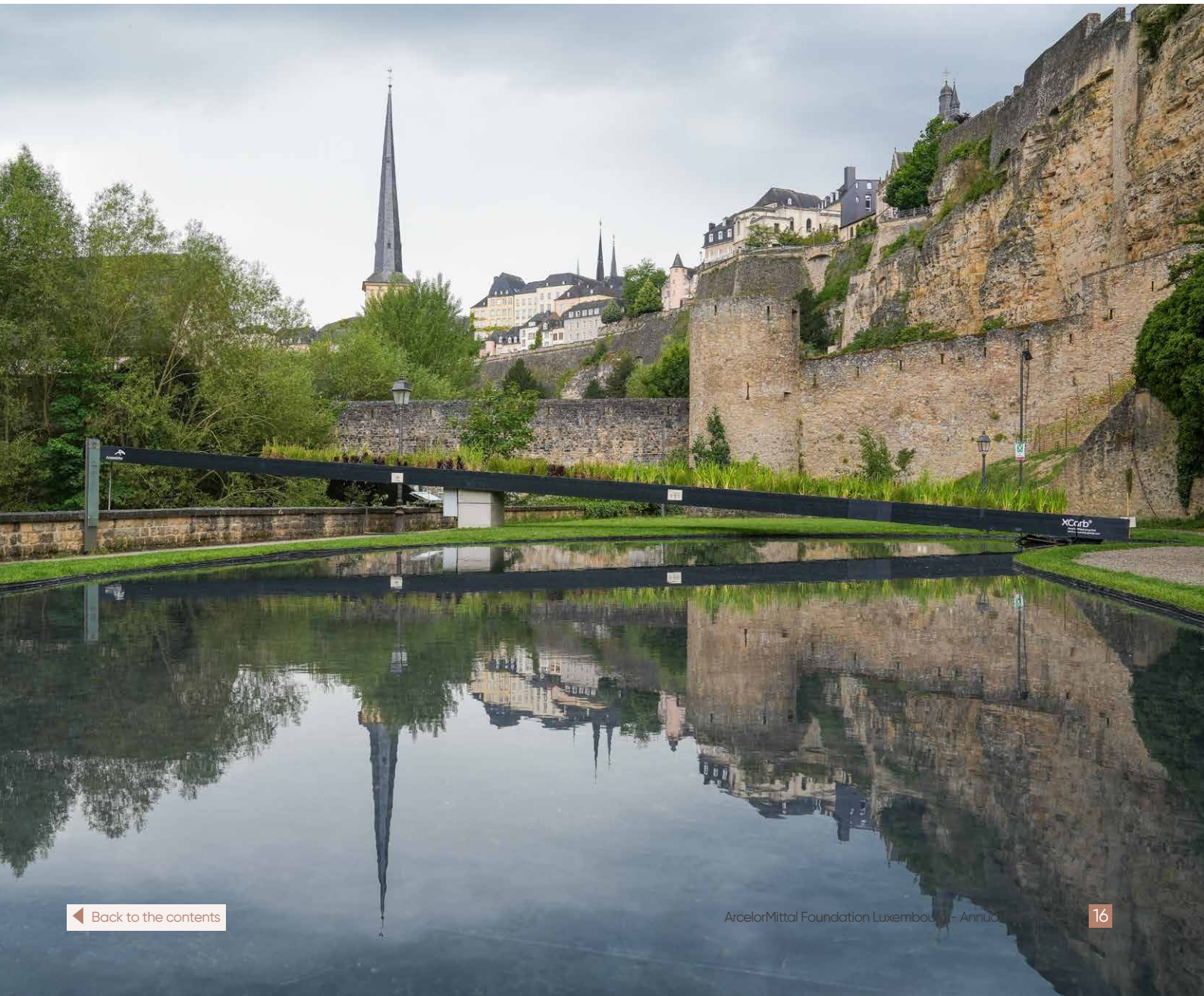

Renaud Capuçon

“Water Forum” installation at LUGA – Luxembourg Urban Garden

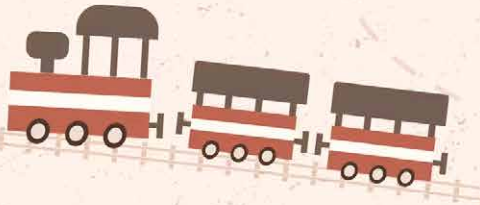
ArcelorMittal in Luxembourg, through its Foundation, ArcelorMittal Foundation Luxembourg, provided a steel beam manufactured in Differdange for the “Water Forum” installation at the LUGA (Luxembourg Urban Garden) exhibition, which took place from 7 May to 8 October 2025.

Designed by the architectural firm 2001, “Water Forum” aimed to revitalise the Alzette Valley by creating an experimental water purification garden consisting of a combination of plants and rocks, connecting the Alzette River to a retention basin. In support of this initiative, the company provided an HL 1100 B beam made of recycled and renewably produced XCarb® steel, manufactured in Differdange, which serves as a central component of the facility. After LUGA closed, the beam was recycled to give it a second life.





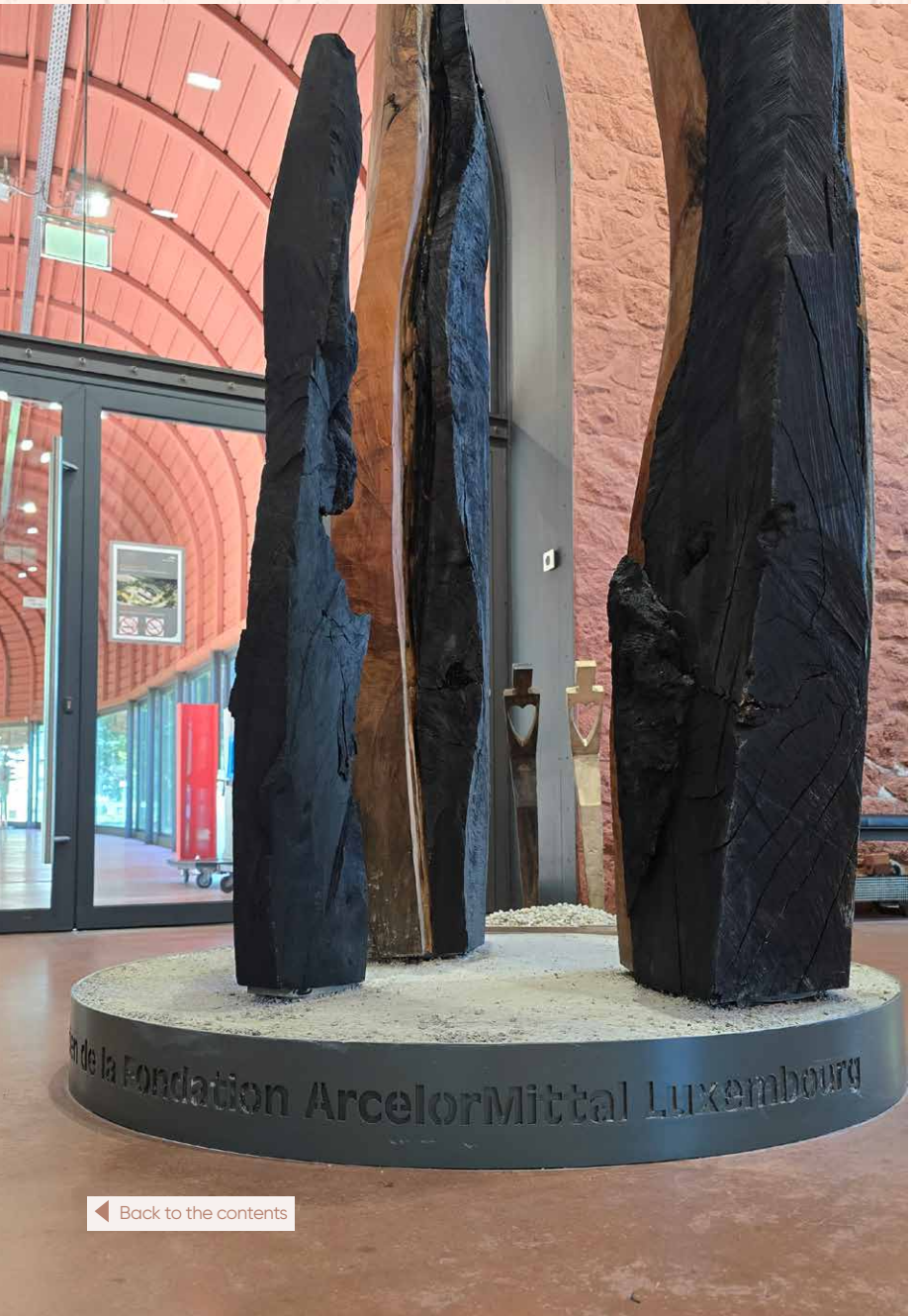




Partner of the Minett Treasures event

The event took place on 18 October 2025 at the Ellergronn Nature and Forest Centre in Esch-sur-Alzette. The aim of these interactive workshops for children aged 4 to 12 was to raise their awareness of the Minett region's industrial heritage in a fun and educational way, and to strengthen social cohesion through an inclusive and multilingual programme aimed at families. As a partner, the ArcelorMittal Foundation Luxembourg offered 50 children's tickets to the employees of ArcelorMittal in Luxembourg.





A hundred-year-old beech tree immortalised on ArcelorMittal's administrative site in Esch-sur-Alzette

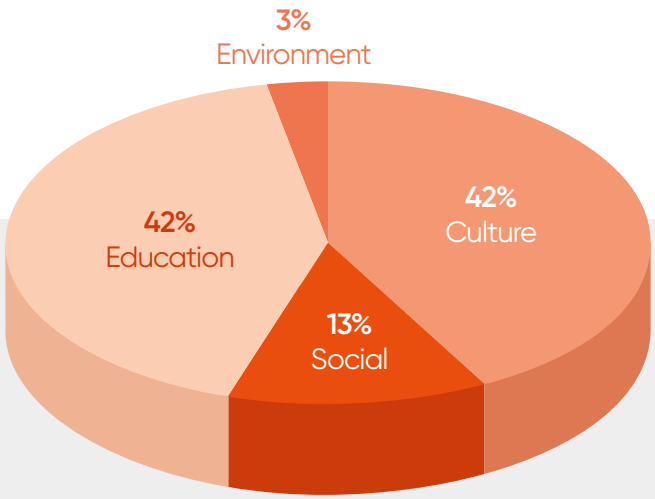
The summer of 2025 saw the completion of a project that began in 2024, when a hundred-year-old beech tree in Schlassgoard Park on ArcelorMittal's administrative site in Esch-sur-Alzette had to be felled due to disease and the risk of it falling on passers-by in the park.

Supported by ArcelorMittal Foundation Luxembourg, a collaboration was established at that time with Gérard Claude, a Luxembourgish sculptor specialising in wood, who transformed the reclaimed wood into a majestic sculpture, which has been on display in the site's reception area since the summer of 2025.

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2025 key figures

Budget breakdown in 2025 by area

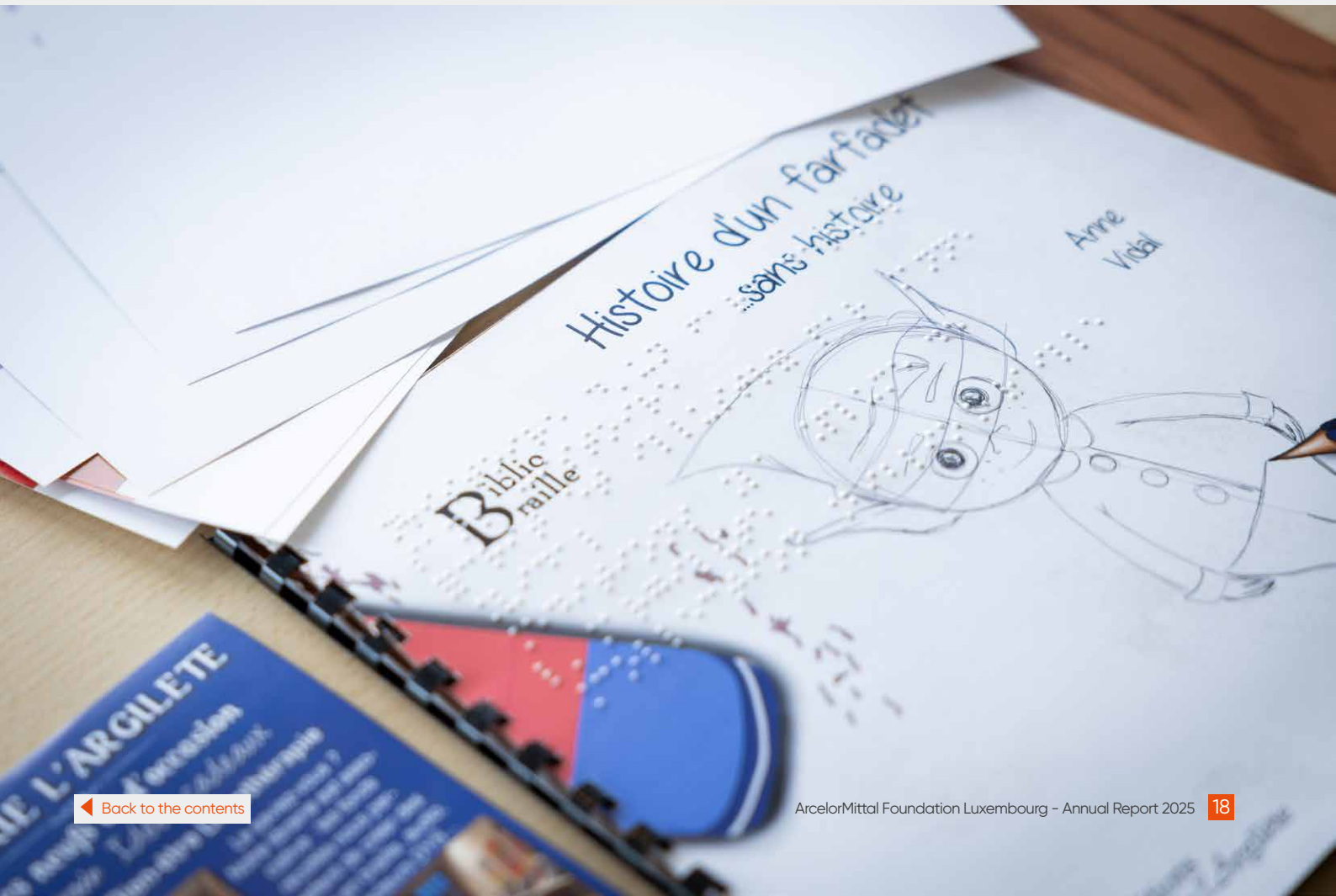


€500,329
Total amount of support*

15
projects supported in 2025

€15,800
Average support provided to each project
(excluding the contribution from the Chair of Steel Construction and exceptional projects)

**The difference between the Foundation's total budget and the figure stated in the management report is due to VAT paid on behalf of certain partners who are liable for VAT.*



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Management report

In accordance with the law and the articles of association, we present to you the management report for the financial year 2025 for the ArcelorMittal Foundation (the "Foundation").

Business evolution, situation of the Foundation and result

During 2025, the Foundation continued its statutory activities, launching new initiatives and supporting projects to promote social action, education, the environment, culture and heritage.

In 2025, the Foundation supported 15 projects with a total budget of EUR 456,627.75 (excl. non-deductible VAT of EUR 43,701.25), including the "Minigrants" campaign, which provided support to 11 organisations totalling EUR 29,500.00.

The Foundation has a long-standing partnership with Galerie Go Art. The Foundation makes an annual donation of EUR 48,000.00 to cover its operating costs.

On 17 February 2025 and 22 July 2025, the Foundation received a donation from ArcelorMittal Luxembourg totalling EUR 500,000.00 divided into two tranches of EUR 250,000.00. Funds were transferred to secure the Foundation's budget.

The Foundation closed its 2025 financial year with a profit of EUR 25,795.35, which it is proposed to carry forward. All past and future expenses incurred by the Foundation are financed by entities that are part of the ArcelorMittal group.

Subsequent events

On 27 March 2026, the Foundation received a donation of EUR 250,000.00 from ArcelorMittal Luxembourg to secure the Foundation's budget.

Foreseeable developments

The Foundation will continue to support and finance projects.

The Board of Governors

Financial statements
Balance sheet

31 December 2025
(expressed in EUR)

Assets	2025	2024
Current assets		
Bank balances, post office account balances, cheques and cash in hand	1,072,732.16	807,163.89
Total current assets	**1,072,732.16**	**807,163.89**
Receivables (Note 3)	42,018.26	20,240.15
Total assets	**1,114,750.42**	**827,404.04**

Liabilities	2025	2024
Capital and reserves (Note 4)		
Subscribed capital	500,000.00	500,000.00
Result brought forward	319,628.74	227,593.82
Result for the period	25,795.35	92,034.92
Total capital and reserves	**845,424.09**	**819,628.74**
Liabilities (Note 5)	269,326.33	7,775.30
Total liabilities	**1,114,750.42**	**827,404.04**

The notes below form an integral part of these financial statements.

Profit and loss account

31 December 2025
(expressed in EUR)

Expenses (Note 6)	2025	2024
Other operating expenses	462,313.96	387,254.15
Other external expenses	9,568.63	10,011.78
Interest and similar expenses	2,322.06	10,699.15
Profit/(loss) for the financial year	25,795.35	92,034.92
	500,000.00	**500,000.00**

Income (Note 7)	2025	2024
Other operating income	500,000.00	500,000.00
Other interest and similar income	0.00	0.00
	500,000.00	**500,000.00**

The notes below form an integral part of these financial statements.

Notes to the financial statements

NOTE 1 - GENERAL

ArcelorMittal Foundation, hereafter "the Foundation" was formed on April 23, 2007 within the definition of a not for profit foundation as defined by Luxembourg law for an unlimited period of time. On November 30, 2011, the Foundation changed its name from "Arcelor Mittal Foundation" to "ArcelorMittal Foundation".

The Foundation's registered office is established in Luxembourg at 24-26, Boulevard d'Avranches, L-1160, Luxembourg.

The financial year of the Foundation runs from January 1 to December 31 of each year.

The object of the Foundation is to promote and coordinate the policies of the ArcelorMittal Luxembourg in the following domains: culture and heritage, social, environment, education.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

General principles

The financial statements have been prepared in accordance with generally accepted accounting principles and in accordance with the laws and regulations in force in the Grand-Duchy of Luxembourg.

Main valuation rules

Translation of currencies

The Foundation maintains its accounting records in euro (EUR) and its annual accounts are expressed in this currency. The transactions made in a currency other than EUR are translated into EUR at the exchange rate prevailing at the transaction date. Assets, other than fixed assets, and liabilities denominated in currencies other than the EUR are translated into EUR at the exchange rate prevailing at the balance sheet date. Realized losses and gains and unrealized losses are taken into account in the profit and loss account.

Bearing of administration and administrative and operating expenses

ArcelorMittal Luxembourg S.A. has committed to bear, directly or through its direct or indirect subsidiaries, through periodic contributions, all of the Foundation's expenses, administrative, operating, or other, including those incurred by projects to be enacted or supported, which cannot be covered by the Foundation's revenue.

Expenses

Expenses contracted and incurred directly by the Foundation are recorded in the profit and loss account in the relevant period of use of the projects.

Income

Contributions receivable by the Foundation from the ArcelorMittal Luxembourg in respect of the charges contracted and incurred directly by the Foundation are recorded as income in the profit and loss account at the same rate as the charges to which they relate.

NOTE 3 - RECEIVABLES

At December 31, 2025, receivables of EUR 42.018,26 consist of a receivable from IERACE Dechmann & Partners EUR 41.007,66 and EUR 1010,60 from Studio Moloko.

NOTE 4- CAPITAL AND RESERVES

ArcelorMittal Luxembourg, Société Anonyme has provided the Foundation with an endowment of five hundred thousand euro (EUR 500.000,00), that has been deposited in a bank account opened in the name of the Foundation at its incorporation.

The Foundation's capital and reserves consist of the following:

in EUR	Subcribed capital	Profit/loss brought forward	Profit/loss of the current period	Total
Balance as at December 31, 2024	500,000.00	227,593.82	92,034.92	**819.628,74**
Allocation of net result 2024	-	92,034.92	(92.034,92)	-
Profit as at December 31,2025	-	-	25,795.35	25,795.35
Balance as at 31 December 2025	500,000.00	319,628.74	25,795.35	**845,424.09**

NOTE 5 - LIABILITIES

At December 31,2025, liabilities of EUR 269.326,33 consist of a payables to IERACE Dechmann & Partners, UNI Chair, Francofolies and Jonk Entrepreneuren for total EUR 261.927,67, a payable to ArcelorMittal Business Center of Excellence Poland Sp. z o. o. Sp. k. for EUR 2.428,66, and a provision for Forvis Mazars audit fees for EUR 4.970,00.

At December 31,2024, liabilities of EUR 7.775,30 consist of a payable to ArcelorMittal Business Center of Excellence Poland Sp. z o. o. Sp. k. for EUR 2.585,80, and of a provision for Forvis Mazars audit fees for EUR 5.189,50.

NOTE 6 - EXPENSES

Other external expenses

Other external expenses incurred by the Foundation in 2025 amounting to EUR 9.568,63 were linked to Forvis Mazars audit fees for EUR 5.015,00, ArcelorMittal Business Center of Excellence Poland Sp. z o. o. Sp. k. financial services for EUR 1.974,52, and banking fees for EUR 2.579,11.Other external expenses incurred by the Foundation in 2024 amounting to EUR 10.011,78 were linked to Forvis Mazars audit fees for EUR 5.189,50, ArcelorMittal Business Center of Excellence Poland Sp. z o. o. Sp. k. financial services for EUR 2.102,28, and banking fees for EUR 2.720,00.

Other operating expenses

Other operating expenses incurred by the Foundation in 2025 amounting to EUR 462.313,96 were linked to sponsoring and other services, respectively EUR 456.627,75 and EUR 5.686,21 (including VAT not deductible for 1.615,71).

Other operating expenses incurred by the Foundation in 2024 amounting to EUR 387.254,15 were linked to sponsoring and other services, respectively EUR 345.777,14 and EUR 41.477,01 (including VAT not deductible for 31.397,01).

During 2025, the Foundation has continued its statutory activities by launching new initiatives and supporting projects to promote social actions, education, environment, culture and heritage.

In 2025, the Foundation has sponsored 15 projects which are in line with the Foundation's strategy for a budget of EUR 427.127,75 and has organized "Minigrants" campaign and supported various associations for a total amount of EUR 29.500,00.

The Foundation has a historic partnership with the Go Art Gallery. The foundation provides an annual donation of EUR 48.000,00 to support its operating expenses.

In January 2025, the Foundation decided to support the "Turin Special Games" organized by Special Olympics Luxembourg, a sports federation dedicated to promoting access to adapted physical activity for individuals with intellectual disabilities for an amount of EUR 6,000.00.

In March 2025, the Foundation bought tickets to benefit concert organized by Luxembourg Red Cross at Philharmonie Luxembourg for EUR 2.864,08. Tickets were a prize in random draw organized for ArcelorMittal employees located in Luxembourg.

In August 2025 the Foundation supported the foundation's partnership with the Ville de Differdange for a blues festival for the amount EUR 3.836,00.

Other operating expenses also include promotional services for the Street Art Award (EUR 2.746,20), cost of Foundation's hosted website by Studio Moloko (EUR 160,00), translation service by Acolad Belgium SA (411,53), catering services by Lunchtime S.a r.l. (752,77).

Interest and similar expenses

Interest and similar expenses incurred by the Foundation in 2025 amounting to EUR 2.322,06 and consist of realized foreign exchange loss.

Interest and similar expenses incurred by the Foundation in 2024 amounting to EUR 10.699,15 and consist of interest on current account in ArcelorMittal Treasury S.N.C. and realized foreign exchange losses on the current account with ArcelorMittal S.N.C., respectively EUR 10.639,50 and EUR 59,65.

NOTE 7 - INCOME

Other operating income consists of the contributions received by the Foundation from the ArcelorMittal Luxembourg S.A in connection with the operating expenses incurred by the Foundation on its projects. On February 17, 2025 and on July 22, 2025, the Foundation received donation from ArcelorMittal Luxembourg in total amount of EUR 500.000,00 divided into 2 tranches of EUR 250.000,00. Funds were transferred to secure the Foundation's budget.

NOTE 8 - COMMITMENTS

There are no outstanding commitments at the end of December 31, 2025 and December 31, 2024.

NOTE 9 - STAFF

As of December 31, 2025, and December 31, 2024, the Foundation did not have any employee and Governors are not entitled to any remuneration.

NOTE 10 - TAXES

The Foundation is not subject to income tax or VAT.

NOTE 11 - SUBSEQUENT EVENTS

On March 27, 2026 the Foundation received a donation from ArcelorMittal Luxembourg in the amount of EUR 250.000,00 to secure the Foundation's budget.

Statutory audit report

To the Board of Governors
ArcelorMittal Foundation

24-26 boulevard d'Avranches
L-1160 Luxembourg

Luxembourg Trade and Company Register (RCS) G178

Opinion

We have audited the financial statements of the ArcelorMittal Foundation (the "Foundation"), comprising the balance sheet as at 31 December 2025 and the profit and loss account for the year ending on that date, as well as the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the Foundation's financial position as at 31 December 2025, as well as the results for the financial year ended on that date, in accordance with the legal and regulatory requirements relating to the preparation and presentation of financial statements in force in Luxembourg.

Basis for opinion

We conducted our audit in accordance with the Law of 23 July 2016 on the audit profession (the Law of 23 July 2016) and International Standards on Auditing (ISA) as adopted for Luxembourg by the Commission de Surveillance du Secteur Financier (CSSF). The responsibilities incumbent upon us under the Law of 23 July 2016 and the ISA as adopted for Luxembourg by the CSSF are described in more detail in the section "Responsibilities of the approved statutory auditor for the audit of the financial statements" in this report. We are also independent of the Foundation in accordance with the International Code of Ethics for Professional Accountants, including the International Independence Standards, published by the International Ethics Standards Board for Accountants (IESBA Code) as adopted for Luxembourg by the CSSF, as well as the ethical standards applicable to the audit of financial statements, and we have fulfilled our other ethical responsibilities incumbent upon us under these standards. We believe that the evidence we have gathered is sufficient and appropriate to support our opinion.

Other information

The Board of Governors is responsible for providing other information. Other information comprises the information presented in the management report but does not include the financial statements or our report from the approved statutory auditor on those financial statements.

Our opinion on the financial statements does not extend to other information, and we do not express any form of assurance regarding such information.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in so doing, to assess whether there is any material inconsistency between itand the financial statements or the knowledge we have acquired during the audit, or whether the other information otherwise appears to contain a material misstatement. If, in light of the work we have carried out, we conclude that there is a material misstatement in the other information, we are required to report this fact. We have nothing to report on this matter.

Responsibilities of the Board of Governors in the preparation of the financial statements

The Board of Governors is responsible for the preparation and fair presentation of these financial statements in accordance with the legal and regulatory requirements relating to the preparation and presentation of financial statements in force in Luxembourg, and for such internal control as it deems necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

When preparing the financial statements, it is the responsibility of the Board of Governors to assess the Foundation's ability to continue as a going concern, to disclose, where appropriate, matters relating to going concern and to apply the going concern accounting principle, unless the Board of Governors intends to wind up the Foundation or cease its operations, or unless no other realistic alternative is available to it.

It is the responsibility of those charged with corporate governance to oversee the Foundation's financial reporting process.

Responsibilities of the approved statutory auditor for the audit of the financial statements

Our objectives are to obtain reasonable assurance that the financial statements, taken as a whole, are free from material misstatements, whether due to fraud or error, and to issue a report as an approved statutory auditor setting out our opinion. Reasonable assurance corresponds to a high level

of assurance; however, it does not guarantee that an audit carried out in accordance with the Law of 23 July 2016 and the ISA as adopted for Luxembourg by the CSSF will always detect any material misstatement that may exist. Anomalies may arise due to fraud or errors and are considered material when it can be reasonably expected that they could, taken individually or collectively, influence the economic decisions that the users of the financial statements make based thereon.

As part of an audit carried out in accordance with the Law of 23 July 2016 and the ISA as adopted for Luxembourg by the CSSF, we exercise our professional judgement and maintain a critical mindset throughout this audit. Furthermore:

- We identify and assess the risks of the financial statements containing material misstatements, whether due to fraud or error, define and implement audit procedures in response to these risks, and gather information we consider sufficient and appropriate to provide a basis for our opinion. The risk of non-detection of a material misstatement due to fraud is higher than that of a material misstatement due to error because fraud can involve collusion, falsification, intentional omissions, false declarations or bypassing internal control.
- We take into account the internal control elements relevant to the audit in order to define the appropriate audit procedures in the circumstances, and not with the aim of expressing an opinion on the effectiveness of the Foundation's internal control.
- We assess the appropriateness of the accounting methods used and the reasonableness of the accounting estimates made by the Board of Governors, as well as relevant information provided in the annual accounts.
- We draw a conclusion as to the appropriateness of the Board of Governor's application of the accounting principle of going concern and, based on the evidence obtained, as to whether or not there is any material uncertainty relating to events or circumstances that could cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that there is a material uncertainty, we are required to draw the attention of the readers of our report to the information provided in the financial statements regarding that uncertainty or, if that information is insufficient, to express a modified opinion. Our conclusions are based on the pieces of evidence obtained up to the date of our report. However, future events or circumstances could lead the Foundation to cease its operations.
- We assess the overall presentation, form and content of the financial statements, including the information provided in the notes, and evaluate whether the financial statements present the underlying transactions and events in a manner providing a true and fair view.

We report to the Foundation's governance bodies, in particular, on the scope and expected timetable of the audit work and our significant findings, including any material weaknesses in internal control that we may have identified during our audit.

Luxembourg, 11 June 2026

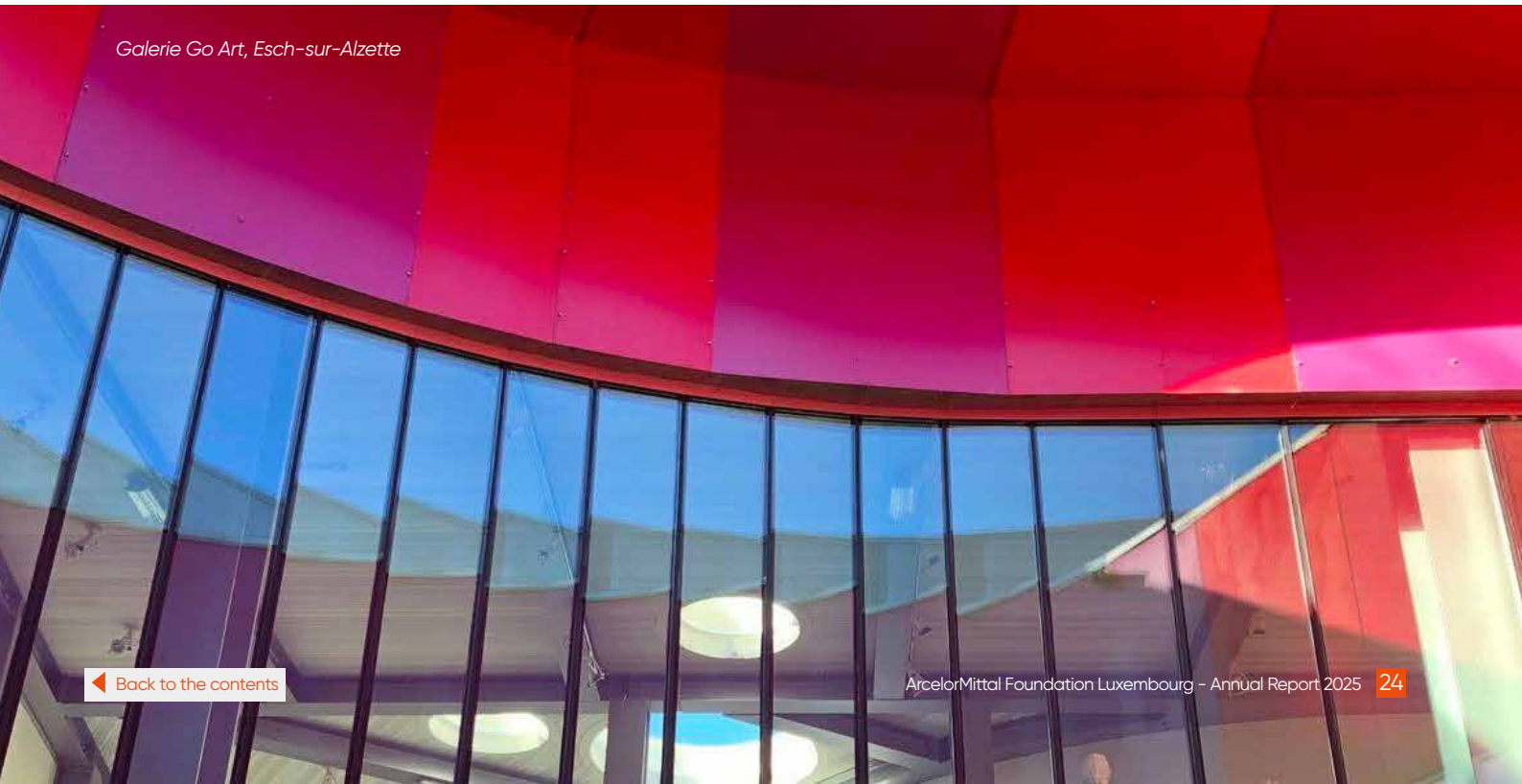
On behalf of Forvis Mazars, a registered audit firm

5, rue Guillaume J. Kroll
L-1882 Luxembourg

Signed by:
Oana Bentel
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Oana Bentel

Approved statutory auditor



Galerie Go Art, Esch-sur-Alzette

ArcelorMittal | Foundation Luxembourg

Published in October 2026

For any enquiries regarding the 2025 Annual Report of ArcelorMittal Foundation Luxembourg, please contact:

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