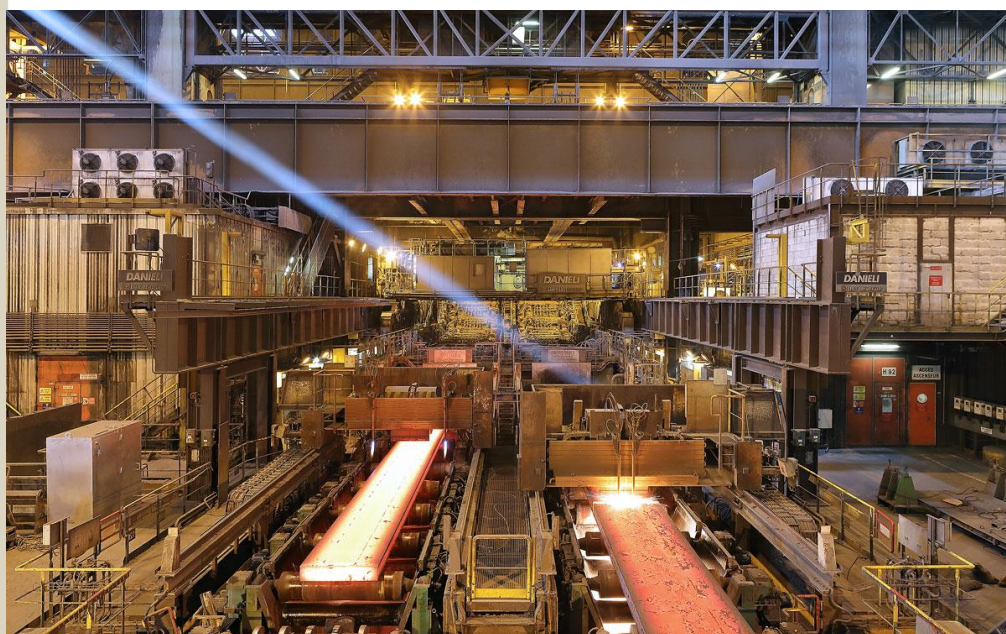


Change of the Industrial Vehicles Access and Management System

February 2022



Objectives and general impacts:

The project concerning the Dunkirk site has a dual objective; strengthening security on the site (in a Vigipirate and ISPS context) and improving the management of industrial vehicles flows (in compliance with regulatory obligations).

After the deployment of this project, all drivers arriving at the Dunkirk site through the main "South Gate" (near the guardhouse) will have to fill in some information relating to their identity, to their vehicle capability and the need expressed by ArcelorMittal to which they wish to respond.

Drivers will no longer be able to access to the site if their identification has not been finalized and checked based on the information provided by drivers.

Supporting the process:

At the "key" stages of the project, we will support stakeholders, drivers, and their representatives through the communication of information documents and tutorials, and equally through indoor and "teams remote" training sessions on the new access and exit areas.

Differentiation:

The new flows identification and management process will be organized considering several distinctions:



- Regular drivers (regular and qualified drivers who will be awarded a badge) and irregular drivers (occasional drivers, without badge, presenting themselves irregularly on our site).
- Drivers presenting themselves for one-shot flows and those presenting themselves for regular flows organized in shuttles.
- Drivers who have been pre-announced before their arrival on site and those carrying out their complete identification after their arrival.

Pre-announcement system:

The driver's representative (customer, charterer, supplier, hauliers ...) will have the opportunity to "pre-announce" the driver; that is to say to enter in our system the information relating to the identity of the driver, of the vehicle and the need (ArcelorMittal reference number), before the arrival of the driver on our site.

This operation will enable to prepare and control the identification of the driver before his arrival, and to generate a pre-announcement number that will be sent by email to the person who made this pre-identification.

Communicated to the driver, this pre-announcement number will facilitate the finalization of his identification after his arrival on site; it will be possible to enter it or to scan it via the corresponding barcode on the installed reading devices.

Appointment required for certain flows, such as shipments of steel products, unloading flows of scraps or ferro-alloys:

When the project will be deployed, making an appointment prior to the driver's presentation, will become mandatory for some flows as explained above. Reservations will be made in a secured computer application, accessible on a web page that we will make available. A driver who would show up for these identified flows, without a time slot booked for him before, will be denied access to our site.

Identification during the presentation of the driver at the "south gate" of the site:

A driver, even regular and with a badge, will not be able to access our site without having passed the identification step.

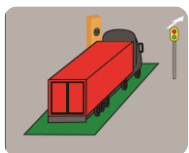
This identification step will take place in different ways:



- For drivers operating in shuttles, via an internal kiosk or an external terminal, by badging and selecting on screen the pre-recorded flow for the driver.
- For drivers who have been pre-announced by his representative, without or with appointment, via an internal kiosk, by entering the access number or optical reading of the transmitted barcode.
- For other drivers, without pre-announcement and operating for one-shot operations, via an internal kiosk, by entering all required datas.

The direct use of external terminals will not be allowed for drivers who must be subject to certain "Business" controls before access ("ADR", "Cargo Securing", "Macron Law").

Input & output automatic weighing on specific scales:



For all deliveries and shipments transiting through the "south gate" of the Dunkirk site, industrial vehicles with a "Gross Vehicle Weight Rating" of more than 3.5t. must be weighed before access and before exit on the 2 automatic L2 and L6 scales operational in the area, with the exception of steel products unloading flows which will be weighed only before entry, with the exception of sludges and scraps flows which will be weighed within the site, with the exception of flows organized by the SGA, Eupec and Dillinger entities which will be weighed in their own devices.

Orientation:

After finalization and control of the identification carried out, drivers will be given reception documents that will consist of:



- An orientation plan (which is a plan of the factory on which appears the place of the operation and the route to follow to reach the area) given for irregular drivers.
- A mission sheet describing the steps and activities to be carried out, with details of the place where each step will have to be carried out.
- A punctual safety protocol provided for irregular drivers.

Controls put in place:

Two types of controls will be put in place before drivers access on the site: identification controls and "business" controls.

The following controls will not be applicable to all flows. They will apply depending on the nature of the flows and certain identity datas.

Identification controls concern checks relating to the identity of the driver, the reality of ArcelorMittal's reference and the driver's presentation in the respect of his booked time slot (if reservation required).

"Business" controls concern the checks of "posted worker certificate" (Macron Law), Cargo Securing compliance, Cargo Securing knowledge tests, ADR regulation and overweight situations .

Special case of flows organized in shuttles with regular drivers (several operations per day, per week, for the same type of flow):

In all cases, drivers must be in possession of a personal badge, according to the procurement procedure managed by the "Security" service.

During the first rotation, a complete identification must be implemented by the driver on an internal kiosk or by his representative via the web pre-announcement tool, in order to create a "transaction" with an extended period of validity.

During subsequent rotations, and as long as this "transaction" is active, the driver will only have to badge on an internal kiosk or an external terminal from the cab of his vehicle, to select on touch screen the flow for which he is presenting, and to validate or modify the information returned.

Target date of deployment:

The project will be rolled out around mid-September 2022.

Configuration of the access and exit areas at the "South Gate" of the Dunkirk site:

