



AM/NS
INDIA

ArcelorMittal Nippon Steel India

ArcelorMittal Nippon Steel India



Forging a Greener Future through Decarbonization and Circularity

Sustainability Report
2023 – 2024



**SMARTER
STEELS
BRIGHTER
FUTURES**

About
the Theme

AM/NS India Leads the Way in Decarbonized Steel Production

ArcelorMittal Nippon Steel India (AM/NS India) is at the forefront of innovation, combining forward-thinking strategies and collaboration to champion sustainability in the steel industry. Our commitment to sustainability is deeply rooted in our core values of quality, integrity, and innovation. Since our inception, these principles have driven us to overcome challenges and achieve significant milestones, laying a strong foundation for a robust growth.

As we move on to our next growth phase, we are deepening our focus on decarbonization and the circular economy as the core pillars of our sustainability strategy. Our journey will draw from the strengths and synergies of ArcelorMittal and Nippon Steel.

Decarbonization: Leading the Charge for a Greener Tomorrow

At AM/NS India, we understand that the future of steelmaking lies in reducing our carbon footprint. We are not just meeting regulatory requirements but also we are striving to set new standards in sustainability. Our ambitious goal of reducing our emission intensity by 20% by the end of this decade with 2021 as baseline and our long-term roadmap to achieve net-zero emissions, underscore our commitment to a greener future. As one of the lowest emission intensity producers among integrated steel manufacturers in India, we have already made significant strides in reducing our emissions.

We are harnessing advanced technologies and innovative processes, investing in energy-efficient practices, exploring carbon capture and storage solutions in our endeavour for sustainable production.

Circular Economy: Redefining Sustainability in Steelmaking

We are also committed to fostering a circular economy where waste is minimized, and resources are used efficiently. Our approach to circular economy involves rethinking every aspect of our production process to ensure that we recycle, reuse, and reduce waste wherever possible.

By integrating circular economy principles into our operations, we are transforming waste from a byproduct into a valuable resource. Our initiatives range from optimizing resource efficiency in our plants to collaborating with stakeholders across the value chain to integrate sustainable solutions into our business model.

Building a Sustainable Future for All

As we continue to expand and innovate, our focus remains on creating value for all our stakeholders. We believe that true corporate responsibility involves contributing to the economic development of the country as well as the communities we serve. Our growth strategy to increase our production capacity to 40MTPA by 2035 is aligned to meet India's rising demand for steel.

At AM/NS India, we are building not just steel but a sustainable future for all.

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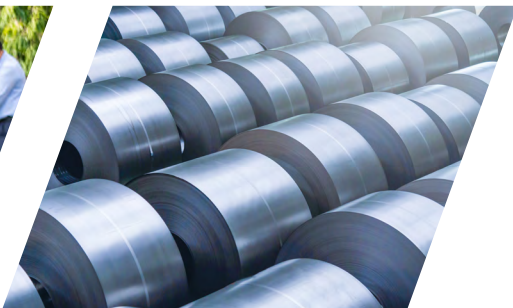
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DECARBONIZATION at AM/NS INDIA

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OUR CAPITALS

Financial Capital

Manufactured Capital

Intellectual Capital

Human Capital

Social and Relationship Capital

Natural Capital



OUTLOOK



About the Report

Objective

This sustainability report aims to provide a detailed and transparent account of AM/NS India's economic, environmental, social, and governance (ESG) performance during the year. Our goal is to clearly communicate our sustainable practices and achievements to all our stakeholders including investors, employees, customers, suppliers, and the broader community. This report offers a thorough overview of our progress toward sustainability goals, our business metrics, and the positive contributions we are making to society. Additionally, it outlines our future plans, offering valuable insights into how we intend to continue driving sustainability as we increase our steel production in the years to come.

Reporting Period

The Sustainability report pertains to the period 1 Jan 2023 to 31 Mar 2024

Company/ subsidiaries covered

The following units/ facilities are covered in this report.

- › Mines: Thakurani & Sagasahi
- › Beneficiation units: Dabuna & Kirandul
- › Pelletization facilities: Vizag & Paradeep
- › Integrated Steel Plant: Hazira
- › Downstream unit: Pune, Khopoli, Gandhidham

Reporting Framework

This report is aligned with the Global Reporting Initiative (GRI) 2021 Standards, enhancing accountability and fostering stakeholder trust through transparency. By adhering to these internationally recognized guidelines, we ensure a clear, consistent, and credible presentation of our sustainability efforts and impact, demonstrating our commitment to responsible business practices.

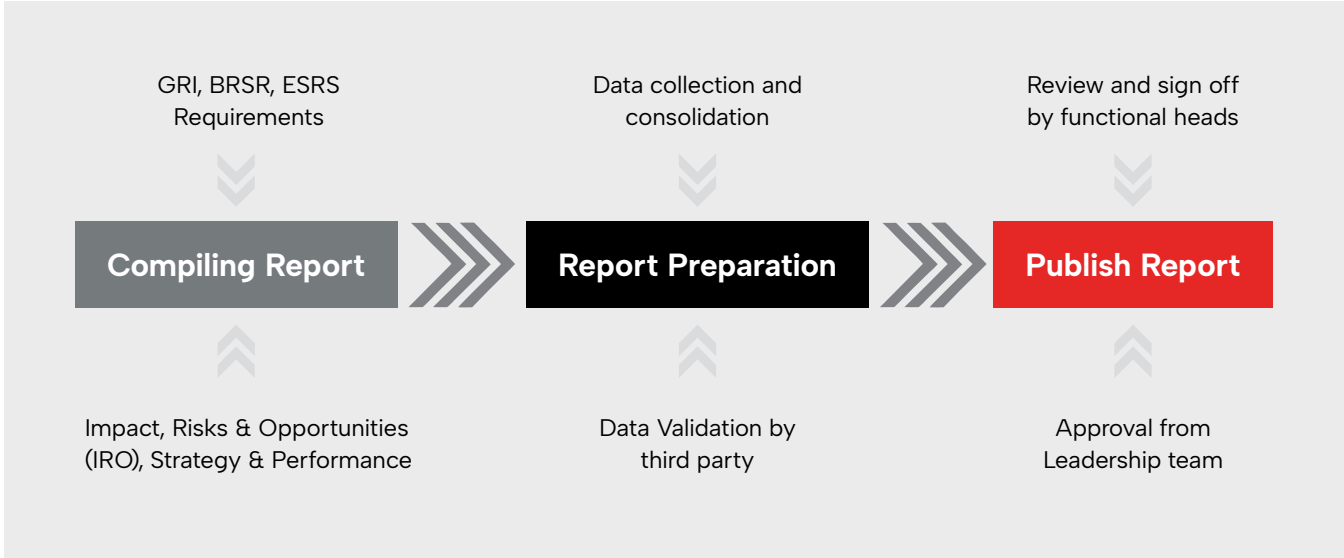
Forward-looking statement

This report includes forward-looking statements regarding our future financial position, operational results, and business plans. These statements are based on good-faith assumptions we believe are reasonable. However, actual outcomes may differ significantly. We do not intend to update these statements due to new information, future events, or other factors.

Feedback

We invite our stakeholders to provide feedback on this report to help us enhance our disclosures. Your insights are invaluable in our efforts to continuously improve the quality and transparency of our reporting. Please share your comments and suggestions with us by emailing us at: sustainability@amns.in

Our Reporting Process



Highlights for the Year

1.2 lakh tCO₂eq
reduction in emissions



12% diversity ratio in new hiring



30+ locations in India and
Overseas



5% reduction in GHG emission
intensity ratio from 2022



6.3% employee diversity ratio



Maternity policy
formulated



17.3% of electrical energy
consumption from renewable
sources



5.5+ Cr spent on training
employees



10% water recycled



Zero
Liquid Discharge



INR 322 Cr spent in CSR



52,044
total workforce



4.2% of scrap mix used in
steel production



24+ lakhs lives impacted



189 ML rainwater harvested



CORPORATE
OVERVIEW



About the Company

By 2029, our Hazira steel plant will be the world's largest single-location integrated flat steel plant, with an annual capacity of 24 million tonnes

AM/NS India is the largest integrated steel producer in western India and one of the few key domestic flat steel producers. We have a steelmaking capacity of 9.6 million tonnes per annum (MTPA) and manufacture a comprehensive range of flat-rolled steel products, including high value-added items to meet the needs of diverse sectors such as automotive, construction, transportation, agriculture, defence, energy, infrastructure, appliances, and machinery.

Our cutting-edge steelmaking facility in Hazira is a testament to the strategic partnership between ArcelorMittal and Nippon Steel Corporation, combining global expertise, technological prowess, and unmatched scale to position AM/NS India as a key player in the Indian and global steel markets. On the international front, we are the largest private sector producer of Cold Rolled and Galvanized Steel in Indonesia and have established a service center in the UAE.

During the year, we acquired AM/NS Ports Vizag Limited (formerly Essar Vizag Terminals Limited). The terminal's ability to handle super 13 capsized vessels and its direct rail connections to major mining locations will enhance our manufacturing and logistics network.

Aligned with India's vision of Atmanirbhar Bharat, we are dedicated to sustainable steel production, driving innovation, and delivering high-quality steel solutions. Our strategic partnerships and investments in advanced technologies assist us to improve our manufacturing capabilities, reduce reliance on imports, and foster the growth of local industries.

We are currently implementing an ambitious expansion plan to increase production, and by 2029, we will be the world's largest single-location integrated flat steel plant with an annual capacity of 24 million tonnes. By 2035, our capacity will increase to 40 MTPA.

We are also committed to empowering communities around our operations through our Corporate Social Responsibility (CSR) activities in the field of education, livelihood and skill development and culture, health, environment and infrastructure development. We are inspired by ArcelorMittal's XCarb program and Nippon Steel's Zero Carbon initiative and are aligned with India's vision to be carbon-neutral by 2070.

Our Vision

To be a leading and responsible steelmaker creating value for all stakeholders

Our Values

Endlessly
Creative

Consistently
Excellent

Always
Collaborative

Forever
Dynamic

CEO's Message



Dilip Oommen

Executive Messages

Our expansion in steel production is matched by our unparalleled commitment to reducing our environmental footprint.

As we reflect on the journey of ArcelorMittal Nippon Steel India (AM/NS India) towards a sustainable future, I am filled with pride and inspiration by our collective efforts. Our commitment to sustainability rooted in India's ethos of harmonious relationship with nature, is not merely a corporate strategy but a shared vision that unites our employees, partners, communities, and stakeholders.

Despite the challenges inherent in the steel sector, we have made significant strides. Since 2015, we have reduced our carbon emissions intensity by over 35% to 2.17 tonnes, achieving 2.17 tonnes of CO₂ per tonne of crude steel (tCO₂/tcs). This places us among the lowest emission intensities of integrated steel producers in India. We are also, a zero liquid discharge company. Furthermore, we have a unique advantage of leveraging the best practices and advanced technologies from both ArcelorMittal and Nippon Steel, leaders in innovative global climate change initiatives, to continue our efforts in achieving net-zero emissions.

The year 2023-24 has been transformative for AM/NS India. Our expansion in steel production is matched by our unparalleled commitment to reducing our environmental footprint. We have established a unique pumped hydro storage-based renewable energy project in Andhra Pradesh, which will provide us with 250 MW of round-the-clock renewable power, supply in phases already started. Our vision is to add 1 GW every year till 2030. We are also establishing three state-of-the-art scrap processing centres: two in Hazira and Ahmedabad, and one in Khopoli, with a focus on reusability.

As we enter the next phase of growth, aiming to double our production capacity from 9.6 million tonnes to 15.6 million tonnes per annum and beyond, we seize this pivotal moment to outline our near-term decarbonization strategy. With decarbonization at the forefront, we are exploring cutting-edge technologies such as carbon capture and storage (CCS) and hydrogen-based steelmaking, while keeping an eye on their economic viability. These initiatives are crucial in significantly reducing CO₂ emissions. Additionally, our focus on enhancing energy efficiency across all operations helps minimize our carbon footprint, reinforcing our role in the global fight against climate change. We have set an ambitious target to reduce our carbon emissions intensity by 20% by the end of this

decade, with 2021 as the base year.

Equally important is our commitment to the principles of the circular economy. At AM/NS India, we are transforming our business model to prioritize resource efficiency, waste reduction, and recycling. The inherent recyclability of steel positions us uniquely to contribute to a closed-loop system that minimizes waste and maximizes resource utilization. By doing so, we not only protect our environment but also unlock new economic opportunities and drive innovation rooted in sustainability.

Our sustainability journey extends beyond environmental initiatives. True sustainability encompasses social responsibility. Our efforts in community development, education, and healthcare underscore our belief that our growth should benefit everyone. Through partnerships with local organizations and governments, we are driving meaningful social change and enhancing the quality of life in the communities where we operate.

We have already reduced our carbon emissions intensity by over 33% to 2.17 tonnes of CO₂ per tonne of crude steel (tCO₂/tcs) since 2015.

Achieving our sustainability goals is a transparent and accountable process. We are committed to upholding rigorous reporting standards and continuously improving our practices. Our sustainability report outlines a roadmap for long-term progress, providing clarity on key challenges that industry, government, and civil society must address collaboratively. This sustainability report offers a detailed overview of our progress, the challenges we face, and our future aspirations. It reflects our unwavering dedication to sustainable development and our determination to make a positive impact with pro-planet choices.

Looking ahead, I am confident in our collective ability to lead the industry towards a sustainable future in line with India's commitment of achieving net zero emissions by 2070. With the ongoing support of our dedicated employees, partners, and stakeholders, we will continue to innovate, adapt, and excel. Our journey is far from over, and I am excited about the future as we work together to build a greener, more sustainable world.

COO's Message



Wim Van Gerven

Our efforts to integrate modern energy solutions and streamline production processes position us at the forefront of the global steel industry's transformation towards a greener future.

It gives me great pride to present our Sustainability Report for FY 2023-24, which underscores our steadfast commitment to sustainable growth and responsible steel production. As we continue to advance our production capacity, currently standing at 9.6 MTPA, we are focused on ensuring that our operations not only meet today's market demands but also set the foundation for a low-carbon, sustainable future.

At the heart of our success is our determination to remain the cleanest steel producer in the country, achieving a carbon intensity of 2.17 tCO₂/tcs in 2023-24. This milestone, 14% below the national average, is a testament to our continuous efforts in environmental stewardship and innovation, reinforcing our position as a leader in sustainable steelmaking.

Our commitment to decarbonization remains a core principle as we expand in line with India's national goal of reaching 300 MTPA of steel production capacity by 2030. This growth not only represents our ambition to contribute to India's infrastructure and industrial needs, but also our responsibility to do so in a

manner that significantly lowers our environmental impact. Through strategic investments in state-of-the-art technologies and energy-efficient processes, we are accelerating our journey towards a greener future.

In FY 2024-25, we will continue to focus on operational efficiency and technological advancements to strengthen our ability to meet both market demands and sustainability goals. Our efforts to integrate modern energy solutions and streamline production processes position us at the forefront of the global steel industry's transformation towards a greener future.

As we move forward, our priority remains driving operational excellence and ensuring that our steelmaking processes are efficient, reliable, and sustainable. With the support of our talented workforce, trusted partners, and valued stakeholders, I am confident that we will continue to set new benchmarks in the steel industry and contribute meaningfully to the nation's growth.

Thank you for your trust and partnership on this journey.

CSO's Message



Dr Arvind Bodhankar

Our journey towards decarbonization includes significant investments in innovative technologies while ensuring that our steel production remains efficient and of the highest quality.

At AM/NS India, sustainability is a core principle that guides every action.

As we expand our steel production, we remain steadfast in our commitment to environmental responsibility. This report details our sustainability initiatives, achievements, and plans, to improve waste management and driving green innovations. In FY 23-24 we reduced our CO₂ intensity by around 6% compared to that of FY 22-23. We take pride in being one of the cleanest steel producers in India with an intensity of 2.17 tCO₂/tcs, 14% lower than country's average. In addition, AM/NS India has the largest DRI facility in India at 6.8 MTPA. This gives us a leapfrog advantage, proofing ourselves in exploring avenues for producing steel with green hydrogen and other low carbon intensive paths.

Our journey towards decarbonization includes significant investments in innovative technologies while ensuring that our steel production remains efficient and of the highest quality. Our near term decarbonization targets of 2030 would be mostly catered by renewables, scrap utilization and process optimization. We are also exploring deep decarbonization levers to align ourselves with the country's net zero commitments by 2070. We are actively working in key areas such as 100% Renewable Energy Round the

Clock by 2030, Compressed Biogas to substitute natural gas, Carbon Capture Utilization (CCU) and Carbon Capture Storage (CCS). Additionally, we are exploring the use of green hydrogen, adopting alternate fuels like biochar/biomass as coal substitutes and increasing scrap utilization in our production process.

Our commitment to a circular economy involves maximizing resource efficiency and minimizing waste and have adopted the 4R strategy to make our operations more efficient and reduce our impact on virgin raw materials and mines.

Similarly, our Low-Carbon Steel practice focuses on producing steel using hydrogen as a reducing agent to significantly lower CO₂ emissions. This will be supplemented by our renewable energy sources through solar and wind projects, meeting a substantial portion of our future energy requirements.

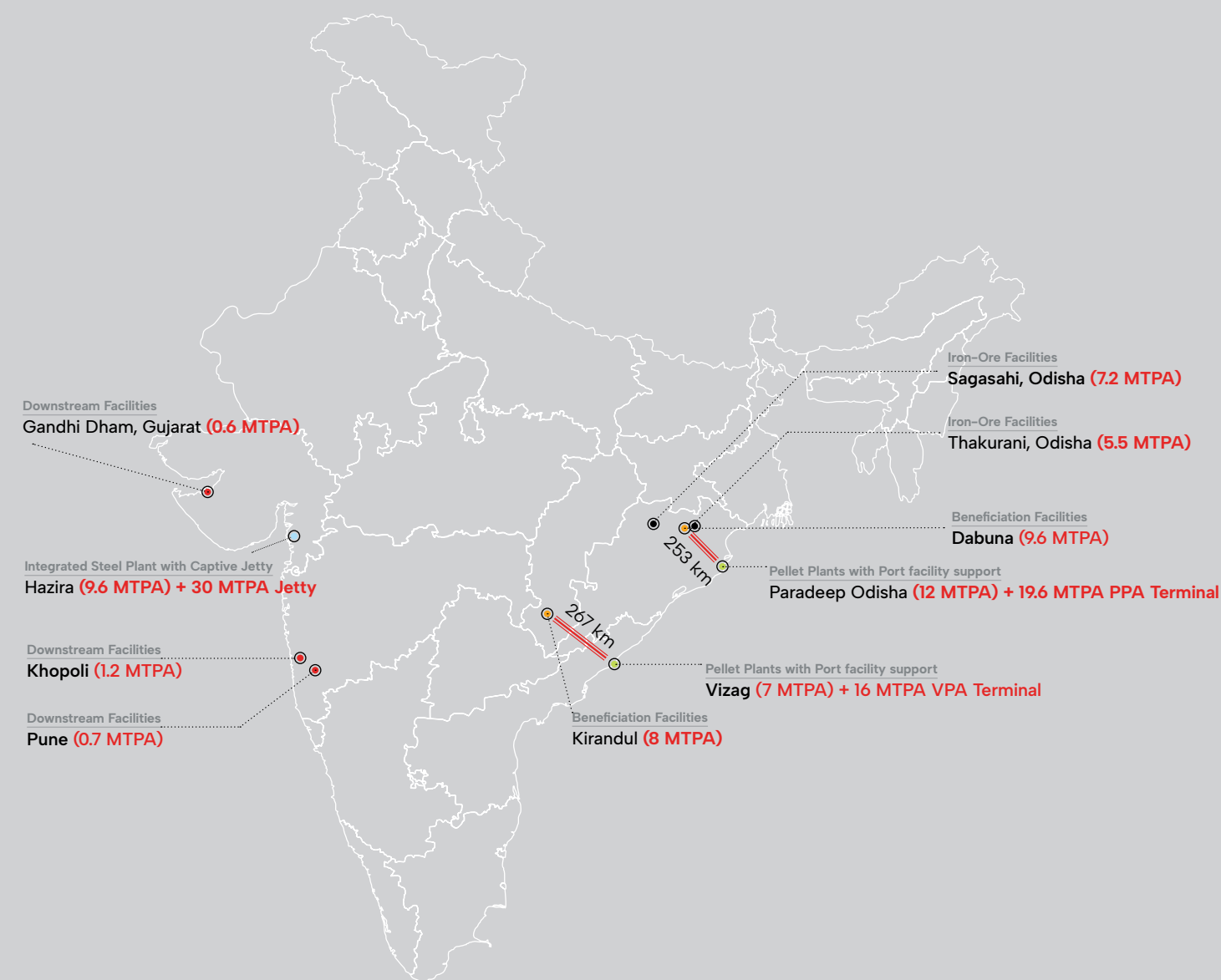
We believe that achieving sustainability is a shared responsibility involving all our stakeholders. Together, we can create a sustainable and resilient future, proving that industrial growth and environmental stewardship can coexist.

Thank you for your continued support and trust in our sustainability journey.



The company's manufacturing facilities comprise **ironmaking, steelmaking, downstream facilities and distribution outlets** spread across 30+ locations in India and overseas

- ▶ Our Hazira facility is one of the world's largest single-location flat steel plants manufacturing complete range of flat rolled steel products, including higher value-added products
- ▶ Our GHG intensity is one of the lowest amongst Indian steel manufacturers
- ▶ Building a deep draft captive port near Hazira to handle 65 MT of in-house cargo



Slurry Pipelines

• Mines



AM/NS India operates its own iron ore mines at Sagasahi and Thakurani in Odisha and have a capacity of annual production of 12.5 MT. Sustainability is at the core of our mining operations and we are committed to minimizing our environmental impact while driving responsible growth. All our mines are certified under ISO 14001:2015, underscoring our adherence to the highest environmental management standards.

We are conscious about use of natural resources and hence focus on responsible use of land for

mining, conserving water, managing waste, controlling emissions, and biodiversity preservation. We employ advanced techniques like rainwater harvesting and have built sumps, settling pits, and garland drains to control runoff and protect natural water bodies. Our use of recycled water from effluent treatment plants (ETPs) and sewage treatment plants (STPs) for plantation purposes significantly reduces reliance on freshwater resources.

In line with our goal of reducing carbon emissions, 4% of our energy needs at Sagasahi mine are met

through solar power. Air quality is constantly monitored, and we deploy dust control measures like mobile sprinklers, mist spray systems, and dust extractors.

Additionally, we have planted over 12,000 plants within our safety zone since 2021 and distributed 35,000 saplings to local communities, contributing to regional biodiversity. These initiatives demonstrate our long-term commitment to sustainable mining, balancing industrial progress with environmental stewardship.

• Integrated
Steel Plant



Our steelmaking at the Hazira facility is an intricate blend of cutting-edge technology and sustainability, designed to meet the demands of the future. The process begins with the environment-friendly Direct Reduced Iron (DRI) and Hot Briquetted Iron (HBI) processes, where iron oxide pellets are transformed into sponge iron using natural gas. This method, known as direct reduction, bypasses the need for liquefaction, significantly lowering carbon emissions and positioning the facility as an environmentally

conscious steel manufacturer in the industry.

The sponge iron is then channeled into Electric Arc Furnaces (EAF) and Conarc furnaces, which are designed to melt DRI, scrap, and hot metal into high-quality liquid steel. The Conarc furnaces, in particular, combine the efficiency of both a converter and an electric arc furnace, enabling the production of steel with varied compositions. This versatility is further enhanced by the Compact Strip Production (CSP) mills, where

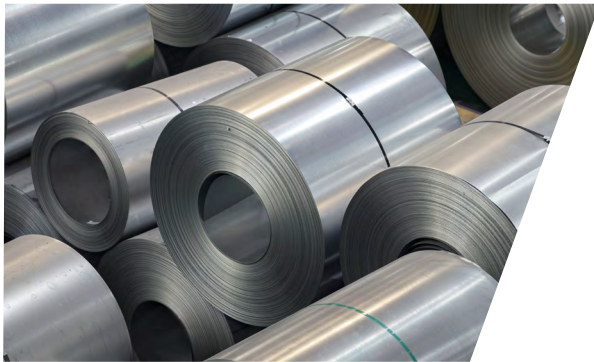
thin slabs of steel are heated and rolled with precision, ensuring consistent quality.

In addition, the entire operation at Hazira is aligned with future green hydrogen technologies, ensuring that AM/NS India remains at the forefront of sustainable steelmaking. Through this sophisticated process, AM/NS India is not only meeting today's steel demands but also paving the way for a greener, more sustainable future.

Our
Product Range



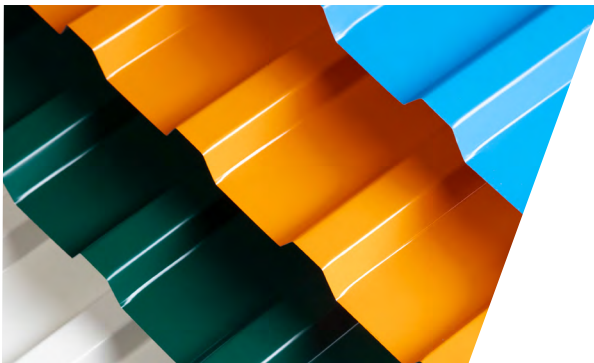
Hot **Rolled**



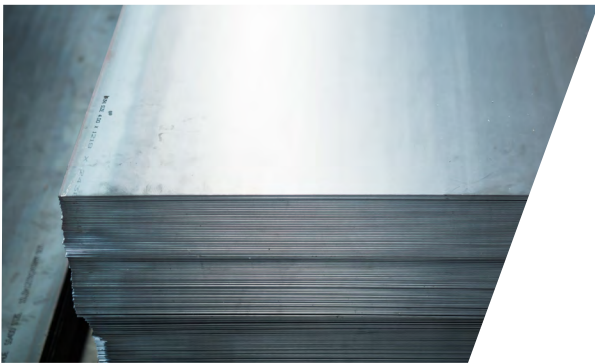
Hot Dip **Galvanised**



Cold **Rolled**



Color **Coated**



Plates



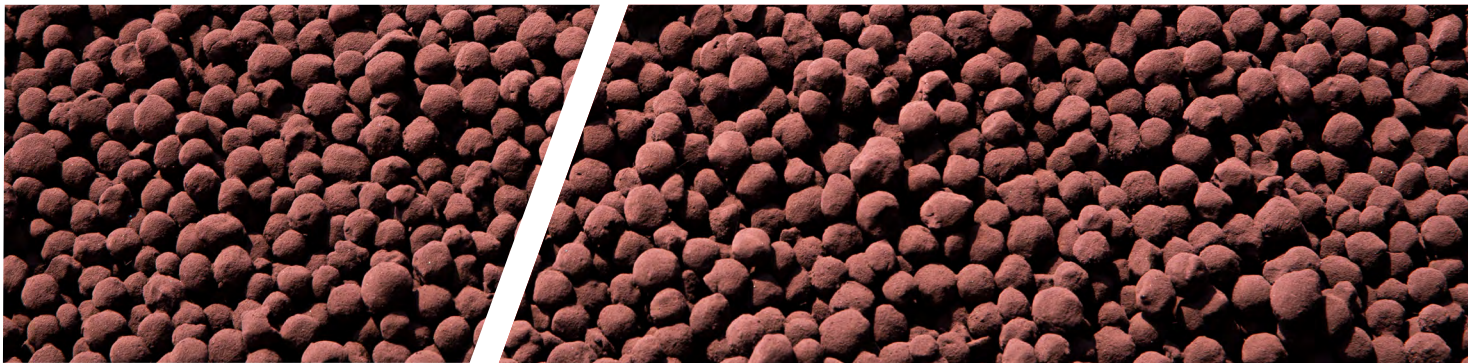
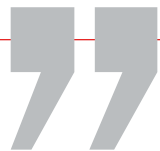
Pipes



Ranjan Dhar

Director & Vice President
Sales & Marketing

Sustainability at AM/NS India focuses primarily on producing eco-friendly steel products and promoting their rapid adoption among customers to achieve sustainable goals. The launch of our two new products, Magnelis and Optigal, marks a significant step in our commitment to this vision, playing a crucial role in driving sustainable development for both AM/NS India and our customers.



Pellets

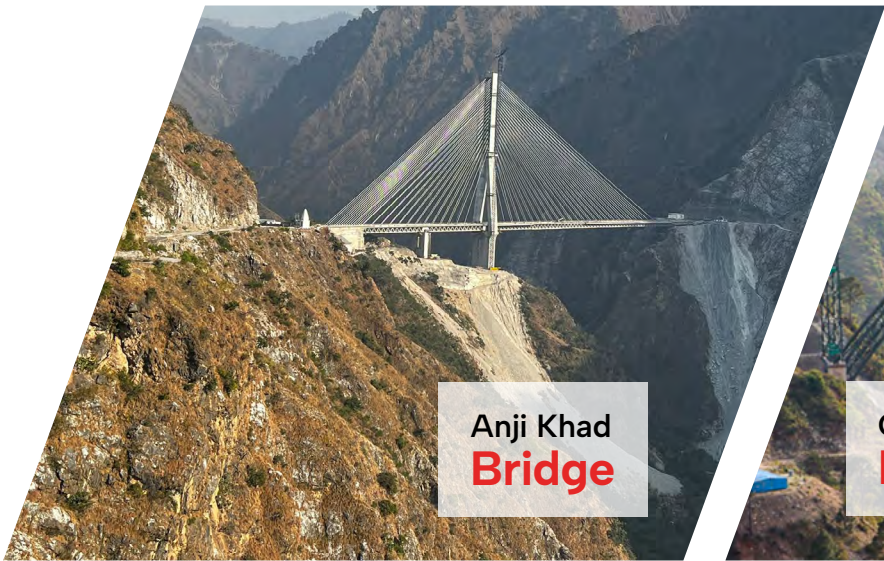
Driving
**Major Infrastructure
Development**

AM/NS India plays a pivotal role in shaping the future of the nation by supplying steel to construct vital infrastructure including bridges, driving India's growth and modernization. By supplying steel for iconic infrastructure projects, AM/NS India demonstrates its unwavering commitment to national development. These projects are a combination of engineering marvel and symbols of progress. They embody the 'Make in India' spirit, highlighting AM/NS India's dedication to building a stronger, more sustainable future for India, and paving the way for transformative infrastructure.



Atal Tunnel,
Rohtang

Gorakhpur Haryana
Anu Vidyut Pariyojana
1&2 (GHAVP - 1&2) for Nuclear Power Corporation India Ltd



Anji Khad
Bridge



Chenab
Bridge



Bogibeel
Bridge



Awards & Recognitions



Hazira Facility Wins National Safety Award

AM/NS India's Hazira facility was honoured with the National Occupational Health & Safety Award at the 11th Global Safety Summit in the large enterprise- steel sector, for its exceptional safety initiatives and reinforcing its commitment to setting high standards in the steel industry.



Best Safety Professional 2023 Award for Pune Region

AM/NS India's Pune Downstream Facility's Section Head (Safety), Mr. Michael Peter, was honoured with the prestigious Best Safety Professional – 2023 award for the Pune region at the recent Safe India Hero Plus Awards. The annual event recognizes outstanding safety professionals, firefighters, and first responders for their exceptional efforts in fire prevention and incident mitigation.



2023 SAP ACE Award for SAP Solutions Implementation

AM/NS India won the 2023 SAP ACE Award for SAP solutions implementation, highlighting our commitment to business excellence, growth, and innovation through advanced enterprise-enhancing solutions.



Gold medals at Quality Concepts forum

AM/NS India won six gold medals at the 5th Chapter Convention on Quality Concepts (SCQC-23), hosted by the QCFCI Surat Chapter. Over 50 delegates from various industries presented 55 insightful case studies.



Chennai SSC wins Best of Best Safety Award 2023

Chennai SSC has been awarded the "Best of Best Safety Award 2023" by the Tamil Nadu Safety Professionals Welfare Association. The award recognizes Chennai SSC's outstanding dedication to enhancing safety and health practices. Selected among the top three from 25 competing companies, the evaluation is based on incident rates, compliance with safety standards, and CSR initiatives.



Pune Downstream Facility Wins Environment Excellence Award 2023

AM/NS India's Pune downstream facility won the Environment Excellence Award 2023 from the Greentech Foundation for initiatives in air conservation, hazardous waste reduction, oil consumption, green initiatives, energy conservation, and water conservation.



CSR Leadership Award 2023 for educational initiatives

AM/NS India has been honoured with the prestigious CSR Leadership Award 2023 for its exemplary educational projects, Padhega Bharat and Digital Pathshala, during the 12th India CSR Awards. The award was given for AM/NS India's initiatives in transforming rural education by modernizing infrastructure and integrating advanced technology in schools.



Mahatma Award 2023 for CSR Excellence

AM/NS India received the prestigious Mahatma Award 2023 for CSR Excellence and leading the way to a sustainable and brighter future. These initiatives include COVID-19 relief, DigitalPathshala, placement-linked skill initiative under Project Daksh, empowering girls' education through the Beti Padhao scholarships, transforming government schools under Padegabharat initiative and healthcare programs, positively impacting the lives of 2.5 million people.



Sagasahi mines tops at Annual Mines Safety Week

AM/NS India's Sagasahi Mines secured the top spot in its group at the 41st Annual Mines Safety Week, organized by the Directorate General of Mines Safety (DGMS) in Bhubaneswar. The team showed exceptional performance in systematic mining operations, housekeeping, illumination, and strict adherence to safety compliance, earning them the highest ranking in the category.



10th Greentech CSR Award-2023

AM/NS India received the 10th Greentech CSR Award 2023 for exemplary work in the category of Promotion of Education. This award was presented to AM/NS India for its innovative and high impact projects in education across its operations in India.

SUSTAINABILITY at
**AM/NS
INDIA**

At AM/NS India, sustainability is woven into everything we do, guided by three core pillars: Governance, Value Creation, and Decarbonization and Circularity.

Governance forms the backbone of our operations. We believe that sustainable growth starts with strong governance, and we prioritize ethical business practices, transparency, and accountability at every level. By adhering to global best practices and stringent environmental regulations, we ensure that our actions today contribute to a better tomorrow for all our stakeholders.

Value Creation is more than financial success. It is about creating lasting, positive impacts for our communities, employees, and the environment. We focus on optimizing resources, driving innovation, and investing in sustainable initiatives that benefit everyone involved. For us, growth is about leaving a legacy of shared prosperity.

Decarbonization and Circularity are key to our vision of a greener future. We are committed to reducing our carbon footprint by embracing cleaner energy, improving energy efficiency, and developing low-carbon steelmaking technologies. Through circular practices like recycling and reusing materials, we aim to minimize waste and create a closed-loop system that supports a sustainable, low-carbon economy.

These pillars empower AM/NS India to lead the way in responsible, future-ready steel production.



The governance structure at AM/NS India is a true reflection of partnership and balance, built on the collaborative efforts of ArcelorMittal and Nippon Steel. Both companies play a pivotal role in shaping the strategic direction and outcomes at AM/NS India, ensuring mutual interest and success.

At the heart of this governance structure is the Board of Directors, which consists of 10 members, equally representing both partners on a 50:50 basis. This equal representation guarantees that decision-making is fair and inclusive, with both ArcelorMittal and Nippon Steel having a significant voice in the company's strategic direction. The Board includes two executive Directors—one from ArcelorMittal and one from Nippon Steel alongside non-executive members and two alternate directors. This diverse composition brings together expertise from various fields while maintaining a balance between the partners, ensuring that the company's best interests are always protected.

Key decisions at AM/NS India are made through a consensus between the two joint venture partners. This collaborative approach ensures that both parties are aligned with the company's vision and operations. As a company incorporated in India, AM/NS India adheres to the Companies Act, 2013, and complies with various regulatory requirements, including statutory reporting, financial filings, and

Indian Accounting Standards. The company also upholds stringent ethical standards and conflict of interest policies, which help maintain its integrity and reputation.

Effective governance at AM/NS India is also characterized by proactive risk management. The Board establishes frameworks to manage financial, operational, and reputational risks, with regular audits and reporting systems in place to ensure accountability. This approach keeps management accountable to both the Board and shareholders, ensuring that the company's actions and performance are always transparent.

Transparency and open communication are integral to AM/NS India's governance. Regular Board meetings, detailed performance reports, and clear communication between partners and stakeholders foster collaboration and build trust. The company's commitment to transparent financial reporting ensures that stakeholders have a clear view of its financial health and future prospects.

Our governance philosophy ensures sustainable growth, ethical corporate conduct, and long-term value creation. This has positioned AM/NS India as a leader in the steel industry while upholding the highest standards of corporate responsibility.

Board Composition &
Management Committee

Board Members



Aditya
Mittal

Chairman



Takahiro
Mori

Director



Dilip
Oommen

Director & CEO



Ichiro
Sato

Director



Prabh
Das

Director



Yoshiaki
Kusahara

Director



Bradley Llyod
Davey

Director



Hiroo
Ishibashi

Director



Genuino
Christino

Director



Kaneyuki
Yamamoto

Director

Management Committee



Dilip
Oommen

Director & CEO



Amit
Harlalka

Director &
Vice President
Finance



Wim
Van Gerven

Director &
Vice President
Operations



Ranjan
Dhar

Director &
Vice President
Sales & Marketing



Hiroo
Ishibashi

Director &
Vice President
Technology



Ashutosh
Telang

Director &
Vice President
HR & Administration



Akiyo
Omori

Dy Director
Finance



Atsushi
Sakatoku

Dy Director
Technology



Santosh
Mundhada

Dy Director
Technology



Keiji
Kubota

Dy Director
HR & Administration

The Chief Executive Officer leads our board in addressing sustainability, environmental stewardship, and climate-related challenges. This includes setting a clear strategic vision and ensuring climate risks are integrated into our business plans. The CEO also closely tracks our progress towards achieving sustainability goals, ensuring we stay on course. Additionally, the CEO guarantees compliance with regulations and alignment with global best practices, keeping us at the forefront of responsible business.

Our Policies

We are committed to driving sustainability through a robust set of policies that shape the way we operate at AM/NS India. These policies reflect our dedication to responsible resource use, environmental protection, and social responsibility. These policies are a testament to our belief in sustainable growth, ensuring that our operations contribute positively to the environment and society.

In FY 2023-24, we unveiled maternity benefits for our women employees that include flexible working hours, creche facility at plants, continuity of service after maternity break and leave for adoption



Sustainability policy: Our Sustainability Policy underscores our commitment to sustainability and a robust ESG framework, which are central to our business strategy and extend beyond regulatory compliance. This policy reflects our dedication to transparency and accountability, serving as a comprehensive guide to the metrics and statements related to ESG factors in our reports and other communications.



Whistle-blower policy: The company has an articulated whistle blower policy and has set up an in-house investigation team under the Chief Internal Auditor to investigate the complaints independently. The company also follows a strict policy for non-retaliation and always ensures the confidentiality of the whistle blowers.



Anti-Bribery and Anti-Corruption: We strictly adhere to a zero-tolerance policy against corruption and bribery. We strictly prohibit any offer, payment, promise to pay or authorization of payment of any money, gift, or anything of value to anyone with whom we do business.



Anti-Competitive Behavior: The company prohibits actions or practices that aim to stifle competition within a market, restrict free market competition, or manipulating the market dynamics to gain an unfair advantage as these behaviors can harm consumers, other businesses, and the overall market efficiency.



Procurement Practices: This framework serves as a basis for establishing the foundational structure for obtaining products and services at competitive prices, while ensuring timeliness, ethics, and consistency. The objective is to familiarize business users with the fundamental principles and procedures governing the acquisition of products and services at AM/NS India.



CSR Policy: We are committed to conducting our business in a socially responsible, ethical and environmentally friendly manner, and work towards improving the quality of life of the communities around our operations. Our Corporate Social Responsibility (CSR) is as strategic as our steel business. AM/NS India's CSR Policy provides guidance in achieving our commitments and ensures that we are compliant to applicable laws.



Some of our other policies include:

- Competitive Compliance Guidelines
- POSH Policy
- Human Rights policy
- Environment Policy
- Quality Policy
- Diversity & Inclusion Policy
- Code of Conduct Policy
- Business Practice policy
- Conflict of Interest Policy
- Intellectual Property Policy
- Procurement Policy
- Health and Safety Policy
- Sanctions Compliance Policy
- Data Protection Policy
- Media Policy
- Social Media Policy

Details about our policies are available on our website:

<https://www.amns.in/policies>

Risk
Management

Our risk assessment covers both short-term (one year) and long-term (up to 30 years) time horizons. This allows us to address immediate risks while also planning for future challenges and opportunities. We adopt a three-step process regarding business risks.



Risk Identified	Risk Assessment	Risk Mitigation
Financial	Credit Risk, Liquidity Risk, Financial Market Risks (Commodity Price Risk, Forex Risk, and Interest Rate Risk)	Managed in terms of Board approved Commodity and Forex Hedging policy; Adequate Working capital and project finance limits from Banks (to manage Liquidity Risk)
Regulatory	Change in Govt Policy/ Regulations	Advocacy being done at Industry body levels with various Govt agencies/ authorities
Macro-economic	External factors impacting Indian and global economy	Keeping abreast with developments in Indian and Global economies; make necessary changes in Business plans
Operational	Physical Hazards, Major Breakdowns, IT system failures, Human errors	Adequate insurance covers, Planned maintenance schedules, continuous upgradation in IT Infra, Top class IFC/SOX controls
Safety	Injuries and Fatalities at workplace	Safety Culture and stringent operational protocols
Cyber security	Cybercrime, malware ransomware attacks	Strengthened IT Infra and security systems, regular training and awareness sessions
Climate change	Heavy rainfall – Increased frequency and intensity of heavy rainfall events can disrupt our supply chain, affect raw material transportation, and lead to flooding at production sites	Enhancing drainage systems and improving site infrastructure are critical to mitigating these risks
	Heatwaves – Rising temperatures and prolonged heatwaves pose a risk to worker safety and can impact equipment efficiency and energy consumption	Implementing advanced cooling systems and adjusting work schedules to avoid peak heat periods are necessary measures identified and we are working on a comprehensive adaptation plan incorporating them
	Cyclones – The threat of cyclones and extreme wind events can cause significant damage to infrastructure and halt production	Strengthening building and equipment structures and developing robust emergency response plans are essential to ensure resilience

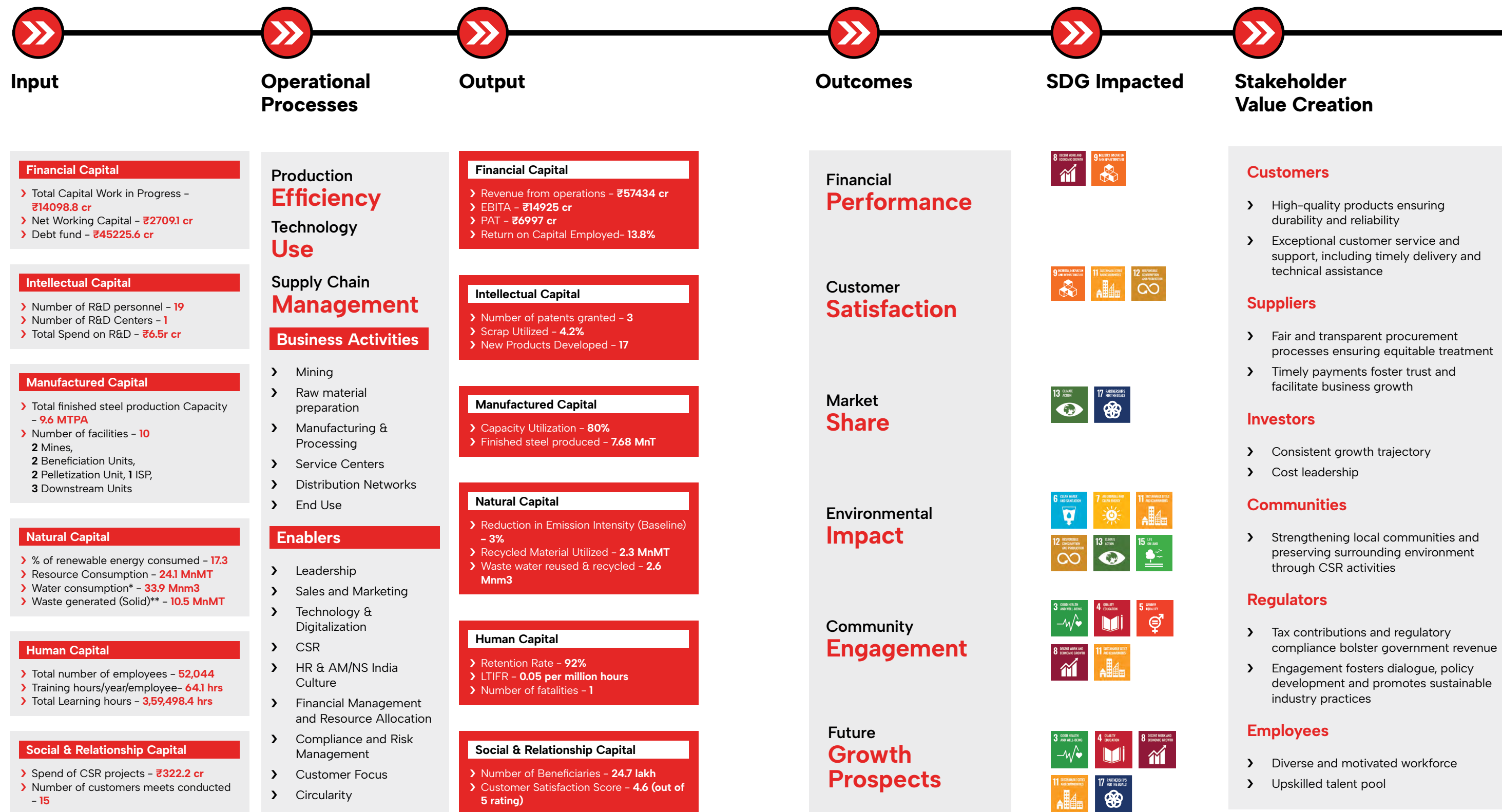
CREATING VALUE

Value creation transcends financial success for making a profound positive impact on our stakeholders, communities, and the environment. We recognize that true value emerges from a balanced approach that integrates economic growth with environmental stewardship and social responsibility. Our commitment is evident in our continuous investment in innovative technologies and sustainable practices, ensuring that while our operations drive business performance, we contribute positively to the world around us.

We are dedicated to reducing our carbon footprint, supporting local communities, and fostering a culture of integrity and transparency. Engaging with our stakeholders – employees, customers, partners, and the broader community is essential to our success. By actively listening and collaborating, we create solutions that drive progress and generate shared value.

At AM/NS India, value creation is more than a business objective, it is our pledge to shape a stronger, more sustainable future. This approach is reflected in ground-breaking projects that promote sustainability, initiatives that boost local economies, and efforts to improve lives. Through these actions, we are building a resilient and prosperous future for everyone connected to AM/NS India.

Value Creation Model



*Includes Beneficiation and downstream units

** Includes Mines Overburden and Tailings from Beneficiation

Stakeholder Engagement

At AM/NS India, stakeholder engagement is not just a component of our operations, it is integral to our success, and directly influences the decisions we make and the efficacy of our actions. We actively engage with a broad spectrum of stakeholders – employees, customers, suppliers, investors, local communities, and regulators – through regular meetings, surveys, public consultations, and a variety of other channels. This consistent and structured interaction allows us to deeply understand their concerns, expectations, and suggestions, particularly regarding our sustainability initiatives, ensuring that our strategies are not only effective but also aligned with the broader needs of society.

Our commitment to stakeholder engagement is evident across multiple dimensions of our business. For our investors and lenders, we emphasize delivering consistent returns through best-in-class, highly profitable assets while maintaining transparency and credibility in all our financial and non-financial reporting. We engage them through annual reports, earnings calls, investor and analyst meetings, and other regular interactions. Our focus is on

achieving strong operational and financial performance, targeting investment-grade financial metrics, and showcasing our dedication to environmental, social, and governance (ESG) standards.

With our customers, we prioritize offering differentiated products, comprehensive services, and reliable support through a nationwide presence and a robust supply chain network. Engagement is facilitated through a mix of physical and digital platforms, where we focus on developing high-end downstream products, leveraging digital tools to enhance customer experience, and extending value-added services. We also implement a responsible supply chain policy to ensure sustainable practices are upheld across our operations.

Our relationship with government and regulatory bodies is grounded in proactive engagement and strict compliance. We work closely with policymakers to create a favorable business environment, advocate for regulations that support industrial growth, and contribute to the development of policies that enhance sustainability.

Through interactions with think tanks and experts, we stay informed about complex issues and global best practices, which allows us to adapt and innovate in line with regulatory expectations.

For our employees, we are dedicated to creating a nurturing, diverse, and inclusive work environment. We engage our workforce through continuous dialogue, which is facilitated by biannual engagement surveys, town halls, direct interactions with leadership, and platforms like the 'Speak Up' survey. Our strategic programs, such as ASPIREX, GENESIS, and the Graduate Engineer Trainee (GET) initiatives, are designed to attract young talent and build future leaders.

We also emphasize continuous learning through the ArcelorMittal University platform, which offers access to a vast array of courses and interactive learning experiences. Our commitment to employee well-being is holistic, addressing physical, mental, emotional, and social dimensions through initiatives like the SAMPARK program, ensuring our workforce is supported in every aspect.



In the communities where we operate, we are deeply committed to enhancing well-being through comprehensive regional development models that impact all aspects of life in our operating regions. We engage with communities through Proximate Community Development models, public consultations prior to business expansions, and targeted social and environmental programs. Our focus areas include site safety, public health, education, sustainable livelihoods, water conservation, sanitation, and infrastructure development. We also prioritize nurturing local talent and supporting dignified lives for persons with disabilities, ensuring our community engagement efforts are inclusive and far-reaching.

By embedding stakeholder engagement into our strategic framework, we ensure that our growth is not only robust and responsible but also closely aligned with broader societal goals. This integrated approach to stakeholder engagement allows us to create shared value that benefits everyone connected to AM/NS India, driving progress, sustainability, and long-term success for the company and the communities we serve.



Our engagement with stakeholders

Employees

- ▶ Engagement survey – Speak Up
- ▶ Town Halls
- ▶ Time out with HODs
- ▶ Skip Level connect
- ▶ Mentor-mentee programs
- ▶ Timely policy updates

Customers

- ▶ Print and Social media
- ▶ Need basis
- ▶ Website
- ▶ Telephone and SMS
- ▶ Email

Suppliers/ vendors

- ▶ Multiple communication channels
- ▶ Need basis
- ▶ Phone
- ▶ Email
- ▶ Newspapers
- ▶ Websites/ portals, etc

Investors

- ▶ Annual Reports
- ▶ Earnings calls
- ▶ Investor and analyst meetings

Communities

- ▶ Meetings
- ▶ Assessments and surveys
- ▶ Site visits
- ▶ Social media
- ▶ Reporting
- ▶ Partnerships
- ▶ Training and workshops

Regulators

- ▶ Engagement with policymakers
- ▶ Advocate regulations that support industrial growth
- ▶ Contribute to the development of policies that enhance sustainability
- ▶ Interactions with think tanks and experts

Materiality Assessment

Striking sustainability prudence through Double Materiality Assessment

We have undertaken an extensive Double Materiality Assessment (DMA) as part of our commitment to integrating sustainability into our core business strategy. This approach aligns with the EU-Corporate Sustainability Reporting Directive (CSRD) requirements and ensures that the Company's sustainability reporting reflects both the impact of its operations on society and the environment and the financial implications of these sustainability factors on its business.

The Double Materiality Framework

The DMA process employed by AM/NS India is structured around two primary dimensions:

- Impact Materiality**

This dimension focuses on the effects of AM/NS India's operations on environmental and social factors. It evaluates the company's potential to create positive or negative impacts on people and the environment in the short, medium, and long term.
- Financial Materiality**

This dimension assesses how sustainability factors such as environmental regulations, social expectations, and governance practices influence AM/NS India's financial performance. It considers the current and anticipated financial effects of these factors.

By integrating these two perspectives, AM/NS India has developed a holistic approach to sustainability that not only addresses regulatory requirements but also aligns with stakeholder expectations and business objectives.

Our approach to Double Materiality Assessment

Identification of Material Topics

- Peer Analysis:** AM/NS India began by conducting a comprehensive analysis of sustainability practices within the steel industry. This involved reviewing materiality matrices from leading Indian companies. The peer analysis provided insights into industry-specific sustainability drivers, helping AM/NS India identify critical material topics relevant to our operations.
- Industry and Association Reviews:** AM/NS India referenced guidelines and frameworks from leading industry associations such as the World Steel Association and Responsible Steel. These references helped AM/NS India align its sustainability goals with global industry standards.
- Global Framework References:** The company also considered global sustainability frameworks like the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and the Dow Jones Sustainability Indices (DJSI). This step ensured that the material topics selected were relevant not just locally, but also globally.

Stakeholder Engagement

- Internal Stakeholder Consultations:** AM/NS India engaged its leadership team, department heads, and employees through focused group discussions and online surveys. These interactions helped prioritize material topics based on their perceived relevance and impact on business operations.
- External Stakeholder Engagement:** The company also engaged with external stakeholders, including suppliers, customers, and local communities. By incorporating feedback from these groups, AM/NS India ensured that its sustainability strategies reflected the needs and expectations of those directly affected by its operations.
- Rating and Weighting of Topics:** To quantify the importance of each material topic, AM/NS India used a Likert scale to rate the severity and likelihood of both positive and negative impacts. These ratings were then weighted according to the relevance of each stakeholder group, ensuring a balanced assessment of materiality.

Impact Materiality Assessment

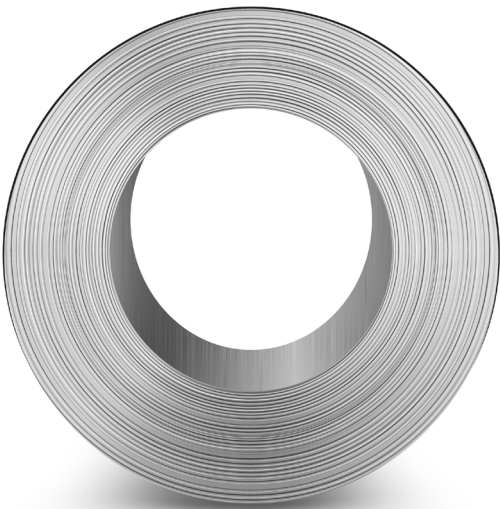
- Environmental Topics:** AM/NS India evaluated the environmental impacts of its operations, including climate change, pollution, water management, biodiversity, and resource use. The company assessed the potential for both negative environmental impacts (such as carbon emissions and water pollution) and positive contributions (like resource efficiency and circular economy practices).
- Social Topics:** The assessment also covered social factors such as workforce well-being, worker's rights in the value chain, and community impacts. AM/NS India recognized the importance of maintaining high standards in these areas to ensure social sustainability and operational stability.
- Governance Topics:** Governance-related material topics included business conduct, innovation, advocacy, and brand reputation. These topics were evaluated based on their potential to influence AM/NS India's ethical standards, compliance, and overall governance quality.

Financial Materiality Assessment

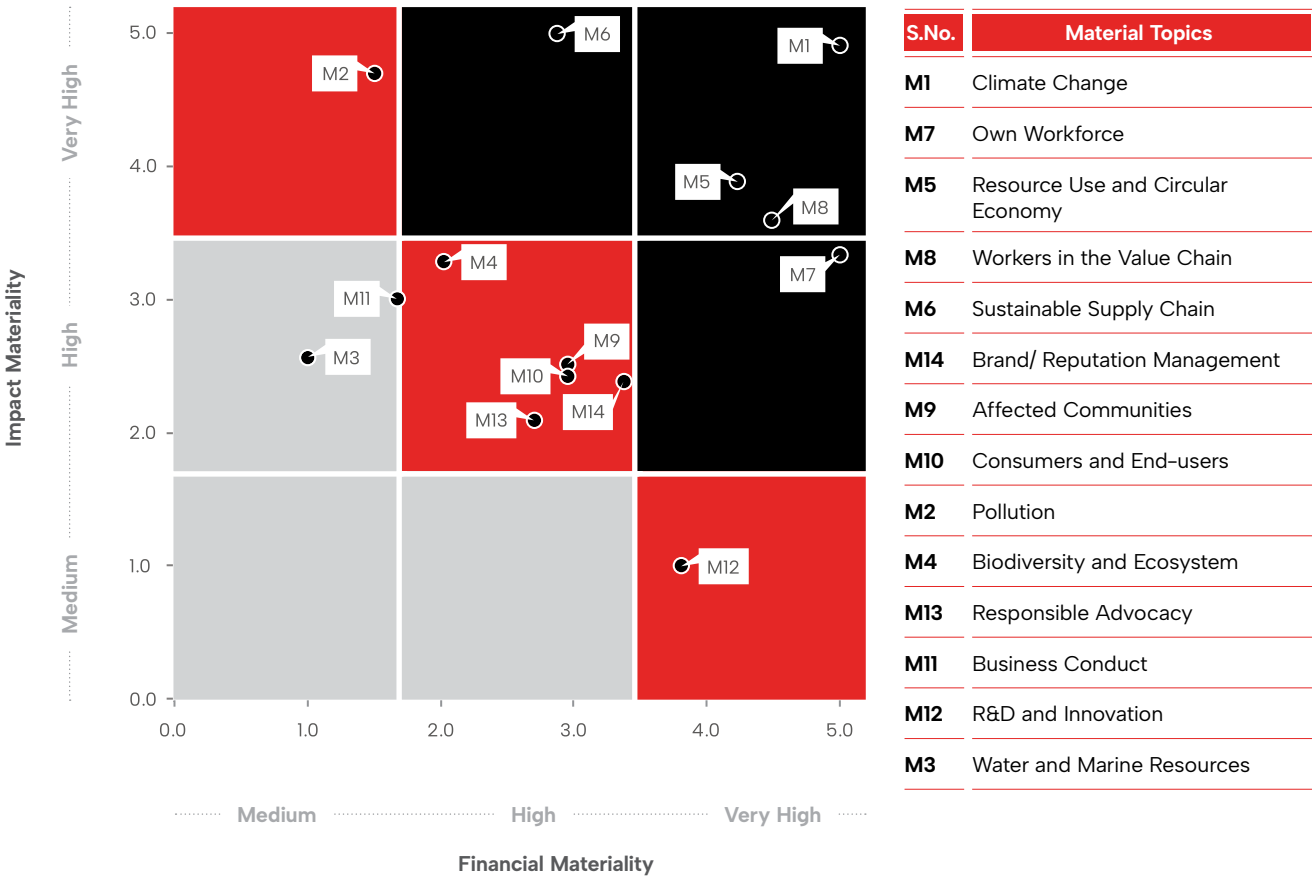
- Potential Financial Impact:** Each material topic was analyzed for its potential financial impact on AM/NS India. This involved evaluating the likelihood and magnitude of financial risks associated with environmental regulations, social expectations, and governance practices.
- Strategic Alignment:** The financial materiality assessment also considered how well each topic aligned with AM/NS India's strategic objectives. This ensured that the company's sustainability efforts supported its long-term business goals.

Double Materiality Assessment

The Double Materiality Assessment at AM/NS India is a comprehensive and strategic approach to sustainability that goes beyond mere compliance. By integrating both impact and financial materiality, AM/NS India is positioning itself as a leader in the steel industry, committed to long-term value creation for its stakeholders. The company's proactive initiatives, such as renewable energy investments, sustainable mining, and circular economy practices, demonstrate its dedication to reducing environmental impact while enhancing financial resilience. Through ongoing stakeholder engagement and strategic alignment, AM/NS India continues to evolve its sustainability practices, ensuring that it remains at the forefront of the industry's transformation towards a more sustainable future.



Double Materiality Matrix



DECARBONIZATION AT
**AM/NS
INDIA**



Our Strategic vision

Decarbonization is a critical focus for us, reflecting our commitment to reducing our carbon footprint and contributing to global climate change mitigation efforts. We recognize that the steel industry is carbon-intensive and hence, are accelerating our efforts to transition towards low-carbon steel production.

Over the last few years, we have adopted advanced technologies such as DRI operation, Capacity Utilization and Waste Heat Recovery and made encouraging progress on this. We have already reduced our carbon emissions intensity by over 35% since 2015.

We are targeting a reduction in our emissions intensity of 20% by 2030 as against 2021 levels while setting out a clear roadmap to get there

Under the broader umbrella of its parent company, ArcelorMittal and Nippon Steel, AM/NS India is not a mere participant but an active contributor to the global effort in decarbonizing the steel industry. The company's endeavors are backed by substantial financial commitments.

The focus is not just limited to internal projects. AM/NS India, leveraging ArcelorMittal's global network, has forged partnerships with pioneering firms.

These collaborations spotlight AM/NS India's diversified approach in addressing decarbonization, encompassing renewable energy harnessing, carbon recycling technologies, and innovative steel production methodologies

Furthermore, we are deeply committed to the principles of the circular economy and transforming our business model to prioritize resource efficiency, waste reduction, and recycling. The inherent recyclability of steel positions us uniquely to contribute to a closed-loop system that minimizes waste and maximizes resource utilization. By doing so, we not only safeguard our environment but also unlock new economic opportunities and drive innovation.

The path to decarbonization in the steel industry is complex but we are committed to leading this transformation through innovative practices and sustainable growth strategies. Given the immense scale and urgency of the task, bold and rapid policy and regulatory actions are essential to create the conditions necessary for significant advancement.



Our Decarbonization Initiatives

We are embarking on the next phase of our growth by ramping our production to fuel India's growth and meet the nation's soaring demand for steel. Along with growth, we are equally committed to the tenets of sustainability.

Along these lines, we have identified three key areas to drive our progress: Operational improvements, clean electricity, and Increased scrap use. These pillars are the foundation of our strategy to grow responsibly and sustainably.

Up to 15 MT, the pace of CO₂ reduction will be slower as the production would be based on traditional methods. But even in the blast furnace, we will use the best technology to achieve high efficiency standards.

Beyond that, we will look at technology which has a low CO₂ footprint.

We are foraying into renewable energy both for electricity and, down the road, hydrogen use

Operational Improvements

From sourcing iron ore to delivering the finished product, the steelmaking process involves numerous steps. As we implement our expansion plan, we are cognizant that there are ample opportunities for operational improvements at each stage that include using lesser material per unit of output, reusing waste gases, and optimizing processes to reduce energy demand.

As we continue our ambitious capacity expansion, we are committed to making the process as energy efficient as possible, driving operational efficiencies that target a 1-2% reduction in emissions intensity. This is not just a promise, but a strategic initiative backed by cutting-edge technology and significant investment.

Our initiatives include

Maximizing Capacity Utilization: We are focusing on eliminating bottlenecks and enhancing production efficiency, with a particular emphasis on ramping up operations at our Hazira facility.

Leveraging Advanced BF-BOF Technologies: We are implementing the best available Blast Furnace-Basic Oxygen Furnace processes, utilizing higher-grade iron ore and coking coal, and maximizing energy recuperation opportunities.

Innovating with Cleaner Inputs: Building on successful trials, we are scaling up the injection of cleaner gases into our production process, reducing our reliance on coal.

Integrating Advanced Digitalization: New equipment outfitted with cutting-edge digitalization technologies will enable us to achieve maximum fuel and material efficiency, driven by enhanced data analytics.

Future-Proofing Our Blast Furnaces: We are upgrading our blast furnaces to be ready for new technologies that promise significant improvements in energy efficiency.

As we increase our steel production, our focus would be to deploy technologies to drive efficiency and deliver a 1-2% reduction in emission intensity

Throughout this journey, we are tapping into the extensive R&D expertise of our parent companies, drawing on their experience to bolster our efforts in operational efficiency and sustainability. This is how we are not only expanding but doing so in a way that aligns with our commitment to a more sustainable future.

Clean electricity

Our goal is to meet **100%** of our grid electricity requirements at major production facilities with renewable sources by 2030

We are determined to reduce our carbon footprint by transitioning to clean electricity, with a focus on solar and wind power. We aim to cut the emissions intensity of our production process by 11-12% in this decade, making clean electricity the cornerstone of our 2030 decarbonization strategy.

We have already taken a significant step forward by developing a 975 MW hybrid renewable energy project in Andhra Pradesh, spanning Alamuru Village in Panyam Mandal and other areas in Kurnool District. This ambitious project, entirely owned by AM Green Energy Private Limited (AMGEPL), includes a 661 MW solar capacity and a 314 MW wind capacity, integrated with a pumped hydro storage facility to ensure continuous power supply. This US\$0.7 billion investment covers approximately 3,500 acres and has started partial operation since September 2024.

Once completed, the project will supply over 20% of the electricity needs at our Hazira plant with renewable energy, reducing our carbon emissions by 1.5 million tonnes annually. The power generated will be transmitted through 400 KV lines to the interstate transmission system, connecting our solar and wind sites in Kurnool to our Hazira facility in Gujarat.

This project is just the beginning. Our goal is to meet 100% of our grid electricity requirements with renewable sources by 2030. Achieving this ambitious target will depend on the availability of suitable land and transmission infrastructure, but we are confident in our ability to lead the way toward a greener future for India.

Increased use of scrap

We are targeting a scrap mix of over 10% in our steelmaking by 2030. Currently we are using 3-5% of scrap

We are resolute in our mission to accelerate decarbonization by significantly increasing the use of scrap in steelmaking, aiming to boost production from secondary sources. However, the challenge is clear: India is already facing a shortage of scrap, and this gap is expected to widen even further by 2030 as demand continues to rise.

One of the major hurdles we must address is the lack of robust collection and processing infrastructure in the country. Additionally, the quality of raw materials used in steelmaking is crucial for enhancing efficiency, reducing emissions, and increasing the use of scrap.

Despite these challenges, we see immense potential to expand India's capacity for scrap use. At AM/NS India, we are committed to taking proactive steps to overcome these barriers. We are developing a comprehensive three-phase roadmap aimed at improving the collection and processing of scrap, ultimately driving our efforts to create a more sustainable steelmaking process.

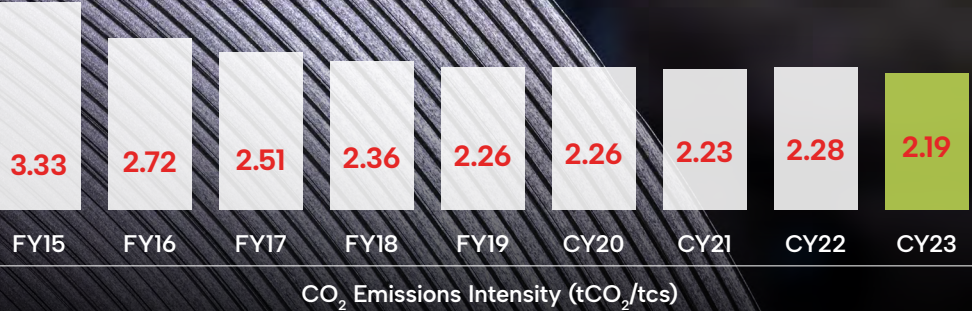
By focusing on these key areas, we believe we can play a pivotal role in closing the scrap supply gap and advancing India's transition to greener steel production.

AM/NS India utilizes a scrap mix of 3-5% in its total steelmaking capacity. We aim to significantly increase this proportion in the coming years, targeting a scrap mix of over 10% by 2030. This goal is crucial not only for our sustainability efforts but also for ensuring the long-term viability of our operations in an increasingly competitive global market.

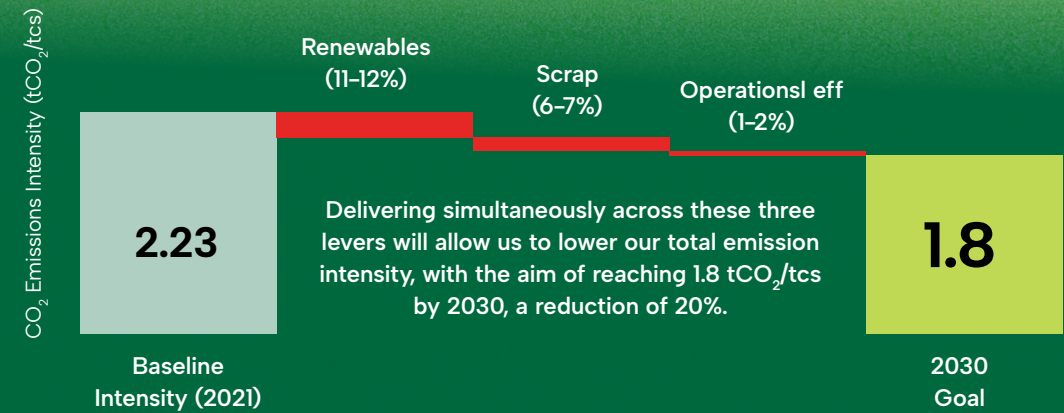
As India remains a net importer of scrap – importing around 8 million tonnes last year – the global push for increased scrap use in steelmaking will only intensify. This growing demand could drive up prices and make it even more challenging for India to secure scrap at a viable cost. That is why our proactive approach to increasing domestic scrap use is not just a goal but a necessity for our future.

The Journey so far

REDUCED EMISSIONS INTENSITY BY A THIRD SINCE 2015



Our Roadmap to 2030



Beyond 2030

- Biochar/ Biomass** → Substitution of coal in our operations
- CCS** → Sequestering CO₂ and storing it underground for EOR
- CCU** → The captured CO₂ is processed to Manufacture chemicals
- H₂ DRI Pilot Project** → A consortium has been formed between MoS & Industry partners to produce to develop indigenous H2-DRI technology
- RTC Renewable Energy** → One of the key levers towards our decarbonization journey
- Compressed Bio Gas (CBG)** → To substitute our dependency on Natural Gas

Collaboration for Sustainable Practices

We believe that the path to decarbonization requires collaboration and partnership at every level. As we strive to lead the steel sector towards a more sustainable future, we are actively joining forces with industry partners, policymakers, and NGOs to develop and implement innovative solutions.

Decarbonization is a systemic challenge, and success depends on working together across all fronts. We are forging strong partnerships with academic institutions, governments, and businesses across various sectors and countries. By uniting our efforts, we can accelerate progress and create a more sustainable and resilient steel industry for the future.



XCarb India Accelerator Program

Innovation is crucial to decarbonizing the steel industry, and in July 2023, our parent company, ArcelorMittal, took a significant step by launching the XCarb™ India Accelerator Program. This initiative, funded by the XCarb™ Innovation Fund, aims to support and propel groundbreaking decarbonization ideas emerging from India.

The program is a collaborative effort between ArcelorMittal, AM/NS India, and the Indian Institute of Technology Madras (IIT Madras). IIT Madras, known for its excellence in nurturing innovation, played a pivotal role in mentoring the selected start-ups and early-stage companies, helping them scale their technologies and business models from the lab to the market.

The India Accelerator program kicked off with a three-day workshop at IIT Madras, where start-ups were introduced to the faculty and given an overview of the program. This was followed by an intensive 8–10-weeks mentorship phase, designed to prepare the finalists for their pitch to the XCarb™ Innovation Fund Investment Committee, chaired by Aditya Mittal, CEO of ArcelorMittal.

Finalists have the opportunity to secure equity investment or research collaboration. This initiative builds on the success of ArcelorMittal's first global accelerator program, which, in 2022, reviewed over 90 start-ups and invested \$5 million in CHAR Technologies, a company developing advanced pyrolysis technology to convert organic waste into valuable energy. The three joint winners for the program are UrjanovaC, AgroMorph Technosolutions, and Sustains Engineering Solutions. Each start-up will receive \$50,000 and mentorship to advance their innovative decarbonization technologies.

Renewable energy partnership with Greenko for round-the-clock power

We are taking a bold step forward in our commitment to sustainability by integrating AM Green Energy Pvt. Ltd.'s 975 MW hybrid renewable energy project with Greenko's pumped hydro storage facility. This collaboration addresses the intermittent nature of wind and solar power, ensuring that AM/NS India will receive a steady supply of 250 MW of renewable energy every year.

Scheduled for completion by end of 2024, this project is a significant move towards reducing our carbon emissions by 1.5 million tonnes annually. Beyond benefiting our operations, it will also make a meaningful contribution to India's green grid, supporting the country's broader transition to clean energy.



CCUS research partnership with the Indian Institute of Technology Bombay

AM/NS India has joined forces with the Indian Institute of Technology Bombay, one of the world's premier engineering and technology research institutions, to explore a ground-breaking initiative. Together, and in collaboration with other heavy industry sectors, we're diving deep into the geology around our facilities to assess the potential for permanent sequestration in these landscapes as well as utilization of captured carbon in our own facilities/value added products.

This partnership builds on earlier research from IIT Bombay, which suggests that India's geology could be particularly suited for long-term carbon sequestration. By tapping into this expertise, we aim to chart a path for the large-scale development and deployment of CCUS, a critical step in our journey toward reducing emissions and advancing sustainable industrial practices. This collaboration not only reinforces our commitment to innovation but also positions us at the forefront of efforts to harness India's natural resources for a greener future.

Collaboration for low carbon energy supply

AM/NS India has recently forged a powerful partnership with a globally renowned energy leader to drive forward a shared vision for a sustainable future. Together, we are set to explore innovative renewable power solutions, focusing on generating round-the-clock energy from renewable sources. This collaboration will also delve into the potential of green hydrogen (H₂), specifically assessing its use in the Direct Reduced Iron (DRI) production process, with plans to launch a joint pilot project.

In addition to these ground-breaking initiatives, the partnership will help us develop a comprehensive strategy for managing our natural gas portfolio, ensuring we remain at the forefront of energy efficiency and sustainability. To bring these ambitious goals to life, we are establishing joint working groups across various work-streams, combining our expertise to accelerate progress and achieve impactful results. This collaboration represents a significant step forward in our commitment to innovation and environmental stewardship.

Circular Economy

AM/NS India is at the forefront of integrating circular economy principles into its operations, positioning itself as a leader in sustainable steel production. The company's strategy revolves around maximizing the use of scrap materials and repurposing by-products from its steelmaking processes to minimize waste and reduce environmental impact. Our initiatives driving the circular economy encompass:



Resource Efficiency

At AM/NS India, resource efficiency is a top priority and ensures that every aspect of production maximizes the use of available resources. By adopting advanced technologies and optimizing processes, AM/NS India has been able to reduce energy consumption, conserve water, and recycle materials whenever possible. We have adopted rainwater harvesting, use energy-efficient equipment, and implemented recycling systems for by-products like slag and dust. These efforts also help us lower operational costs with long-term benefits for both the business and the environment.

Waste Reduction

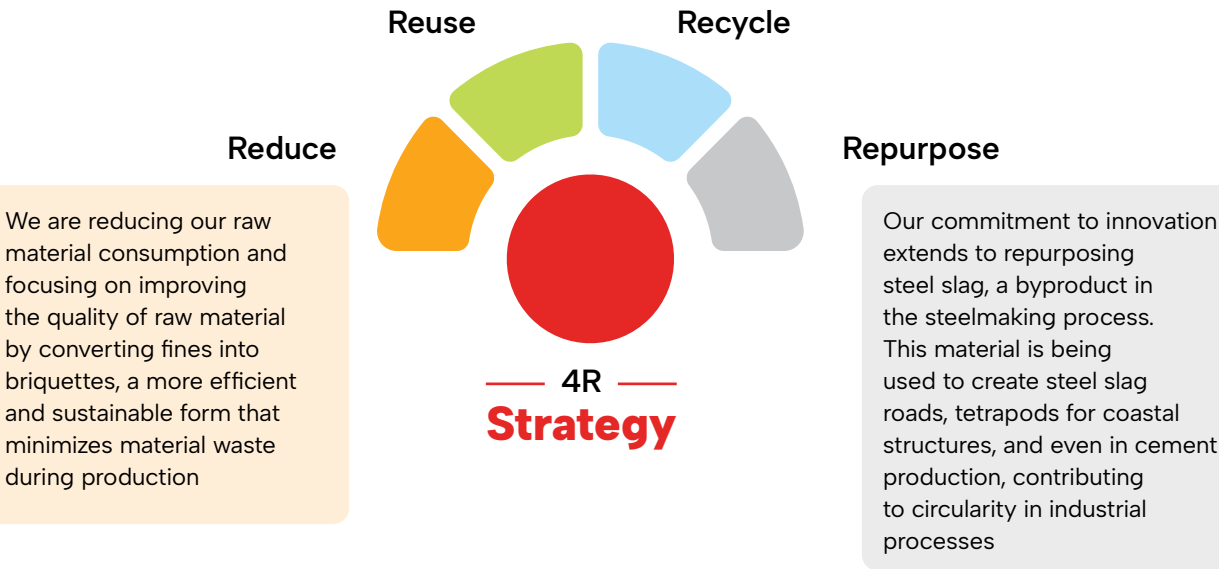
Waste reduction is a key focus in making our operations sustainable. We have implemented various strategies to minimize waste generation across our steel production processes. This includes optimizing production techniques, substituting materials to reduce waste at the source, and enhancing recycling efforts. We have invested in advanced recycling plants and waste-to-energy units, ensuring that by-products such as slag, dust, and mill scale are efficiently recycled. We also segregate waste at source, ensuring hazardous and non-hazardous materials are handled appropriately.

Waste Recycling

One of the key elements of AM/NS India's circular economy strategy is the increased use of scrap in steel production. Currently, scrap constitutes 3-5% of the total crude steel production. This ambitious goal is supported by external enablers such as the Government of India's Vehicle Scrapping Policy, and internal efforts including the development of scrap processing plants and the organization of the scrap sector. These initiatives are critical for integrating scrap materials into the business plan effectively.

To further minimize waste, we are reusing essential components in our production process, such as the sleeves used in steel coils, ensuring that resources are not discarded after single use

Recycling is another key element of our operations. We utilize fines in the sinter-making process, allowing us to reintroduce valuable materials back into the steel production cycle, reducing reliance on virgin raw materials



At the core of our sustainability-driven operations is our **4R strategy**—Reduce, Reuse, Repurpose, and Recycle. This approach is integral to minimizing waste and optimizing resource efficiency in our iron and steelmaking processes.

AM/NS India has implemented a robust management approach. We have successfully identified and repurposed the majority of its waste streams, such as iron-bearing materials, coal-bearing materials, and cementitious materials. These are either reintegrated into the production process or sold, contributing to resource efficiency and cost savings.

The steel slag road has received accolades in India book for records and Asia book for records

A flagship project that exemplifies AM/NS India's commitment to the circular economy is the construction of India's first all steel slag road in Hazira, Surat. This project utilized processed steel slag aggregates launched under the brand, "Aakar", as a 100% substitute for natural

aggregates, offering environmental benefits by conserving natural resources and reducing overall costs by 30-40%. The success of this project underscores AM/NS India's innovative approach to sustainable construction and its ability to turn waste into valuable resources.

AM/NS India has redefined steelmaking waste as "Aakar," turning industrial byproducts into a cornerstone of sustainable innovation

Through these initiatives, AM/NS India is not only reducing its environmental footprint but also demonstrating the economic viability of sustainable practices. The company's circular economy strategy is a potential game changer, setting a new benchmark for resource optimization in the steel industry.

All steel slag road at Hazira

All Steel Slag Road Project:
Hazira, Surat

AM/NS India generates approximately **1.6 to 1.8 million tonnes of steel slag annually**. Through the steel slag valorisation technology developed by CRRI, this waste has been transformed into Processed Steel Slag Aggregates. About 100,000 tonnes of these aggregates were produced at AM/NS India's Hazira plant for constructing a 1 km, six-lane road that connects NH-6 to the Hazira port. This road, subjected to heavy commercial traffic of 1,200 to 1,500 trucks daily, has demonstrated exceptional durability and load-

bearing capacity.

Key features include reduced road section thickness by 32%, thanks to the superior strength of steel slag materials, and a 30-40% cost reduction compared to traditional road construction. After a year in operation, the road shows enhanced performance and durability, paving the way for future sustainable infrastructure projects.

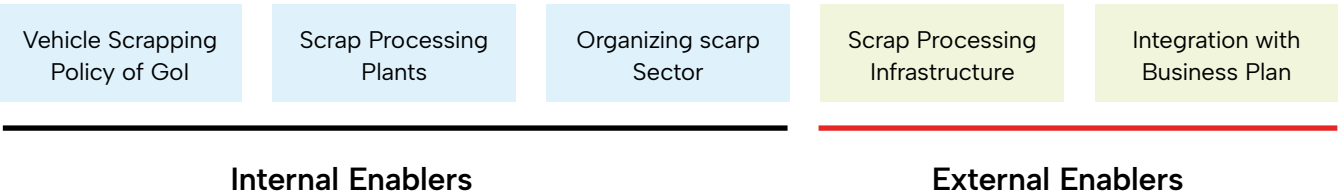
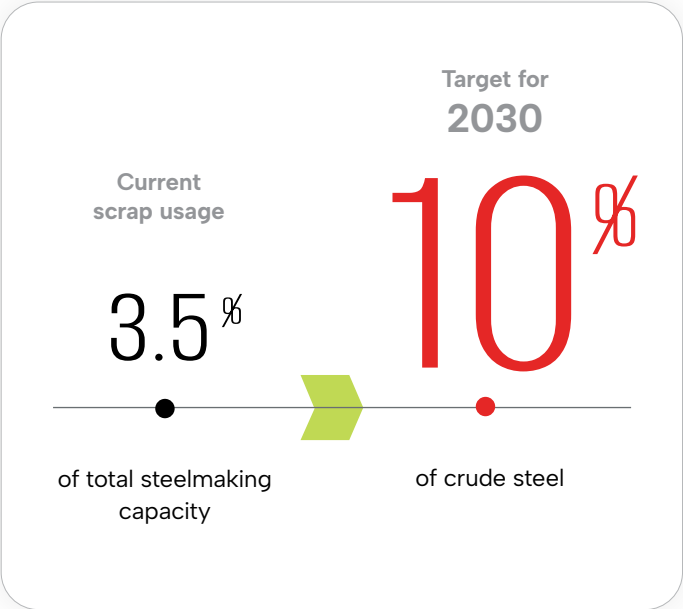
Key environment benefits:

- ▶ Eco friendly sustainable utilization of 19 million tonnes of steel slag waste generated annually through various steel plants in the country
- ▶ Saving of perishable Natural Aggregates
- ▶ Reduction in GHG emissions in road construction
- ▶ Reduction in carbon footprint of road construction
- ▶ Prevention of potential land, air and water pollution due to unscientific disposal of steel slag as solid waste.

Key technical benefits

- ▶ Improved durability of road with better service life
- ▶ Improved skid resistance
- ▶ Higher load resistance capacity
- ▶ Reduced road thickness
- ▶ Better moisture resistance

Scrap Utilization



Roadmap to achieving our goal

Phase 1: Upgrading our existing facilities and establishing a new scrap yard and processing unit at one of our major plants. This will significantly boost our capacity to produce and store scrap. The new processing unit will utilize cutting-edge practices to enhance productivity and efficiency dramatically.

Phase 2: Expanding our efforts by setting up a series of new industrial scrap processing centers across multiple locations. These centers will be strategically located near industrial scrap generators and automotive clusters, making collection more efficient and widespread.

Phase 3: Go beyond our traditional business operations by increasing our sourcing of household scrap and scaling our capacity to process it. We are also planning to collaborate directly with our customers to build a circular economy for steel, ensuring that scrap is consistently recycled and reused.

OUR
CAPITALS



Financial Capital

Net profit of
Rs 6,964 ↑
crores in FY 2023-24

At AM/NS India, our commitment to sustainability is integrated into every aspect of our operations. The evolving ESG landscape offers us an opportunity to lead the way in sustainable steel production while mitigating financial risks. By investing in cutting-edge technologies, scaling up renewable energy, and increasing scrap use, we are not only reducing our emissions but also enhancing our competitiveness. Our proactive approach to managing climate-related risks positions us for long-term growth, while creating value for our stakeholders. As we move toward our 2030 goals, we remain focused on balancing profitability with responsible environmental stewardship.

Amit Harlalka

Director & Vice President – Finance
AM/NS India

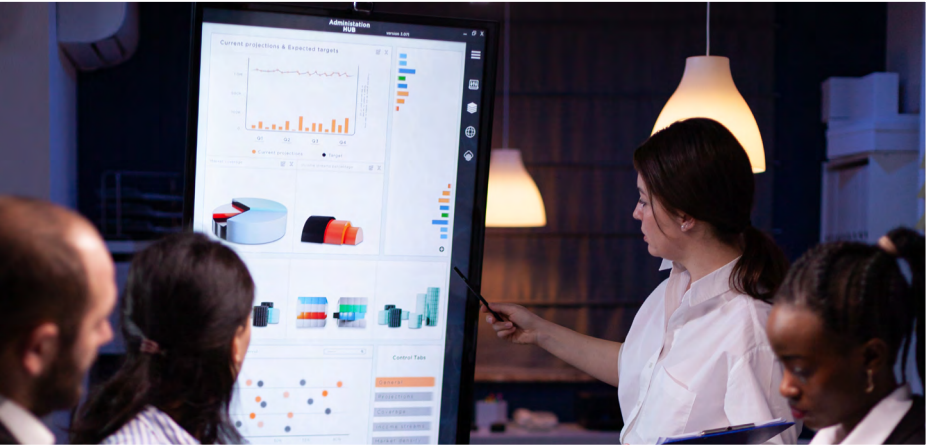


Particulars	FY 2022-23	FY 2023-24
Total Income	54,434	58,217
EBIDTA	8,504	14,925
Net Profit	2,187	6,997
EPS (₹)	0.87	2.79
ROCE (%)	7.5	13.8
Net Debt	32,454	36,787
Capital Work-in-Progress	4,119	14,099

We have a strong financial foundation, driven by robust margins that reflect our operational efficiency and strategic pricing. These healthy margins enable us to deliver high-quality steel at competitive prices, reinforcing our ability to thrive in a dynamic market. This financial resilience empowers us to navigate economic shifts and invest strategically in growth opportunities aligned with our long-term vision.

In FY 2023-24, we achieved a remarkable milestone with our revenue from operations soaring to ₹57,434.32 crores, underscoring the strong demand for our products and the trust our customers place in us. Our EBITDA of ₹14,925.00 crores highlights our capability to generate substantial earnings, further solidifying our financial health.

Our strong cash flow has allowed us to strategically reduce debt, bolstering our financial position and paving the way for sustainable growth. With a net worth of ₹42,388.90 crores and a net profit of ₹6,997.23 crores for FY 2023-24, we are well-positioned for continued progress. These accomplishments reflect our unwavering commitment to prudent financial management and our dedication to enhancing both financial and operational performance, setting the stage for a prosperous future.



Our Investments

AM/NS India is embarking on a bold and transformative journey to expand our production capacity from 9.6 MTPA to an impressive 40 MTPA by 2035. This ambitious vision reflects our commitment to becoming a global leader in steel production and requires significant investments to bring it to life. We have meticulously crafted a strategic roadmap to achieve these goals, with several key investments already paving the way. Among the most notable are:



Steel production expansion at Hazira

AM/NS India has set ambitious goals for the future. Currently producing 9.6 million metric tonnes annually, we are investing ₹60,000 crores to expand our Hazira plant, targeting a capacity of 15 million tonnes per annum. This massive project, driven by a dedicated team of over 20,000 people, is on schedule and set to be operational by 2026. This expansion is our commitment to reinforcing our industry leadership and shaping a stronger, more resilient future for steel production in India.



Green field steel plant in Odisha

We are investing ₹38,000 crores in constructing a state-of-the-art, 7 MTPA steel plant in Paradeep, Odisha, marking our first greenfield venture in India. The Odisha government has allocated 1,485 acres for this ambitious project. Preparations are underway for both the Paradeep and Kendrapara integrated steel plants, with environmental clearance (EC) applications already submitted. The Paradeep plant has also received its Terms of Reference (ToR) for EC. This project represents a significant milestone in our growth journey and expanding our footprint in India. It is expected to be commissioned by 2030.

Dry dock & Ship repair facility at Surat

AM/NS India has signed a Memorandum of Understanding with the Gujarat Government for a ₹5,000 crores drydock and ship repair facility at Hazira. This is the largest investment in the ship building sector in Gujarat.

Greenfield captive jetties in Surat

AM/NS India has inked agreements with the Gujarat Government to develop greenfield captive jetties in Surat estimated to cost ₹16,000 crores. The captive jetty will have a capacity of 65 MMTPA and is planned at Suvali in Shivrampur village near Hazira in Surat district by 2030.

Some of our other projects include:

A \$7.4 billion investment in expanding capacity and increasing its value-added capabilities in both upstream and downstream capacities and enhancing iron ore capabilities.

Setting up slurry pipelines to connect mines to beneficiation plants in Thakurani and Sagasahi and beneficiation of ore in Odisha.

A 65 MT captive port for Hazira steel complex.



Manufactured Capital

Our strategically located robust infrastructure right from mines to the state of the art production & distribution facilities form the backbone of our Manufacturing Excellence at AM/NS India. By leveraging these assets, we ensure production of High Quality steel in a sustainable manner driving innovation, efficiency and reliability at each stage of the process. The recent acquisition of key assets including ports and power plants have further strengthened our operational capabilities and sustainability, integrating energy and logistics into our supply chain. This not only enhances the resilience but also accelerates our Decarbonization efforts, positioning us as leader in sustainable steel-making. Our commitment to the advanced technologies and greener processes such as DRI – EAF allows us to reduce the carbon footprint while meeting the demands of smarter steel for a brighter future.

Santosh Mundhada

Deputy Director – Technology
AM/NS India



We leverage our robust infrastructure, including strategically located mines and state-of-the-art production facilities, to drive manufacturing excellence. This strong foundation enables us to produce high-quality steel sustainably, ensuring efficiency and reliability at every stage of the process.

The strategic location of our plant ensures proximity to deep draft ports in Gujarat, Odisha and Andhra Pradesh, offering us an advantage of efficient transport of raw materials and finished goods.

We have been focusing on strengthening our infrastructure portfolio and the recent acquisition of strategic assets has given AM/NS India full control over critical components of our energy and logistics supply chain. This includes key port assets at Hazira, Vizag, and Paradeep as well as power plants and a transmission line at Hazira. These assets will enhance our operational capabilities and accelerate our decarbonization goals, making us resilient and efficient.

Mines

AM/NS's iron ore mines at Sagasahi and Thakurani, Odisha, with a production capacity of 12.5 million tonnes annually, play a crucial role in securing our raw material needs. By sourcing iron ore internally, we ensure a stable and sustainable supply chain, reducing dependency on external resources. This enables us to maintain sustainability across our value chain, from responsible mining practices to efficient production processes. Our focus on environmental stewardship, through resource conservation and emission control, reinforces sustainability at every stage of operations.



Integrated Steel Plant

The integrated steel plant at Hazira is a combination of modern engineering and infrastructure. Located strategically with a captive port that handles capsize vessels, this plant is a powerhouse. The facility boasts cutting-edge handling equipment, ensuring seamless operations from raw material intake to shipment of finished products. The plant is a self-sustaining ecosystem, complete with power plants, lime and oxygen production units, and even a township for its workforce. We are also constructing a greenfield plant at Paradeep in Odisha.



Ports

Hazira jetty
25 MTPA
capacity

Vizag terminal
16 MTPA
capacity

Paradeep jetty
12 MTPA
capacity

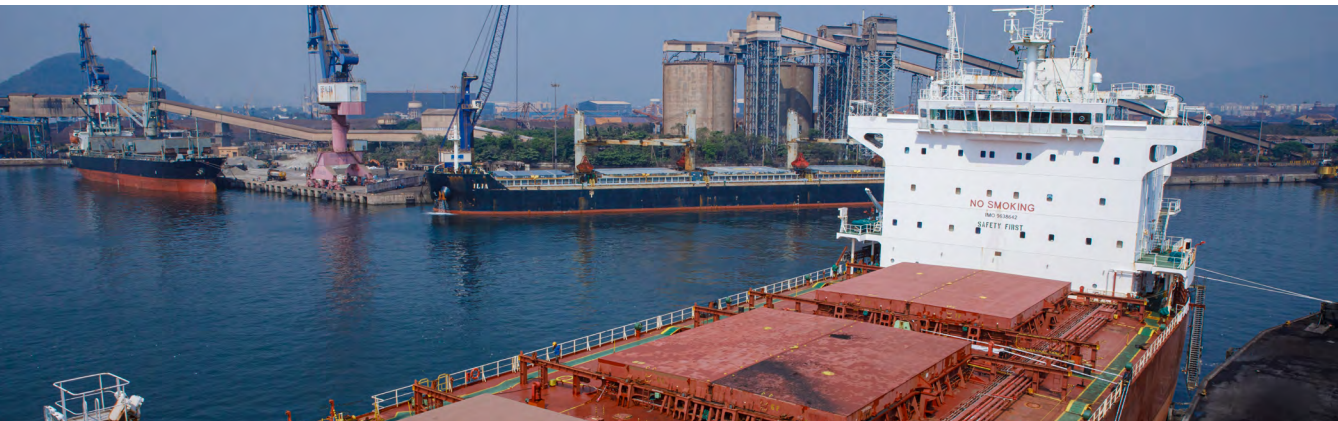
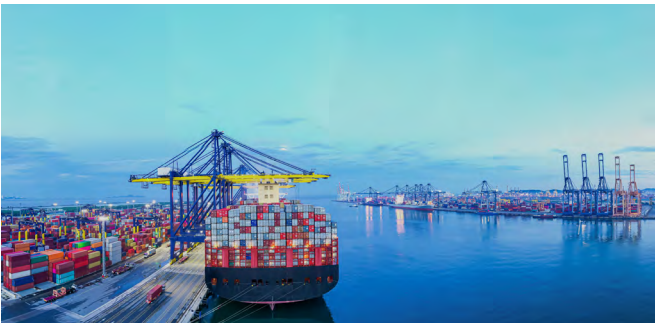
The strategic location of our main production facilities at Hazira, Paradeep and Vizag enable direct access to the steel and pellet consumers in Middle East, Asia, Southeast Asia and China

AM/NS India operates strategically located ports that are vital to its steel and pellet production operations. The Hazira port, adjacent to our flagship steel plant, is an all-weather, deep-draft facility ensuring smooth, uninterrupted operations round the year. In Visakhapatnam, the port's integrated conveyor system efficiently links the terminal to the nearby pellet plant, optimizing the movement of materials. At Paradeep, the deep-water jetty is seamlessly connected to the pellet plant, ensuring that shipments are handled with precision and speed. These ports are crucial in supporting AM/NS India's supply chain and production capabilities.



Ships

AM/NS India operates a fleet of five vessels dedicated to coastal transportation, ensuring efficient movement of raw materials between its pellet plants in Paradeep and Vizag to Hazira. These vessels also transport finished goods from Hazira to service centers and customers, reducing reliance on external transporters. This helps in cutting transportation costs and also enhances the reliability and timeliness of our supply chain.



Power Plants

- **Hazira**
 - ▶ 300 MW multi-fuel power plant
 - ▶ 515 MW combined cycle power plant
 - ▶ 500 MW natural gas fired combined cycle power plant
 - ▶ 19 MW waste heat recovery power plant
- **Vizag**
 - ▶ 30 MW coal-based power plant.
- **Paradeep**
 - ▶ 60 MW coal-based power plant.

AM/NS India's power infrastructure is robust and versatile, supporting steel and pellet production facilities. Hazira boasts of a variety of power plants, including multi-fuel, dual fuel, and natural gas-fired units, ensuring uninterrupted power to its adjacent steelmaking operations. Hazira also benefits from a waste heat recovery plant, which enhances its efficiency by converting excess heat into energy. The coal-based power plants in Vizag and Paradeep are dedicated to serving the pellet and steel plants, ensuring that energy requirement is met seamlessly. This integrated power network underpins the efficiency and sustainability at AM/NS India's operations.



Manufacturing Sustainably

Sustainability is woven into the fabric of our steelmaking process at Hazira. We utilize three advanced ironmaking methods – Midrex, Blast Furnace, and Corex to produce high-quality steel while minimizing our environmental impact. The Midrex process uses natural gas to reduce iron oxide into sponge iron, significantly lowering carbon emissions. The Blast Furnace method, a time-tested technique, is optimized for efficiency and scalability. Corex, on the other hand, allows for the direct use of non-coking coal, reducing reliance on coking coal and coke ovens cutting down CO₂ emissions. These processes ensure that our hot-rolled coils meet diverse needs with strength, versatility, and reliability. We are also focusing on designing the next phase of our blast furnace to quickly transition to blast furnace which will be compatible with low carbon technologies which are currently in lab/pilot phase. These innovative processes give AM/NS India the advantage to meet current steel demands and also set the stage for a more sustainable, low-carbon future in steel production.

Maximizing HDRI use in EAF to lower costs and boost production

The project team at our steelmaking plant in Hazira successfully reduced energy costs and increased production by maximizing the use of Hot Direct Reduced Iron (HDRI) in electric arc furnaces (EAF). Since power is a significant cost in steelmaking, the team focused on optimizing HDRI and scrap feeding to minimize power consumption. By inventing and patenting a new transportation system, they enhanced efficiency, saving ₹46.83 crores and cutting carbon dioxide emissions by over 1.25 lakh tonnes annually, aligning with AM/NS India sustainability goals. This innovation has significantly improved productivity while reducing environmental impact.

Hazira port achieves 14-meter berthing draft

After nearly four years, Hazira Port has successfully increased its berthing draft to 14 meters, a milestone achieved through an extensive dredging campaign. This development allows the port to accommodate larger vessels directly at the dock, significantly enhancing operational efficiency and reducing costs associated with lightering. The first vessel to utilize this new capacity carried coal directly to Berth No. 1, demonstrating the port's enhanced capability and strategic advantage in handling major shipments more effectively and economically.

Productivity and Efficiency

As a leading steel manufacturer, we continuously strive to optimize our processes, reduce waste, and enhance resource utilization to maintain a competitive edge. By leveraging advanced technologies such as automation, digitalization, and robotic process automation (RPA), we streamline operations across our production facilities, ensuring faster turnaround times and higher output.

Our focus on process optimization extends beyond production to logistics, where innovations like automated dispatch systems and real-time tracking improve efficiency and reduce manual intervention. We also prioritize continuous skill development for our workforce, empowering them to adapt to new technologies and contribute to the company's efficiency goals. These combined efforts drive sustainable growth and ensure that we remain agile in an increasingly dynamic market, enabling us to deliver high-quality products to our customers efficiently.

HBI module-4 boosts productivity and cuts emissions

Our HBI Module-4 in Hazira has significantly improved our operational efficiency and environmental footprint. Originally commissioned in 2004, the plant was witnessing a decline in productivity over the years due to aging infrastructure. Facing the challenge of increasing demand for sustainable steel, the HBI team embarked on a 65-day shutdown for extensive upgrades without altering the plant layout. Enhancements included increasing the reformer tube's diameter and upgrading critical components like the flue gas fan. These changes not only raised the plant's productivity by 17% but also reduced its greenhouse gas intensity by 5%. The initiative supports increased production capacity from 9.6 million to 15 million tonnes per annum. This will also facilitate future hydrogen injection in the DRI process as part of our greener steel production.

AM/NS India enhances supply chain with S&OP re-engineering

Our Demand Chain Management team spearheaded a transformative re-engineering of its Sales & Operation Planning (S&OP) to streamline supply chain processes and enhance decision-making efficiency. Previously, the decentralized decision-making framework led to suboptimal sales plans and production limitations. To address these challenges, the Hazira team introduced a manual S&OP process that integrated demand forecasting, sales input, and operational capacity planning. This revamped approach now accommodates AM/NS India's expanded facilities and diverse product range, and includes solver-based models to create flexible, effective sales plans. The re-engineered S&OP process has markedly improved monthly planning, visibility, dispatch efficiency, and proactive decision-making, ultimately increasing the company's profitability and operational agility. This strategic overhaul is set to extend to all company locations, fully leveraging digital tools in the future to optimize supply chain management across the board.

Intellectual Capital

In the era of great competition in steel due to changes in the balance of supply and demand, which will inevitably come, our focus on intellectual capital is key to driving innovation and growth at AM/NS India. By investing in R&D, upskilling our workforce, and leveraging advanced technologies, we are continuously enhancing our expertise and developing cutting-edge solutions. This commitment allows us to stay ahead in the industry and deliver high-quality products.

Hiroo Ishibashi

Director & Vice President – Technology
AM/NS India



Our intellectual capital is the driving force behind our innovation and encompasses the collective knowledge, expertise, and creativity of our people, as well as advanced technologies. We foster a culture of continuous learning

and collaboration and empower our teams to pioneer new solutions to drive operational excellence. This ensures that we remain at the forefront of the industry, delivering smarter, more efficient, and sustainable steel.



We are committed to leading the change toward sustainable steel production through cutting-edge technologies. We recognize that while incremental improvements in steelmaking can reduce emissions, achieving net-zero emissions will require bold technological breakthroughs. Among the most promising pathways is the use of green hydrogen, which could revolutionize gas-based Direct Reduced Iron (DRI) production by enabling a net-zero carbon process. Although the green hydrogen economy is still at a nascent stage globally, it has tremendous potential to significantly lower carbon emissions.

Leveraging the innovative efforts of our parent companies, we are actively exploring and developing these technologies. ArcelorMittal's pioneering project in Hamburg aims for large-scale production of DRI using 100% hydrogen, while Nippon Steel is experimenting with hydrogen injection to reduce carbon use in blast furnaces. At AM/NS India, we are generating hydrogen for use in our downstream mills and are committed to exploring its potential in our furnaces. We are also forging long-term strategic collaborations with leading energy companies to harness renewable energy sources, ensuring a sustainable and low-carbon future for steel production. Our vision is to drive innovation for a cleaner and greener future.

Digitalization 2024

AM/NS India continued to focus on digitalization to empower the sales team and enhance the customer experience at every touchpoint. Over the past year, we have launched several key projects, including a "Customer Portal" that gives customers easy access to all their order details, dispatch status, claims, and more.

Project Vikrant – A Citizen Developer Program (CDP)

This initiative is designed to reskill employees, helping them learn digital tools and technologies, take on new projects, and even explore entrepreneurial opportunities. As a citizen developer, they can lead this transformation by learning no-code/low-code technologies, creating real success stories along the way. The Citizen Development Program (CDP) at AM/NS India empowers employees to drive process automation on their own, fostering a culture of innovation and digitalization through hands-on learning and mentorship. Since its launch in 2022, the CDP has trained over 800 Automation Specialists, delivered more than 300 projects, and contributed over 50,000 man-hours annually across areas like web and email automation, and file management. This program ensures that employees can automate tasks and optimize operations, boosting efficiency and driving innovation throughout the organization.

Robotic Process Automation (RPA):

AM/NS India has implemented Robotic Process Automation (RPA) to streamline logistics dispatch operations and invoice processing. The automation processes over 2500 invoices daily and dispatches 700+ trucks efficiently across five locations, significantly reducing manual intervention. With HSBC covering 70% of these transactions, RPA has cut down processing time from 30-45 minutes to 5-10 minutes per transaction, enhancing real-time tracking and data accuracy. The initiative has also resulted in increased cash flows, reduced hardware requirements, and freed up manpower for value-added tasks, preparing the organization for future expansion and higher volumes.

Additionally, we have introduced advanced tools like SAP HANA and CRM systems to streamline business processes and improve stakeholder interactions. Our presence in e-sales and web sales has also grown, allowing customers to log in and place orders online with ease. These digital initiatives have seen increased acceptance and traffic in FY 2023-24, reflecting our commitment to doing business in a smooth and efficient manner.

Carbon Capture, Utilization, and Storage (CCUS)

We are deeply invested in developing and implementing Carbon Capture, Utilization, and Storage (CCUS) technologies, which hold the key to significantly reducing emissions in steelmaking. By collaborating with ArcelorMittal and Nippon Steel, we are exploring advanced pathways like the Smart Carbon route and participating in Japan's COURSE50 program to decarbonize the BF-BOF process.

Our partnership with the Indian Institute of Technology Bombay is crucial in this endeavour, as we study the geology around our facilities to scale CCS. Early research suggests that India's geology is conducive to this technology, and our plants are ideally located to take advantage of it. Additionally, we are actively pursuing place-based partnerships in the Hazira Industrial Belt, collaborating with research institutions and industries to create clusters that will accelerate the deployment of CCUS.

Research & Development

Research and development (R&D) is the driving force behind our innovation and growth. We invest heavily in external research institutions to find techno-economic solutions that address challenges within our organization and support new product development.

Our R&D efforts focus on developing raw material strategies, enhancing iron-making operations, and optimizing by-product management. This commitment to innovation has led to the development of 17 new steel

grades in FY 2023-24, including three that now substitute previously imported materials.

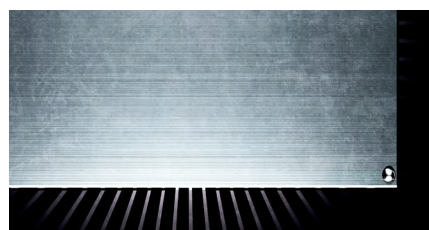
These new steel plates account for 13.99% of our total revenue, showcasing the tangible impact of our R&D initiatives. Additionally, our research in product recycling has significantly improved byproduct management, generating substantial savings. We are continuously pushing the boundaries of technology and efficiency to deliver agile, hands-on solutions that keep us ahead in the competitive steel industry.

Critical products developed in FY 2023-24



API X70 High Strength Steel Plates with Toughness Guarantee @-25°C

AM/NS India has developed API X70 plates in thicknesses 20-28.0mm with toughness guarantee @-25°C. These high strength plates are used in manufacturing pipes that are used for transportation of oil and gas under extreme conditions and at high pressures safely and efficiently. These pipelines are very critical for the development of both industries and infrastructure development of the country.



High Strength 960QL plates

High strength steel is widely used for various structural applications. AM/NS India has developed this steel with 960MPa minimum yield strength in quenched and tempered condition with sub-zero temperature toughness guarantee in thicknesses ranging from 6.0-50mm. The steel is also characterized with good weldability and is used in severe load bearing structures, cranes, modular bridges and mining equipment.



550MPa high strength galvanized steel

AM/NS India has developed high strength galvanized steel with 550MPa minimum yield strengthening thicknesses up to 3.0mm. This high strength galvanized steel provides excellent structural integrity in harsh environments. The product features like high strength and high ductility combined with the corrosion resistance, provide wide usage in solar energy sector. The galvanizing coating thickness can be extended up to 450gsm as per the application design requirements.

AM/NS India is committed to manufacturing steel, a sustainable material that is recyclable infinitely. As we embark on our production expansion, it is crucial to minimize our CO₂ emissions to safeguard our environment. This is one of our priority areas and we are actively upgrading our equipment to reduce the impact on environment. We are also exploring innovative technologies, using green energy, and adopting sustainable practices. We are also expanding green energy usage and advancing our decarbonization programs including CCS. Our technology team is at the forefront of this and developing propriety technologies to achieve our mission of contributing to society with our technical capabilities.

Atsushi Sakatoku

Deputy Director – Technology
AM/NS India



Pioneering contributions to BIS standards

AM/NS India has been honoured by the Bureau of Indian Standards (BIS) for its significant contributions to the development of new standards in the steel industry. The company's representative in the BIS Technical Committee for Flat Steel Products led the creation of three new standards that set global benchmarks: "Hot Rolled Coils and Plates for Welded Tubes & Pipes for Line Pipes," "Wear and Abrasion Resistant Steel Plates," and "Zinc Aluminium Magnesium Alloy Coated Steels." These standards enhance AM/NS India's competitiveness by ensuring quality and innovation, positioning the company as a leader in high-margin steel grades and aligning with global best practices. This recognition underscores AM/NS India's commitment to driving industry excellence and innovation.



Patented breakthrough in pack rolling technology

AM/NS India has been granted a patent for its "Pack Rolling" technology, an innovative approach to manufacturing exceptionally thin and wide steel plates. Developed in response to customer demands in 2017 for plates with high hardness in 3 to 5 mm thicknesses – below the mill's previous 5-6 mm minimum—this method involves stacking two 3- to 4-inch-thick plates, welding them at the edges, and hot rolling them together. The refined process allows for the production of thinner plates, showcasing AM/NS India's commitment to innovation and its ability to meet specialized market needs effectively.

Self-Healing Coating with Unmatched Protection for a Sustainable Future

Magnelis is a revolutionary innovation in metallic coatings, delivering unmatched corrosion protection with its patented, eco-friendly formula. Manufactured using a continuous hot-dip galvanizing process, it boasts unique self-healing properties that ensure exceptional surface and cut-edge protection, even in the harshest environments. With versatile applications across renewable energy, construction, agriculture, transportation, home appliances, electrical equipment, and infrastructure, Magnelis is setting a new benchmark for durability and sustainability in a wide range of industries.

We are also progressing well on these initiatives



Steel Slag

AM/NS India's R&D team is collaborating with agencies like CRRRI and NCCBM to develop applications for steel slag, particularly as aggregate. In partnership with CSIR Central Road Research Institute, we have developed a process to optimize steel slag for road construction, using electric arc and conarc slag. The steel slag undergoes metal recovery, crushing, and screening to produce various sizes of aggregate for road layers, with iron particles removed through magnetic separation. R&D also collaborated with NCCBM to explore the use of steel slag in ready-mix concrete, finding it can fully replace natural aggregates. Additionally, research is underway for steel slag use as rail ballast and marine applications like erosion protection structures, road construction, ready mix concrete production and rail/marine applications. This can reduce the market demand for natural aggregate and help conserve natural resources for future.



Micro-pelletization

Various micro fines, including dust and sludge, are generated in steel plants. Our R&D focuses on maximizing the internal recycling of these byproducts. However, recycling micro fines is challenging due to their high surface area and fine size, which can disrupt processes. To address this, we developed and patented a method to convert micro fines into micro-pellets, enabling easier handling and recycling without affecting productivity. Using sludge from effluent treatment and sponge iron plants, along with steel plant dust, we produce 2-6 mm pellets for reuse in the sinter plant. This innovation recycles 1000 TPD of by-products, with plans for a 2000 TPD automated setup for future expansion.



Modelling & Simulation

Mathematical models are unlocking new possibilities in iron and steelmaking, providing deeper insights into complex processes. Our R&D team is pushing boundaries by developing cutting-edge models that promise to revolutionize operations. One key project is creating a simulator to visualize dynamic behavior inside blast furnaces (BF), while the other focuses on an AI model to predict BF permeability and productivity. We are also working on a Computational Fluid Dynamics (CFD) model to optimize fuel combustion during tuyere injection. These innovations are improving our efficiency and hold the potential to significantly reduce fuel consumption, which can directly lower CO₂ emissions. By advancing these models, we are paving the way for a more sustainable future in steel production.



Briquetting

Our researchers are developing an innovative cold briquetting technology, moving away from traditional methods of using iron ore pellets or sinter in blast furnaces. Unlike conventional processes that require high temperatures and fuels like coke or furnace oil, this new approach allows iron ore to be cold bonded into solid briquettes. The research focuses on creating an effective binder and curing method, ensuring uniform shape and properties for better process control in ironmaking. Additionally, we are working on coal and dust briquettes to promote internal recycling, reduce raw material use, and minimize by-product waste, driving sustainability in our operations. We are also exploring possibilities to develop briquettes of iron ore, coal, etc.

Human Capital

At AM/NS India, we believe that the wellbeing & development of our members and the success of our business go hand in hand. Our guiding principle of being mutually beneficial, Capabilities for Business, Career for employees embodies this commitment. We invest in our people by prioritizing their well-being, embracing diversity, offering continuous learning and growth opportunities, and upholding human rights. By cultivating a supportive and inclusive workplace, we empower our employees to thrive, building a sustainable successful organization.

Together, we forge a future
that's built to last!

Ashutosh Telang
Director & Vice President
HR & Administration
AM/NS India



AM/NS India's strong commitment to Diversity and Inclusion is reflected in all our key people policies and practices. We strive to ensure discrimination-free atmosphere at AM/NS India and zero tolerance for any form of harassment.

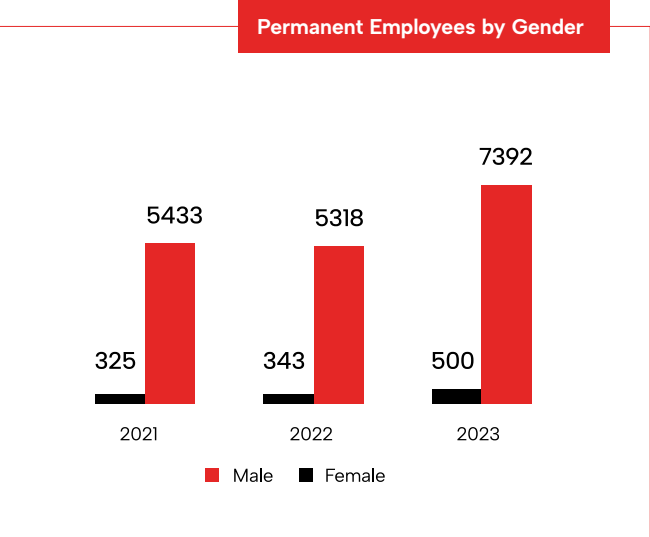
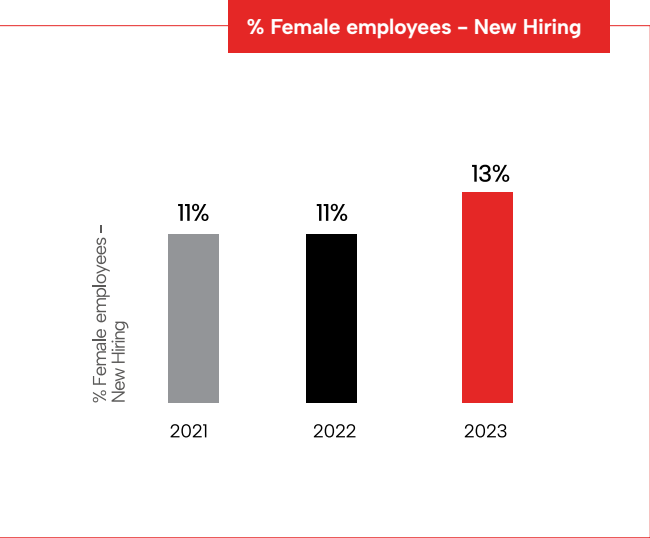
Diversity and inclusion are foundational to fostering a vibrant and equitable workplace at AM/NS India. The company steadfastly commits to championing these principles, recognizing that a diverse workforce contributes to enhanced employment outcomes, improved productivity & wellbeing, substantial social advantages, and increased employee engagement.

The above philosophy is implemented via robust policies, platforms, practices and processes. We have policies on Prevention of sexual harassment, a whistle-blower policy, guidelines on diversity, inclusion and biases in our Code of conduct. Our goal is to become an employer of choice for women employees in the sector, especially for young female engineering graduates. We are also boosting the representation of women in leadership roles, ensuring equal opportunities for all team members, and introducing inclusive and gender-neutral policies.

We also ensure diversity in our recruitment process. We recruit from a wide range of institutions, including 45 engineering college and 237 diploma engineering institutions across 24 states, ensuring a rich diversity of competencies, perspectives, and gender to drive innovation and organizational development. In FY 2023-24, gender diversity from our Graduate Engineer Trainee (GET) route was 35%, and from the On-the-Job Trainee (OJT) route was 16%.

At AM/NS India, our approach to talent acquisition is rooted in a commitment to nurturing and retaining talent. We emphasize hiring fresh graduates and grooming them to become future leaders. We have a strong GET and OJT programs. In FY 2023-24, we on-boarded 358 GETs and 1,354 Diploma Engineers.

Our recruitment efforts extend to premier institutions such as IITs and NITs for engineering roles and IIMs for business management roles.



Our signature programs, ASPIREX and GENESIS, offer these trainees tailored career paths. ASPIREX grooms candidates for strategic and Research & development roles, while GENESIS prepares them for core operations and maintenance roles.

Our onboarding program, Agaman – a three-day signature residential onboarding program for our new joiners – provides joiners and trainees with a customized induction experience, ensuring a smooth transition into the AM/NS India family.

The company conducts POSH sensitization workshops, bias trainings, provides improved restroom and changing room amenities, on-site crèches, uniforms, and other supportive measures. Further, Individuals facing any kind of discrimination are encouraged to report incidents on our whistleblower platform, EthicsLine. Cases of sexual harassment can be directly reported to the location's Internal Committee for prompt action.

At AM/NS India, we embrace a unique blend of cultures, combining European progressiveness, Japanese ingenuity, and Indian talent. Inclusivity and diversity are not just goals; they are an ongoing journey that enriches our organization. By fostering a diverse workplace, we unlock better access to talent, higher engagement, and trust, ultimately driving improved performance and innovation. Our inclusive environment enhances decision-making by bringing together varied perspectives and expertise, resulting in comprehensive solutions. We are committed to building a diverse and inclusive workforce, which is essential for delivering sustainable growth and success for both our people and the organization



Akiyo
Omori
Dy Director
Finance

Nurturing Female leaders from Grassroots

AM/NS India has adopted a hiring strategy that focuses on getting in fresh engineering graduates & diploma students. We are committed to building future leaders through our robust Graduate Engineering Trainees (GET) and On-the-Job Trainees (OJT) program every year.

From this point, we pay a lot of emphasis on skill development and groom our trainees for long term careers with us. To this end AM/NS India has been instrumental in the designing an independent Academy of Skill Development to train our GETs and OJTs on various core skills needed to run our plant operations.

Building an ecosystem where women can thrive

- ▶ Introducing more inclusive and gender-neutral policies
- ▶ Efforts towards building skill and overall capability of women
- ▶ Building careers through career conversations
- ▶ Efforts to involve the spouses of women through various initiatives
- ▶ Availing opportunities to women who wish to re-join the workforce
- ▶ Strengthening POSH implementation
- ▶ Hiring women in non-traditional roles like security marshals, safety marshals, crane operators and drivers
- ▶ Promoting safety through self-defence workshops

Hiring women in leadership roles to increase representation across levels

Dedicating a service center or a function to be run by women only

Driving social media campaigns to attract more Women – #SHEMakesSteelSmarter

Gender diversity from our Graduate Engineer Trainee (GET) route was 35%, and from the On-the-Job Trainee (OJT) route was 16%

Maternity Policy Unveiled

Maternity Benefit & Beyond Together for Tomorrow



- Flexible work arrangements
- Onsite creche facility at plant locations
- Creche reimbursement for offices and other locations as per policy
- Continuity of service after maternity leave
- Special leave for adoption

On International Women's Day, AM/NS India launched a new Maternity Policy titled "Together for Tomorrow," marking a significant stride in fostering a more supportive and inclusive environment for our women employees. The day was filled with events across our locations, promoting wellness, encouraging dialogue, and recognizing the invaluable contributions of women in our workforce

Employee Engagement



Strong employee connect is at the core of our employee experience. We regularly connect with employees throughout the year and emphasize being in touch with employee voices through biannual employee engagement survey – Speak Up– ensuring that every voice is heard and valued. This reflects our commitment to creating an inclusive workspace. We prioritize continuous communication with our employees through – Town Halls, Sparsh Connect – interaction with the CEO, time out with HOD, Skip Level Connect, and Mentor-Mentee program. Additionally, timely policy updates and strategic interactions ensure that all employees are



CEO and Business Excellence Awards 2023:

The CEO and Business Excellence Award ceremony is an annual rewards program to recognize and celebrated extraordinary projects that bring in exemplary results. The ceremony was held at our Hazira facility in February 2024 with active participation from teams across locations. After a rigorous review process, multiple projects made it to the last round and were subsequently rewarded across several categories, such as Steel Pinnacle, Steel Gem and 15 special awards in Safety and Business excellence. This initiative encourages ideation and brings the best out of all teams.

well-informed and empowered.

Our rewards and recognition programs are a key pillar of our engagement strategy. We acknowledge and celebrate employee achievements that align with our company's values and objectives through our PRAISE (Platform to Recognize and Appreciate Individuals/teams for Significant Efforts) portal and the prestigious CEO awards. This not only motivates individuals but also strengthens team cohesion and drives our collective success.

PRAISE

Learning and Development



As our continued focus on learning and development strengthens the competencies of our employees and drives our competitive edge, we at AM/NS India see learning as a fundamental part of our culture and a key element of our identity. We firmly believe that continuous

learning and development are essential for both – our organizational success and the growth of our people. In line with this belief, we are committed to consistently enhancing and refining our learning & development efforts to uphold this commitment.



Investing in our People: We understand that our people are our most valuable resource, and by providing them with growth opportunities, we are cultivating a workforce that is innovative, agile, and aligned with our sustainability objectives. Thus, over the past few years, we have consciously invested in various Learning & Development initiatives. We offer transformative learning experiences that empower our employees with cutting-edge knowledge and leadership skills.



Need-Based Learning: In alignment with the employees' developmental requirements, we regularly conduct technical, functional, HSE (Health, Safety & Environment), behavioral, and wellness programs that facilitate the holistic development of employees. These trainings are facilitated by internal and external experts, including esteemed faculty from prestigious Technical and Management Institutes. Furthermore, we provide sponsorship to employees to participate in seminars, conferences, and management programs at some of India's most distinguished academic institutions and professional bodies.



We also celebrated **Learning Week**, a unique initiative that provides the opportunity to employees to learn from the industry experts and our esteemed leaders. In 2024, this event witnessed diverse interactive sessions, workshops, and panel discussions uniquely structured to promote skill development, knowledge gain, and mindset shift. More than 8,000 employees participated in different events during the learning week, leading to an overall 39,000+ learning hours of collective learning.

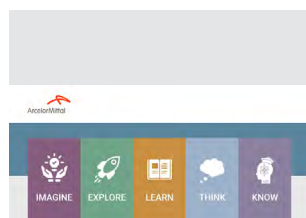
NEXT SMARTER MOVE

LEAD
Lead Engage And Develop Talent

Leadership Development: Our philosophy, Capability for Business, Career for Employees, drives our commitment to leadership development through programs like Next Smarter Moves, and LEAD Talent, which build leadership capabilities for organizational growth and personal advancement. By upskilling and nurturing the potential of our leaders, we are on a journey of continuous improvisation to drive excellence. To develop and nurture our leaders, several initiatives have been taken as part of which leaders undergo through structured assessments, customized development workshops, guided sessions, and experiential learning. To provide best-in-class learning exposure to leaders, we have collaborated with leading management institutions like IIMs, XLRI, and ISB Hyderabad.



Work Integrated Learning Programs (WILP): These programs provide our employees with the opportunity to pursue higher education in continuation with their jobs. Through WILPs, employees can enroll in Diploma courses, Graduation courses (B.Tech.), Post-graduation courses (MBA & M. Tech.), and Doctorate courses (Ph.D.). For the WILPs, AM/NS India has collaborated with some of the distinguished institutions like – BITS Pilani and IIT Bombay.

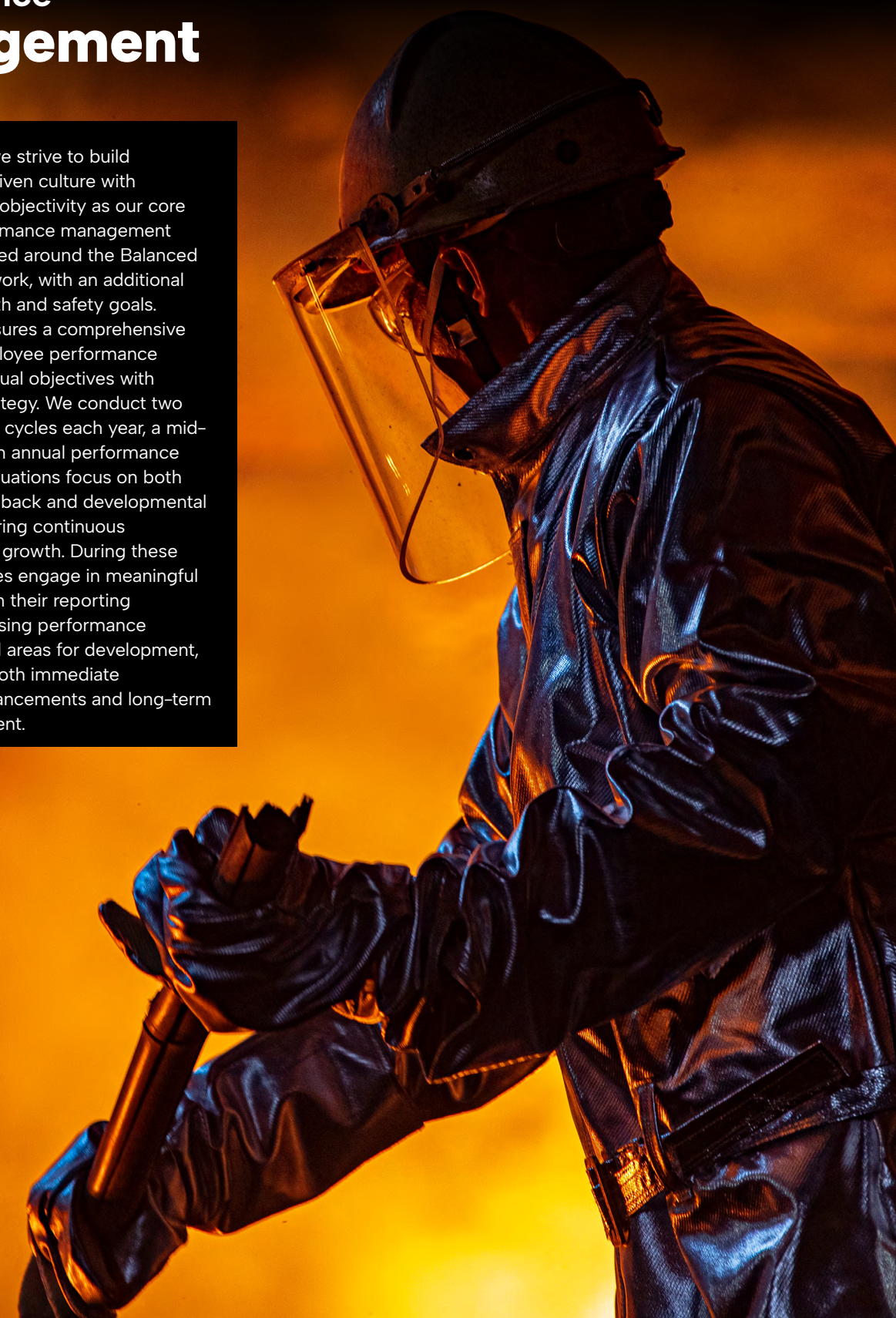


ArcelorMittal University (AMU): An online learning platform featuring a diverse library of 40,000+ courses (Technical & Behavioral) available in various formats. The platform also offers interactive learning opportunities such as live leader camps, webinars, and boot camps. For course management, learning administrators have the capability to create customized learning paths. Additionally, the platform is equipped with an AI-enabled content authoring tool, enhancing the development and delivery of educational content. We also have a tie up with IMD Switzerland, Duke Corporate Education, Harvard Business School, and Wharton.

Our employees have access to over **40,000** courses ranging from technical to behavioral areas

Performance Management

At AM/NS India, we strive to build a performance-driven culture with transparency and objectivity as our core tenets. Our performance management system is structured around the Balanced Scorecard framework, with an additional emphasis on health and safety goals. This approach ensures a comprehensive evaluation of employee performance by aligning individual objectives with organizational strategy. We conduct two mandatory review cycles each year, a mid-year review and an annual performance review. These evaluations focus on both performance feedback and developmental discussions, fostering continuous improvement and growth. During these reviews, employees engage in meaningful conversations with their reporting managers, addressing performance achievements and areas for development, thus supporting both immediate performance enhancements and long-term career advancement.



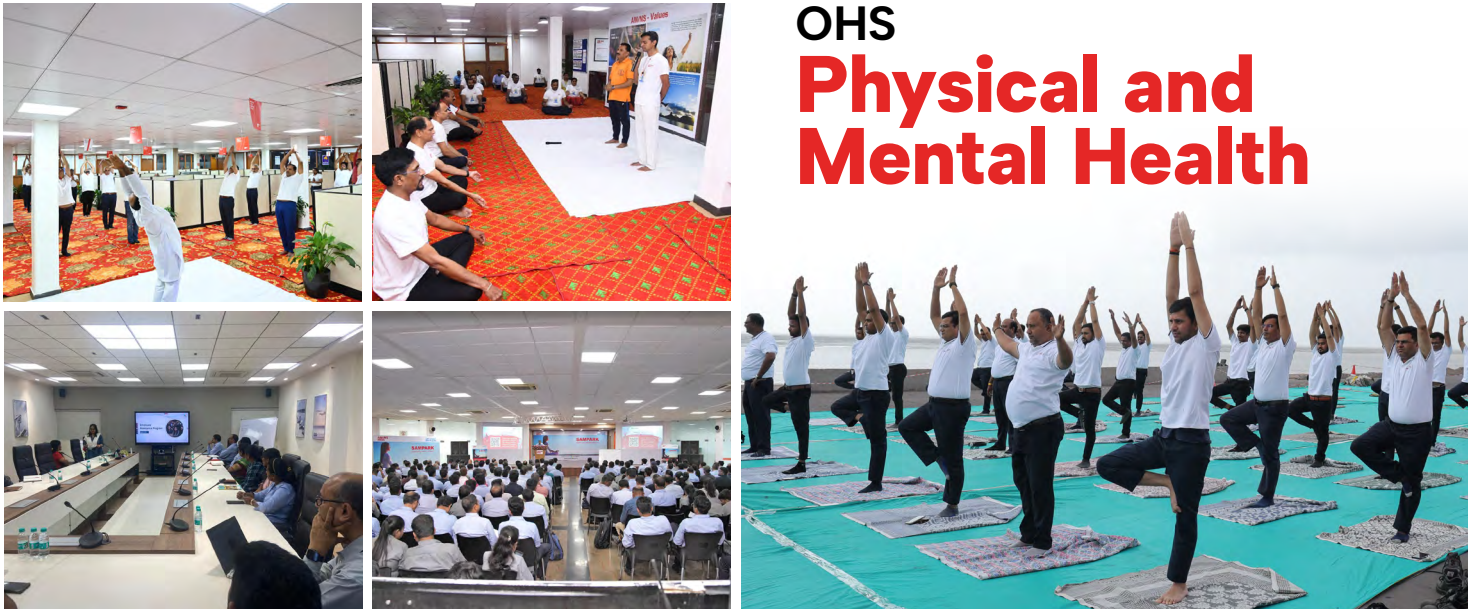
Employee Well-Being



We believe in a holistic approach to employee well-being, encompassing physical, mental, emotional, financial, and social dimensions. For preventive healthcare, we organize health check-up camps across our locations. Our SAMPARK initiative offers timely support to our employees, confidentially and sensitively to ensure that our employees have access to the resources they need to thrive in all aspects of life.

Keiji
Kubota
Dy Director
HR & Administration

OHS Physical and Mental Health

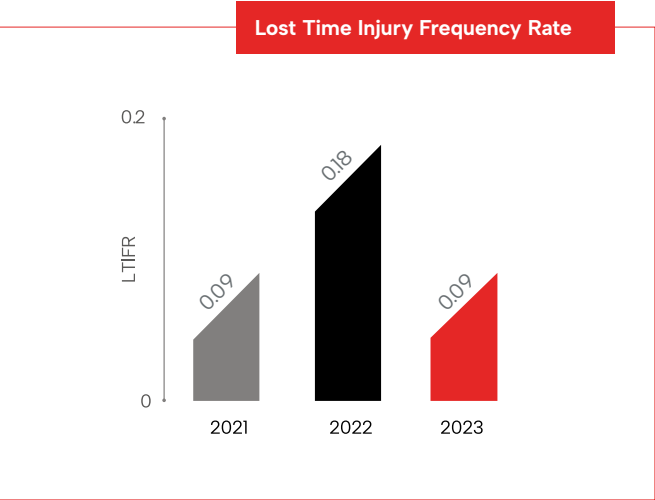
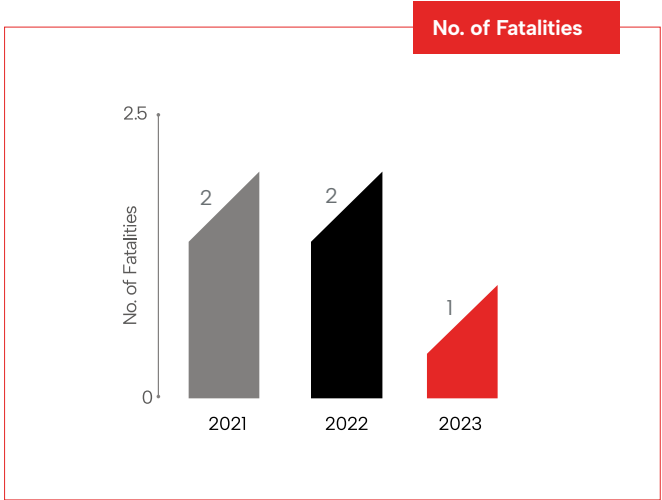


We hold safety as a core value, making it a non-negotiable condition for employment. We believe that achieving excellence in health and safety directly contributes to our overall business success. By integrating health and safety into our business management processes and fostering a high level of employee engagement through continuous training, we create a safer work environment for everyone. Worker participation is key to our approach, with regular meetings, feedback sessions, and collaborative decision-making ensuring that all voices are heard in the development, implementation, and evaluation of our safety protocols. We are committed to nurturing a culture of care, support, and empowerment on the shop floor, actively involving both employees and contractors in every aspect of health and safety management.

AM/NS India is deeply committed to ensuring high-quality incident reporting and PSIF (Potentially Serious Injury or Fatality) tracking, supported by a robust Health and Safety policy. This policy guarantees that workers have access

to essential health services and facilities. Voluntary health promotion services tackle non-work-related risks like smoking, weight management, mental health, and chronic diseases through wellness workshops, fitness programs, and employee assistance initiatives.

Our workplace hazards are proactively identified through regular monitoring and risk analysis, covering physical, chemical, slip-trip-fall, and noise hazards. We employ a hierarchy of controls, focusing on elimination, substitution, engineering, administrative measures, and PPE. This includes redesigning processes to remove hazards, substituting harmful chemicals, implementing access controls, and enhancing machinery safety. Regular training on safe practices, deploying safety marshals for risk assessments, and providing PPE like gloves, masks, and safety footwear are key components. All employees, including contractors, are included in hazard reporting and rate calculations based on 1,000,000 hours worked.



Human Rights

Our human rights policy is designed to protect and promote the rights of our employees, business partners, and local communities.

At AM/NS India, we are deeply committed to upholding human rights in alignment with the Indian Constitution, the UN Guiding Principles, and international declarations. Our human rights policy is designed to protect and promote the rights of our employees, business partners, and local communities. We are resolute in our commitment to preventing any involvement in activities that could directly or indirectly violate human rights. In the workplace, we ensure fair treatment and non-discrimination, with a strong focus on supporting the rights of women and other marginalized groups.

Our engagement with local communities is proactive, and we have established a robust mechanism for reporting and managing human rights complaints. We handle all reports with confidentiality and sensitivity, ensuring that grievances are addressed fairly and promptly.

Our labour policies are crafted with the active participation of NGOs and stakeholders, ensuring that the voices of those most affected are heard and considered. We are dedicated to fair wages, safe work environments, and inclusivity. By maintaining transparent and ethical practices across our supply chain, we uphold fair labour standards, reinforcing the dignity and well-being of all workers.

Social and Relationship Capital

Our commitment to Corporate Social Responsibility (CSR) is as strategic as our steelmaking and an integral part of the business sustainability strategy. We strive to create shared value for the community around our business operations and society at large and our avid growth story will be purposeful, inclusive, and sustainable. Our CSR initiatives reflect our commitment and focus on six key areas Education, Health and Sanitation, Livelihood and Skill Development, Infrastructure Development, Environment Conservation and Sports and Culture. Having 12 flagship projects aligned with Sustainable Development Goals (SDGs) are driving meaningful change. Through strong partnerships with government, community-based organizations, local stakeholders, and like-minded organizations, we are effectively designing and implementing initiatives that measurably contribute to improve the quality of life of the communities.

Let's create "Brighter Futures for all".

Dr. Vikas Yadvendu

Head CSR
AM/NS India



Communities and CSR

Creating Brighter Futures

AM/NS India aims at creating Brighter Futures by responding to communities' needs and concern to co-create efficient and sustainable solutions to their development challenges enabling national prosperity. Our community investment focuses on education, livelihood and skill development and sports alongside others to meet the objectives of the community and our operations by participating and partnering with community associations, institutions, and organizations. Our community investment programs enable positive social transformations with local co-operation to become an active and welcomed member of the community.



CSR Vision

To empower the communities around our areas of operation and society at large towards development that is collaborative, progressive, inclusive, and sustainable through optimal realisation of human potential and responsible utilisation of resources.

CSR Mission

- ▶ To undertake strategically sustainable development initiatives that contribute towards progress in human and social development indicators.
- ▶ To complement and supplement the ongoing community development efforts of the Government while introducing innovations in the areas where there is a scope and need for the same.
- ▶ To encourage partnerships, support and build the capacities of community-based institutions, civil society organizations.

Approach

We aim at building sustainable impact in convergence with local communities through outcome oriented multistakeholder aligned strategic approach. We focus on building community capacities and creating and strengthening community institutions to lead and own the initiatives for sustained impact.

Management Approach



AM/NS India acknowledges community development integral to our sustainable practices and operations. We aim to be seen as a valued and welcomed member of the communities where we operate by actively contributing to their socio-economic growth. Our CSR Policy Statutory Documentation (amns.in) acts as a guiding principle for community development and community consultation. Our approach is centred on engaging with communities, listening to their needs, and responding through constructive partnerships. By working closely with local communities, we strive to make a meaningful economic and social impact through need based and sustainable development initiatives.

Our projects are carefully planned and implemented in collaboration with stakeholders to ensure lasting social benefits. Regular community consultations are a key part of our project planning, helping us deliver impactful outcomes. We also focus on building the capacities of communities to sustain the long-term benefits of our initiatives. Additionally, we encourage partnerships with government bodies to ensure the continued success and viability of our programs.

Our efforts are guided by our CSR Policy, which aligns with the CSR Rules of the Companies Act, 2013, and the UN Sustainable Development Goals. In FY 2023-24, we invested ₹322.18 crores in various CSR initiatives, enriching the lives of over 2.47 million people (includes indirect and overlapping beneficiaries) across the country through our various CSR interventions. The Board CSR Committee provides strategic direction, overseeing plans, budgets, and progress to ensure sustainable growth for both the company and the communities we serve.

We have community development programs on six focus areas to deliver sustainable impact:

- ▶ Education
- ▶ Health and Sanitation
- ▶ Livelihood and Skill Development
- ▶ Infrastructure Development
- ▶ Environment Conservation
- ▶ Sports and Culture

Education



Education stands as a cornerstone of our CSR strategy, driven by our commitment to creating inclusive and equitable opportunities for all. We take a holistic approach that goes beyond traditional education, integrating digital tools into pedagogy, ensuring proper nutrition, providing scholarships, enhancing infrastructure, supplying essential educational materials, and offering tutoring

programs. Our collaborative efforts with educational institutions and government bodies at every level—from anganwadi centres to universities—aim to make quality education accessible to children across India. Through these initiatives, we have empowered 546,027 students, transformed their educational journeys and built a brighter future for generations to come.



Padhega Bharat



Padhega Bharat is committed to creating optimal learning environments in schools and anganwadi centers. Activities including transportation of students, installation of school furniture, teaching support, construction and renovation of classrooms, drinking water and sanitation facility, scholarships, library and laboratory development, distribution of education materials and nutritional support have been undertaken to foster holistic child development in more than 60 schools and anganwadi centers in Pune, Hazira, Dabuna, Thakurani, Sagasahi, Paradeep, Sukma, Chitrakonda, Visakhapatnam and Kirandul. Further, under Mo School Abhiyan initiative, AM/NS India partnered with Government of Odisha to support the infrastructure development works in 200 high schools across Odisha.

Beti Padhao Scholarship



AM/NS India aims to empower young women from disadvantaged backgrounds by providing financial support for their education. Aligned with government efforts to promote girls' education, the program offers scholarships for students pursuing classes 9-12, professional courses including medical, engineering, and administration, as well as undergraduate and sports person representing state and nation. Nearly, 648 girls in Hazira, Gujarat; Thakurani, Sagasahi, and Paradeep, Odisha; Kirandul, Dantewada; and Visakhapatnam, Andhra Pradesh and Pune in Maharashtra have benefited from this initiative.

Digital Pathshala



Setting-up of Artificial Intelligence based E-Smart Classrooms continued under the flagship project, Digital Pathshala across 100 schools in Odisha, Gujarat, Maharashtra, Chhattisgarh and Andhra Pradesh. The schools were equipped with solar backed smart led screen, IoT devices and furniture. Digital Pathshala initiative leverages artificial intelligence to revolutionize rural education in India. Aligned with the government's digital education goals, the program aims to digitize over 500 schools and personalize learning experiences for more than 5,00,000 students across Odisha, Chhattisgarh, Gujarat, Andhra Pradesh, and Maharashtra. By providing dynamic and tailored learning content to students in grades 6-8, Digital Pathshala enhances engagement, improves learning outcomes, and fosters inclusive education.

NAMTECH New Age Makers Institute of Technology

NAM:TECH
Make Future Possible



New Age Makers Institute of Technology (NAMTECH) is an educational initiative by AM/NS India dedicated to equipping students with the skills needed for Industry 4.0. As a Section 8 not-for-profit company, NAMTECH brings together leading academic and industry partners to bridge the gap between education and real-world application. Supported by AM/NS India and joint venture partners ArcelorMittal and Nippon Steel, NAMTECH is structured with dedicated departments for academics, industry partnerships, branding, technology, and more, ensuring a holistic and impactful approach to education.

NAMTECH's global academic partnerships will introduce world-class expertise in smart manufacturing to students across India. Addressing the challenge of low employability among engineering graduates, NAMTECH focuses on job-oriented skills like automated production systems, quality control, and IIoT. The institute collaborates closely with the Gujarat government and technical education departments to extend its impact to ITI students, enhancing the MSME ecosystem.

Operating initially from IIT Gandhinagar's Research Park, NAMTECH is developing a state-of-the-art phygital campus in Ahmedabad. The institute's advisory council includes distinguished figures from industry and academia, guiding NAMTECH in achieving academic excellence and significant social impact.

Industry Partnerships and Collaborations

NAMTECH has established key industry partnerships, including collaborations with Schneider Electric, Festo, Micron Technology, and Cisco. These partnerships are focused on equipping NAMTECH's Smart Manufacturing lab, offering specialized programs in

cybersecurity, networking, and energy management, and providing experiential education to develop a globally competitive talent pool.

Program Launches and Future Initiatives

In September 2023, NAMTECH launched its International Professional Master's Program (iPMP) in Smart Manufacturing, a one-year accelerated master's program in partnership with TUM Asia and leading industrial partners. The program's inaugural cohort includes 55 students, with a growing emphasis on gender diversity.

Looking ahead, NAMTECH plans to launch the International Professional Technologist Program (iPTP) in Automation for ITI and Diploma holders in April 2024. This program, in collaboration with ITE Singapore, is designed to enhance the skills of its learners, opening up new opportunities in smart manufacturing and automation.

NAMTECH School of Social Impact

NAMTECH is also pioneering the NAMTECH School of Social Impact (NSSI), aimed at transforming India's Technical and Vocational Education and Training (TVET) ecosystem. The pilot program, impacting over 3,000 students, will involve digital delivery, onsite labs, and a 'Train-for-India' fellowship. NAMTECH is also rolling out new schools focused on manufacturing technologies, sustainability, and robotics in partnership with leading institutions like Carnegie Mellon University, ITE Singapore, and TUM. NAMTECH is committed to creating a next-generation manufacturing workforce with global skills and an Indian value system, setting a new benchmark in technical education and social impact.



ArcelorMittal Nippon Steel India awards Beti Padhao Scholarships to over 377 students in Hazira





Health &
Sanitation

Our project, Aarogya delivers comprehensive healthcare solutions to bridge gaps in existing public services. By collaborating with government agencies, experts, and communities, we are building and strengthening inclusive healthcare services and infrastructure in underserved areas near our operations to people across age groups. Our focus is on increasing access to quality healthcare, promoting healthy behaviours, and improving overall well-

being for all ages, in alignment with SDG 3.

Collectively, under Aarogya, the CSR flagship health project AM/NS India has reached out to 6,67,096 people through mobile medical units, supporting and management of rural health centers, advanced lifesaving ambulances, awareness sessions, general and special health camps, installation of drinking water facilities.

During the year, we conducted several drives:



Eye check-up camps in schools and villages where 6,884 individuals were screened, and 4,535 received corrective spectacles to address refractive errors.



In Paradeep, we partnered with the District Health Department to administer Oral Polio Vaccines to 6,823 children.



The Haemophilia Care Center at Surat Civil Hospital has been managed by AM/NS India since January 2021. Under Project Aarogya, the center provides healthcare services to patients across Gujarat and Maharashtra, with an average footfall of 40-45 patients daily, and has served 5,408 patients since then



Our dedicated management of the Chief Minister's Nutrition Rehabilitation Centre in Sukma led to the identification and treatment of 1,354 children suffering from Severe Acute Malnutrition. Of these, 916 children were successfully discharged after nutritional recovery.

Livelihood and Skill Development



At AM/NS India, we are committed to empowering farming communities, women, and youth by providing them with the knowledge, skills, and opportunities needed for a stable and sustainable income. We collaborate with government bodies, NGOs, and skilling organizations to build entrepreneurial capabilities, enhance financial management, and integrate digital technologies for disadvantaged groups. These efforts not only help boost

household incomes but also contribute to the broader goal of nation-building.

During the reporting period, our flagship projects, Sustainable Agriculture for Alternative Livelihood (SAFAL) and Daksh, made a significant impact, improving the lives of over 195,273 community members.

In FY 2023-24, our initiatives spanned various locations:



A total of 1600 youths received digital skills training, with 71% securing jobs in the IT-ITeS sector across eight centers in Paradeep, Kendrapara, Keonjhar, Hazira, Pune, Dantewada, and Raipur.



Over 200 girls and women were trained in sewing, beauty therapy, bag manufacturing, and phenyl making. These skills enabled self-help groups (SHGs) to generate income through exhibitions, sales opportunities, and the establishment of micro-enterprises in Hazira and Paradeep.



We also established a Centre of Excellence in Electrical and Automation at the Government ITI in Paradeep. Moreover, 42 ITI students in trades like Fitter and Mechanic Machine Tool Maintenance completed internships at AM/NS India's plants in Odisha, gaining valuable hands-on experience.

Sustainable Agriculture for Alternative Livelihoods

SAFAL



At AM/NS India, we are committed to empowering farmers in Hazira, Paradeep, Chitrakonda, and Kirandul with advanced agricultural techniques. In collaboration with Krishi Vigyan Kendra, we have trained both men and women in cultivating cereal crops, vegetables, fruit orchards, and mushrooms. To further support their efforts, we have provided essential resources like equipment, seeds, fertilizers, and borewell installations. As a result, over 400 farmers have already seen increased crop yields and diversified income streams.

In Chitrakonda, 450 farmers received fish fingerlings, which resulted in a yield of 200 kilograms of fish, significantly boosting their family incomes. Additionally, in Paradeep, our animal vaccination camps have benefited more than 456 cattle. We also conducted 89 selective artificial inseminations to enhance milk production and distributed 138 kilograms of mineral mixture to support the health and productivity of livestock. These initiatives are making a tangible difference in the lives of our farming communities, helping them achieve greater financial stability and agricultural success.



Water, and Infrastructure Development

To enhance community access, elevate living standards, and promote socio-economic development in rural areas, AM/NS India undertakes development and renovation of public assets. Through consultation and collaboration with stakeholders, we have undertaken multiple initiatives to improve the quality of life for peripheral communities under flagship projects such as Nirman and Trupti.

In FY 2023-24, the activities under Nirman and Trupti have impacted more than 7,56,595 people by means of construction and renovation of essential community infrastructure including rural roads, community centers, electrification systems, drainage, drinking water and sanitation facilities in the remote and underserved areas.



Environment

Our commitment to tackling environmental challenges is embodied in our initiatives like Project Green and Ujjwala. These efforts are focused on restoring coastal ecosystems, raising climate change awareness, embracing renewable energy, and promoting greening efforts.

Project Green is dedicated to protecting and conserving natural ecosystems, biodiversity, and wildlife. We actively involve communities through awareness sessions, as well as cleaning and plantation drives in schools and villages. In Hazira, we launched the Van Prahari program, a cutting-edge initiative to enhance forest protection in Gujarat. Supported by the Gujarat government and recognized as a project of national importance, Van Prahari uses digital tools to provide instant access to crucial information, revolutionizing forest management in the region. We also donated wildlife rescue and mangrove patrolling vehicles to the Gujarat Forest Department, improving access to

mangrove sites and aiding in wildlife rescue operations.

In the fourth quarter, we planted 150,000 mangrove saplings across 50 hectares of the Jambusar coastline in Gujarat, aiming to preserve coastal ecosystems and reduce our carbon footprint. Additionally, over 2,000 saplings were planted in Kirandul and Hazira, with active participation from villagers and school children.

Under Project Ujjwala, we completed solar power installations in academic institutions, hospitals, and villages across Paradeep, Dabuna, Kirandul, Visakhapatnam, and Pune. We installed 200 solar streetlights, 1,130 regular streetlights, and 291 kilowatts of solar power systems across four states. These initiatives not only provide reliable power but also reduce carbon emissions, enhance community safety, and improve public area illumination.



Sports and Culture



We believe in fostering a sports-oriented culture and nurturing the next generation of athletes. We believe that sports have the power to drive inclusive development, and we invest in training, infrastructure, events, and scholarships to build a strong pipeline of Indian sporting champions.

Through our Udaan initiative, we have launched various sports and cultural promotion activities across India. We have built sports infrastructure to nurture young talent and provided training, distributed equipment, and organized events to encourage youth participation in sports. We also support athletes and teams at the national level and offer sports scholarships to underprivileged girls representing their states and the nation.

In a focused effort to elevate gymnastics and kho-kho in Odisha, we partnered with the state government to establish High-Performance Centres. These centers are designed to nurture both grassroots and elite athletes – 360 in gymnastics and 50 in kho-kho. In just its first year, the Gymnastics High-Performance Centre produced outstanding results, with athletes securing 54 medals in various national and international championships. Among the highlights, gymnast Pranati Nayak won bronze medals

in the Women's Vault event at the FIG Artistic Gymnastics Apparatus World Cup 2024 in Egypt and Hungary.

Beyond sports, AM/NS India is dedicated to preserving and celebrating tribal and local cultures. We collaborate with communities and local administrations to support community fairs and festivals, such as Angadev Mandai in Dantewada, Rajmadai festival in Sukma, and Malyabanta Mahotsav in Chitrakonda. These events, which attracted over 150,000 attendees, play a crucial role in strengthening societal bonds and promoting cultural heritage.

In FY 2023-24, AM/NS India engaged more than 276,862 youth and community members through our initiatives in sports, culture, and social development, demonstrating our commitment to fostering growth and unity across the nation.

AM/NS India actively promotes local culture and festivals in nearby communities by supporting various cultural events organized by local villagers. Across our locations, these initiatives have engaged and benefited over 2,00,000+ community members, fostering a sense of unity and cultural preservation.



Employee Volunteering

AM/NS India fosters a culture of giving back through employee volunteerism. The 'Community Connect' program offers diverse opportunities for employees to contribute their skills to social and environmental causes, both in-person and remotely. In FY 2023-24, over 881 volunteers participated in 26 events such as creation of puppets, math-based educational Jenga blocks, science models, tactile cards with Braille words, seedballs, bird feeders etc. These items were then distributed in peripheral schools and communities of our business locations impacting the lives of more than 20,000 people.



Natural Capital

Our commitment to sustainability is woven into every aspect of our operations, from the careful sourcing and transportation of materials to our comprehensive environment management strategies. We are not just managing resources; we are redefining how they are used to minimize our environmental impact and drive efficiency. By integrating advanced technologies and fostering a culture of continuous improvement, we ensure that every step we take is a step towards a more sustainable and responsible future. Our dedication to reducing emissions, conserving water, minimizing waste to landfills and managing energy consumption reflects our broader goal of leading the steel industry in sustainability while making a positive impact on the communities we serve.

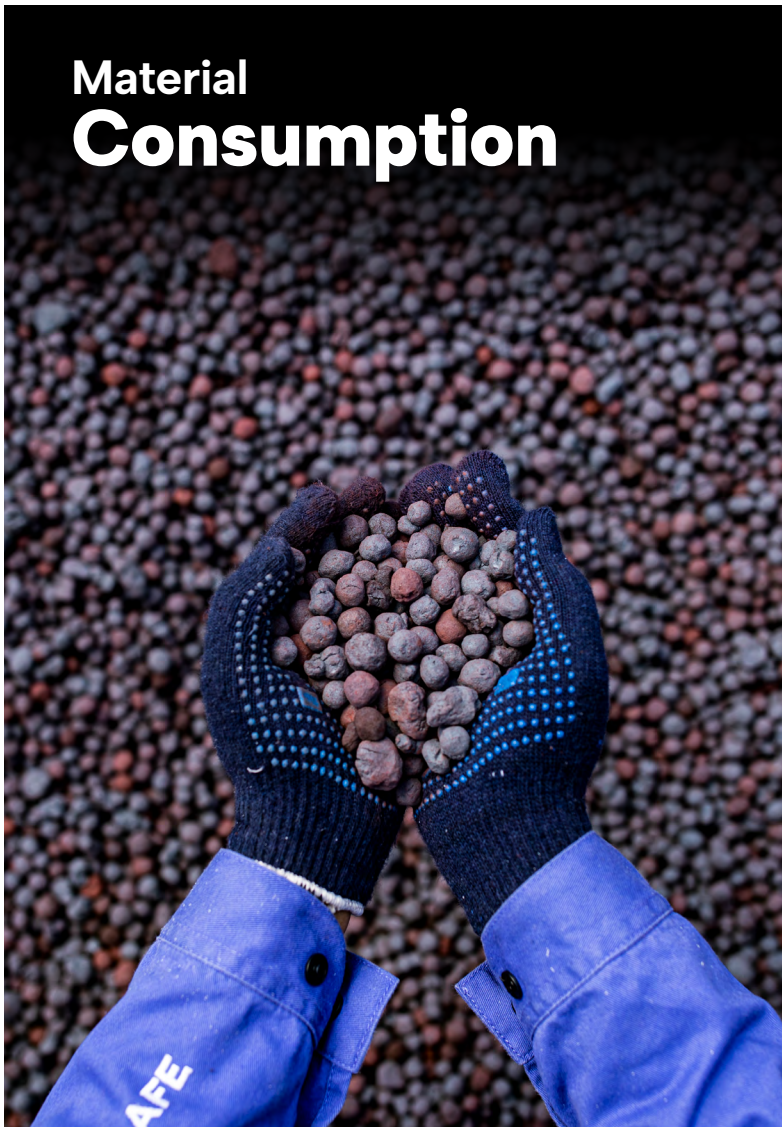
R. S. Sankarasubramanian

Head – Environment & Sustainability Projects
AM/NS India

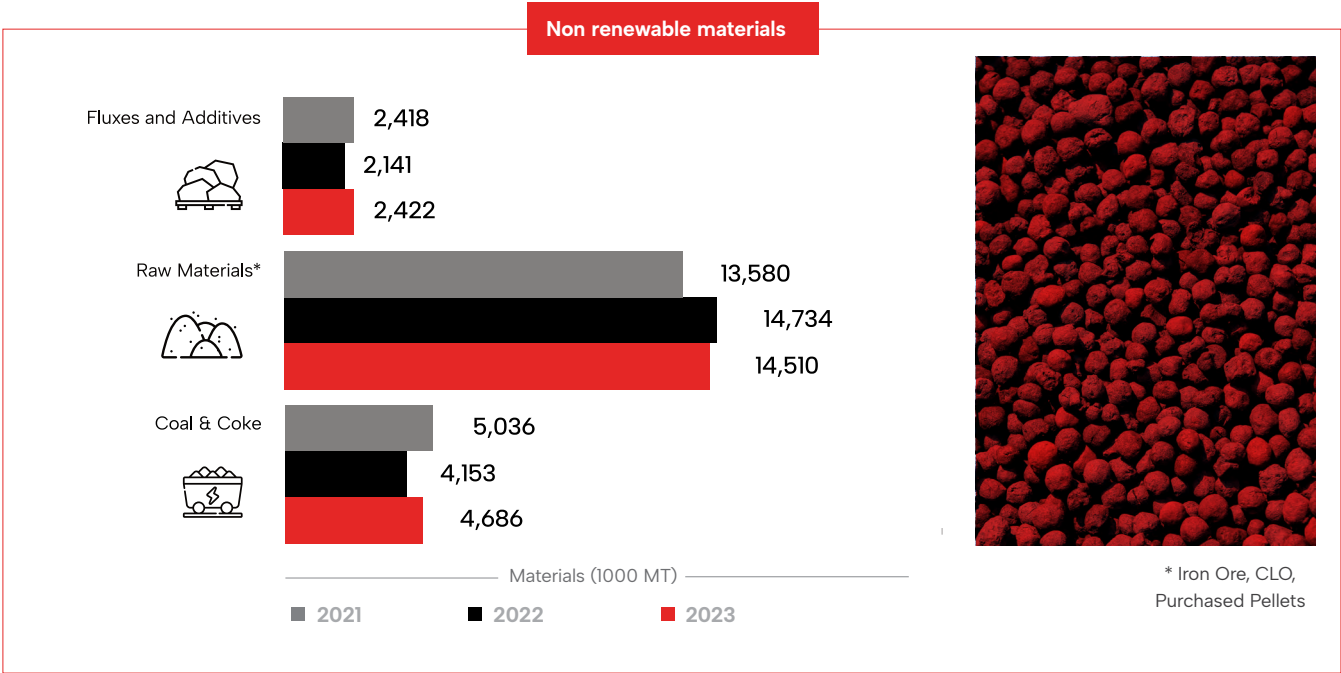
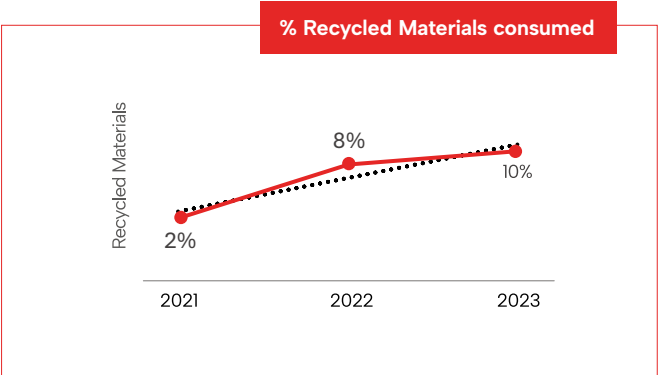


The material consumption and transportation processes are designed to ensure efficiency, safety, and sustainability at every stage. Bulk raw materials such as coal, coke, oxides, and fluxes are transported to the plant entirely by sea, utilizing cargo ships for optimal delivery. Within the plant, these materials are conveyed to various production units through an extensive system of conveyors.

Finished products are distributed through a combination of road, rail, and sea, with the majority (57%) moved by road. By-products and chemicals are primarily transported by road vehicles, while internal material handling, such as refractory and store supplies, is managed by plant vehicles. To maintain safety and prevent any material loss during transportation, all truck shipments are carefully covered with tarpaulins. This streamlined approach ensures that materials flow smoothly across the production cycle, supporting both operational efficiency and environmental responsibility.



Material Consumption



Energy Management

By end of 2024, over 20% of Hazira plant's electricity needs will be met through solar and wind energy and cut AM/NS India's carbon emissions by 1.5 million tonnes each year

Our energy policy is rooted in a commitment to continuously improving energy performance across all facets of our operations. We are driven to excel by reducing specific energy consumption, benchmarking our usage against both national and international standards, and implementing systems to consistently achieve these benchmarks. Our energy consumption accounts for 30 to 40% of the production cost.

We prioritize the efficient use of energy resources, including electricity, natural gas, coal, and coke. This commitment is reflected in our ongoing efforts to upgrade technology, optimize capacity utilization, and incorporate energy-efficient designs and equipment in every project. To ensure we stay on track, we conduct regular internal and external energy audits, identifying areas for improvement and maintaining energy efficiency across our operations.

We actively promote energy initiatives in our organization by raising awareness, engaging employees in energy-saving initiatives, and recognizing outstanding contributions. Compliance with statutory and legal requirements is a key pillar of our policy, ensuring we meet or exceed regulatory standards.

Our holistic approach to energy management also focuses on cost reduction and sustainability. We invest in advanced, energy-efficient technologies and are transitioning to renewable energy sources like solar and wind power, reducing our dependence on fossil fuels. This shift not only lowers greenhouse gas emissions but also aligns with our broader goal of responsible resource management.

Training employees on sustainable practices

We empower our employees with comprehensive training programs focused on energy efficiency and sustainable practices, which not only boost operational performance but also enhance job satisfaction. To reinforce our commitment to sustainability, we organize specialized training sessions on significant occasions like World Environment Day, World Water Day, Earth Day, Energy Conservation Day, and Sustainability Week. These sessions feature guest experts from various industries and agencies, as well as our internal faculty, ensuring a rich learning experience.



In addition to these events, we maintain a monthly training plan that includes modules on sustainable practices, equipping our workforce with the skills needed to contribute effectively to our energy-saving goals. By staying ahead in energy conservation, we drive innovation through research and development, invest in cutting-edge technologies, and continually improve our processes.

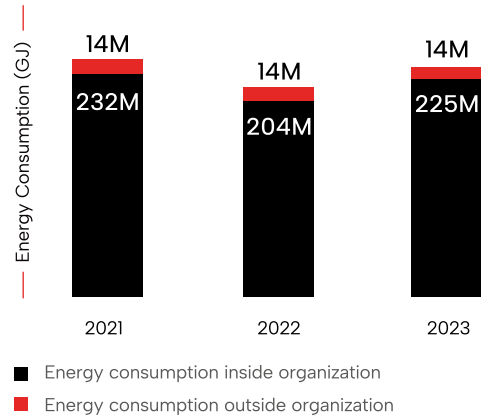
This includes increasing capacity utilization, deploying energy recuperation systems, experimenting with cleaner alternatives to coal, and leveraging advanced digitalization to maximize fuel and material efficiency. Through these efforts, our employees play a crucial role in advancing our sustainability objectives and maintaining our leadership in environmental stewardship.

World Environment Day

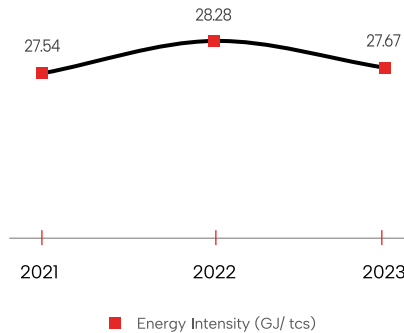


We commemorated World Environment Day 2023 with a series of events designed to foster environmental awareness and promote sustainable practices among employees, local residents, schoolchildren, and community members, aligning with the theme "Beat Plastic Pollution." The activities included beach clean-up drives, poster and drawing competitions, street plays (nukkad natak), large-scale tree plantation campaigns at multiple locations, garden competitions, "waste to best" contests, plastic waste collection in villages, training and awareness sessions, and quiz competitions. These celebrations saw the active participation of around 2,500 individuals, and over 10,000 trees were planted across various AM/NS India units.

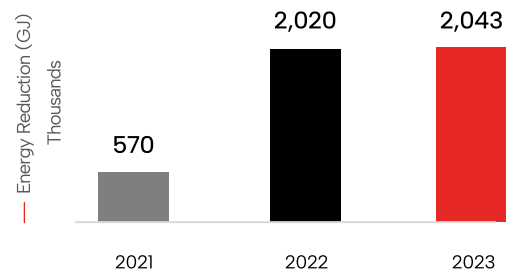
Total Energy Consumption



Energy Intensity



Reduction in Energy Consumption



By end of 2024, over 20% of Hazira plant's electricity needs will be met through solar and wind energy and cut AM/NS India's carbon emissions by 1.5 million tonnes each year

Energy audits

We regularly conduct internal and external energy audits to spot inefficiencies and areas for improvement, ensuring our energy use is optimized and environmental impact is reduced. We have created an in-house energy management portal that tracks consumption on a weekly and monthly basis, allowing us to take timely corrective actions.

Compliance with all statutory and legal requirements is a core part of our policy, ensuring we meet or exceed regulatory standards. Our dedicated Energy Management Cell, with representatives from each production department, meets regularly to review progress on energy-saving initiatives.

As per the Energy Conservation Act 2001, we undergo external audits every three years. Additionally, our team uses specialized equipment to internally audit and verify energy-saving projects whenever needed.



Water Management

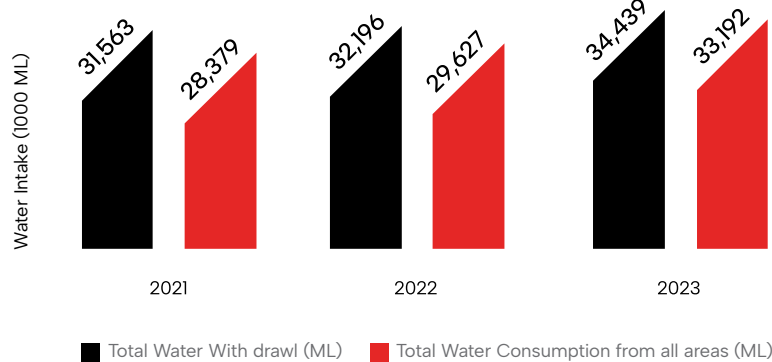


Fresh water consumption reduced by 12% in FY 2023-24

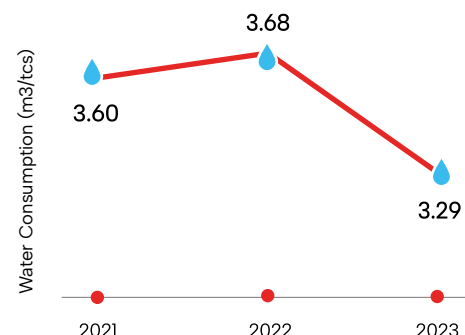
Water conservation is a crucial focus for the company, prompting several impactful initiatives in recent years. The company has notably reduced water consumption by replacing conventional cooling towers with fin fan coolers, which include an internal cascading feature that reuses 34.50 lakh cubic meters of water in its cooling systems.

Additionally, through advanced rainwater harvesting system, which spans over 2km of piping and includes 12 pumps, we have saved about 20 lakh cubic meters of water at our Hazira steel facility and township over the past three years.

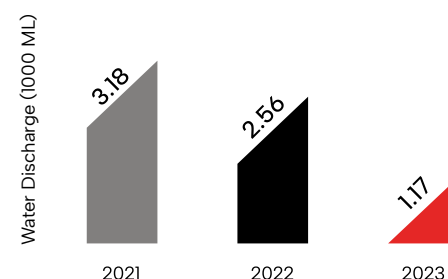
Water Utilization



Specific Water Consumption



Water Discharge



Zero Liquid Discharge System at Hazira Plant

A significant highlight in the company's sustainability efforts is the Zero Liquid Discharge (ZLD) system at the Hazira steel plant. This advanced system recycles effluent water through a 500m³/hr Reverse Osmosis (RO) plant complemented by ultrafiltration technology, covering a vast 30 km network. This initiative showcases the company's deep commitment to responsible water management and environmental sustainability.



Pivotal Tailing & Return Water Pipeline Project in Keonjhar

The company marked a significant milestone with the ground-breaking of the 18.18 km Tailing & Return Water Pipeline Project between Dabuna and Sankari village in Keonjhar. This project is set to maximize the efficiency of the Dabuna Beneficiation Plant by enabling the processing of low-grade iron ore fines into high-grade iron ore, resulting in substantial cost savings. The initiative aims to align the plant's capacity with the Paradeep Pellet Plant by increasing the throughput from 10.7 MTPA to 16 MTPA. Additionally, the construction of a tailing storage facility will ensure compliance with statutory requirements, while the return water pipeline will recycle 85% of the water used, enhancing sustainability and cost-effectiveness in operations.



AM/NS India strengthens water conservation efforts on World Water Day

We celebrated World Water Day on March 22, 2023, by reaffirming our commitment to water conservation through various initiatives. We have been successful in significantly reducing our water consumption by installing fin fan coolers, saving 34.50 lakh cubic meters of water. Additionally, our rainwater harvesting system at Hazira has resulted in conserving 20 lakh cubic meters over the past three years. The implementation of a Zero Liquid Discharge system, featuring a 500m³/hr RO plant, enhances water reuse, thereby reducing consumption of fresh water.

Emissions Management

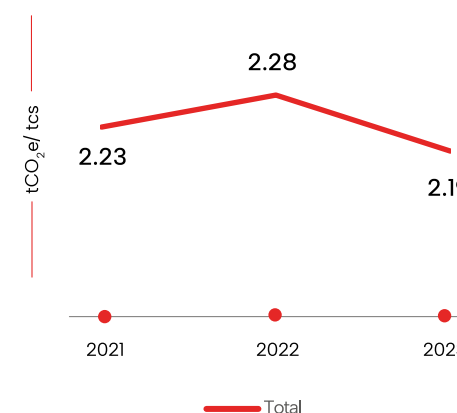
Our GHG intensity for FY 2023-24 was **2.17** metric tonnes of CO₂ equivalent

Our Environment Policy prioritizes responsible resource management, pollution prevention, and continuous improvement in environmental performance. We aspire to reduce our emission intensity by 20% by 2030, using 2021 as the baseline, reflecting our dedication to the Paris Agreement. This goal is supported by strategic investments in low-carbon technologies, including research into carbon capture and storage and alternative steelmaking processes.

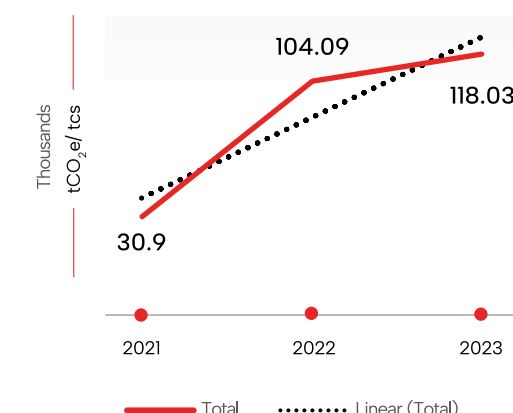
We adopt a comprehensive approach to manage emissions and their impacts. To mitigate potential negative effects, we have continuous emission monitoring in our stacks which monitors SO_x, NO_x and particulate matters. We have installed the required filters in our emission pathways to reduce dust and particulate matters.

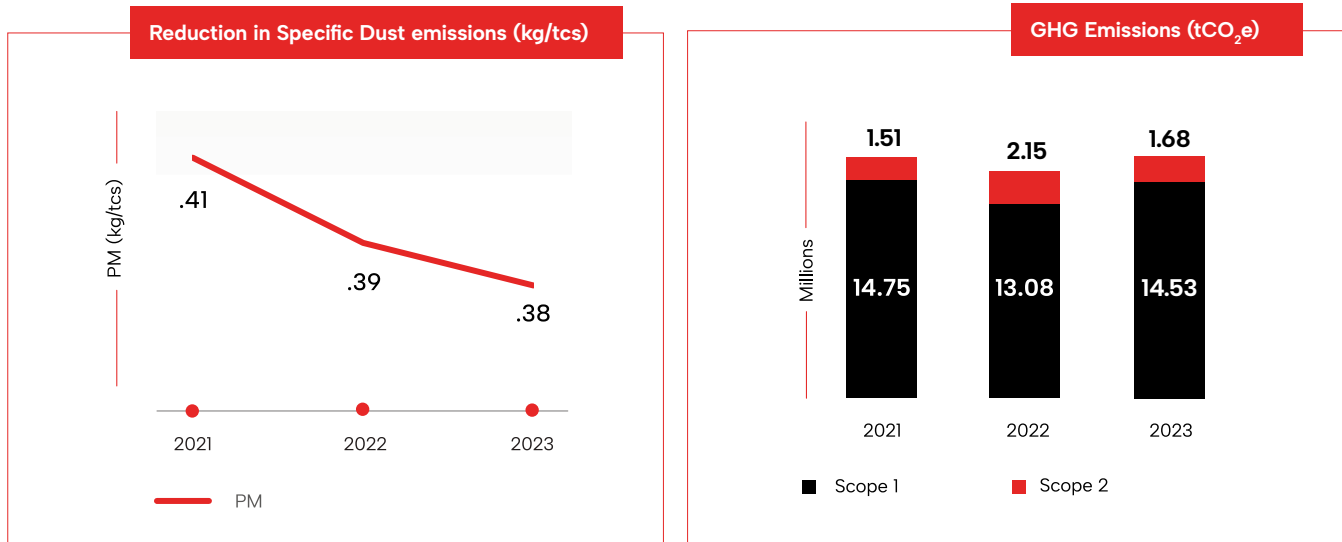
For Carbon Dioxide (CO₂) emissions, we monitor using calculation-based methodology on weekly and monthly basis using our installed meters and online monitoring portal.

GHG Emissions Intensity



Impact of GHG Emission Reduction Projects



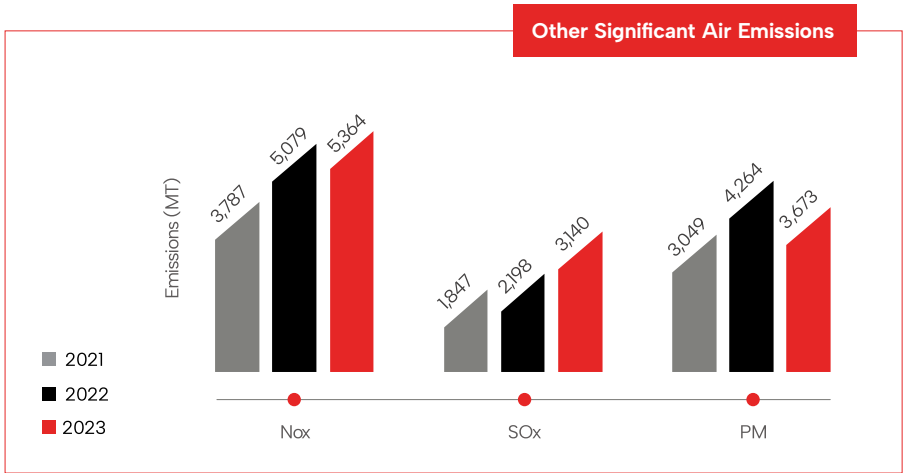


AM/NS India prioritizes accurate and reliable GHG reporting:

- ▶ **Methodological Alignment:** We strictly adhere to the latest WSA GHG calculation and reporting standard, ensuring consistency and comparability across the steel industry.
- ▶ **Regular Review:** We regularly review our reporting methods and criteria to adapt to changes in terminology used by WSA or relevant regulatory bodies. We are also tracking the CBAM methodology and reporting as per the same for our EU customers. The Carbon Credit Trading Scheme (CCTS) is under development for Indian Carbon market. Once finalized, we will start reporting based on the same as well.
- ▶ **Data Quality Management:** We implement robust data quality management procedures to ensure the accuracy and completeness of emission data collection.
- ▶ **Biogenic CO₂:** Although we are not using biomass sources as of now but we are exploring opportunities for future.
- ▶ **Renewable Energy Contracts:** We are accounting for the actual RE power purchased from the national power exchanges and maintain traceability certificates of the same.

To address actual negative impacts, we invest in air pollution control technologies such as scrubbers and filters to reduce emissions from our operations. This directly improves air quality and mitigates health risks for the community. We actively engage with local communities to understand their concerns and collaboratively develop health initiatives and environmental restorative projects. We develop greenhouse gas emission reduction strategies and explore offsetting programs.

Additionally, we strive to manage positive impacts by planting trees within and nearby premises, developing sustainable steel products, collaborating on industry-wide, nation and global decarbonization solutions, promoting innovation, and sharing best practices with other producers.



We publish our emissions disclosures to the World Steel Association and also through our annual Sustainability Report. We also follow international standards like the Carbon Border Adjustment Mechanism and report our emissions quarterly to our European clients. On the domestic front, we comply with environmental regulations from the Central Pollution Control Board and State Pollution Control Boards regarding emissions of SOx, NOx, and particulate matter.

Waste Management



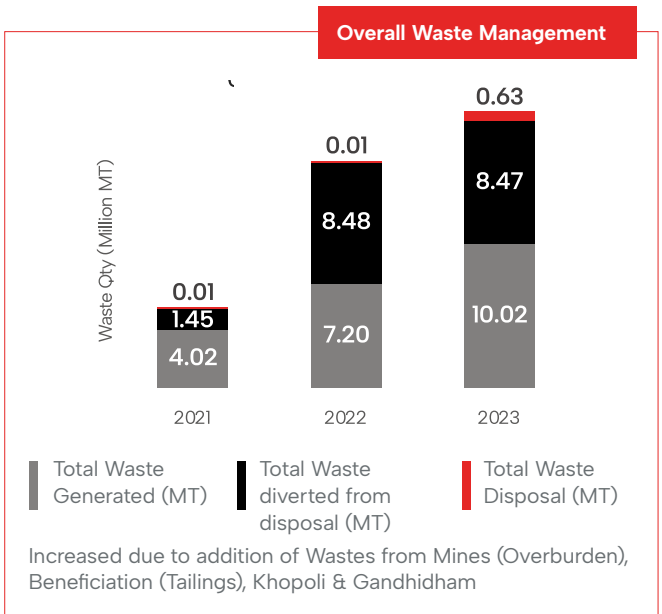
As one of the leading steel producers in India, AM/NS India recognizes the importance of responsible waste management in minimizing our environmental footprint. We have implemented a comprehensive waste management strategy that prioritizes reduction, reuse, and recycling of waste, ensuring a sustainable and environmentally friendly operation.

AM/NS India generates various types of waste during its steel production process, including hazardous waste materials that are toxic, corrosive, or reactive, such as spent acid, used oil, chemical sludges, and other hazardous chemicals, non-hazardous waste such as mines overburden, tailings, slags, scrap metal and fly ash, recyclable materials such as dust, fines, mill scale, slag, spent acid and tails.

There are several challenges in managing waste effectively. Increasing waste due to the company's growing production capacity and expansion plans lead to an increase in waste generation, making it challenging to manage and dispose. In addition, a wide range of waste streams, including hazardous and non-hazardous waste require specialized handling and disposal methods.

AM/NS India has invested in modern waste management facilities, including recycling plants and waste-to-energy units, to ensure proper handling and disposal of waste. The company has implemented various initiatives to reduce waste generation, including process optimization, material substitution, and employee training programs, segregation of waste at source to ensure that hazardous and non-hazardous waste are handled and disposed of separately and established a robust recycling program that recycles its by-products and scrap. Hazardous waste is disposed of through authorized vendors. The company works closely with regulatory bodies to ensure compliance with environmental regulations and guidelines, and to stay updated on changes in waste management policies.

AM/NS India invested in research and development to identify innovative waste management solutions, such as by-product valorization and circular economy initiatives. We have partnered with specialized waste management companies, research institutions, and government agencies to leverage expertise and resources in waste management. We also provide regular training and conduct awareness programs for employees to promote waste reduction, segregation, and recycling practices. We also partner with local communities through awareness campaigns, workshops, and educational programs to promote waste management practices and support environmental initiatives.



Tailing Management



The primary tailings facility is at the Kadampal Tailing Dam (KTD), located in Kadampal village, within the Kirandul municipality. The dam's stability is thoroughly assessed by a government agency and the University of Civil Engineering in Bengaluru. Every year, a certified engineer evaluates the safety of the dam to ensure it remains in good condition.

The Tailing Storage Facility (TSF), situated within the Kirandul Beneficiation Plant site, receives dry tailings from the KTD. These tailings are transported and stored in compliance with the safety guidelines set by the Chhattisgarh Environment Conservation Board (CECB). To ensure the site operates safely and in an environmentally responsible manner, several precautionary measures are in place:

- ▶ A boundary wall has been constructed around the storage area to prevent cattle from entering.
- ▶ A garland drain, reinforced with sandbags at the base, surrounds the storage area to manage runoff.
- ▶ Grass turfing and regular plantation efforts are carried out on the sloping areas to prevent erosion.
- ▶ Trees and plants are being grown along the boundary wall to enhance stability and aesthetics.
- ▶ Check dams have been built to slow down water flow, reducing erosion risk.
- ▶ Water sprinkling is regularly conducted on both internal and external roads to minimize dust during the transportation of tailings from KTD to TSF.

Technology and Innovation

We have implemented various advanced technological solutions over the last six years. Mini Tailing Ponds (MTP) were built near the Kirandul plant for the NALCO watershed program. A hybrid flocculant is added to the tailings to improve solid-liquid separation and speed up water release. By alternating between KTD and MTPs, production has been maintained throughout the year.

In July 2019, a Paste Thickener, India's second of its kind, was installed to accelerate tailing drying and optimize disposal space. AM/NS India continues to explore advanced technologies like Dry-Tails Filtration, which reduces water use, mitigates dam failure risks, and lowers groundwater contamination. The project is underway and will be completed by September 2025. AM/NS reports tailings generation to authorities, such as CECB, during inspections or when applying for CTO renewal. Details of storage and management plans are included in these applications. Authorized signatories provide the data, with access limited to the relevant team for accountability and compliance.



Nature Conservation Efforts

AM/NS India has been actively involved in initiatives that primarily focus on nature conservation and restoration. The company has extended its efforts to all the locations of its operation, implementing various nature conservation projects to address different environmental concerns.

Greenbelt Development

AM/NS India has actively pursued greenbelt development in areas surrounding its facilities. By creating greenbelts in and around the plant complex, we aim to reduce the impact of industrial activities on nearby ecosystems and communities. At Hazira, more than 3 lakh plants have been planted so far and plan to plant another 3 lakh trees by 2026. Upcoming projects at Odisha's Kendrapara & Paradeep will have a greenbelt area of around 950 Hectares. Reclamation of mine benches is done at the Thakurani & Sagasahi mining sites of AM/NS India by planting more than 10,000 trees along with responsible transplantation within the safety zone area of mines.

Mangrove Plantation

Mangrove conservation initiative was started way back in 2008 by our CEO, Mr. Dilip Oommen. The initiative aims to protect and enhance the mangrove ecosystems, which play a vital role in supporting coastal biodiversity and mitigating the impact of climate change. Since their inception, these efforts have

remained consistent and continued to this day.

Over the years, AM/NS India has successfully carried out more than 2.2 million mangrove plantations thus resulting in a cumulative area of 900 hectares of mangroves developed to date in Gujarat. With this experience & conservation, our Odisha asset plans to implement the mangrove plantation for the Paradeep & Kendrapara regions as well as plan to rejuvenate the existing mangrove forests to maintain the balanced ecosystem between industrial development & its surrounding nature. The restoration of these critical ecosystems not only enhances the natural habitat but also contributes to carbon sequestration, improving the overall ecological health of the region.

Biodiversity Studies & Coastal Ecosystem Preservation

Understanding the ecological diversity of the regions we operate is crucial for effective conservation. AM/NS India has invested in biodiversity studies, collaborating with researchers and experts to assess the local flora and fauna and identify priority conservation areas. Coastal ecosystem protection involving measures such as beach cleaning drives, protection of nesting sites for endangered species like sea turtles, and initiatives to mitigate pollution in coastal areas of Hazira and Paradeep assets have been identified and planned in the long-term commitment.

Climate Change

Our climate change mitigation plans are aligned with the goal of limiting global warming to 2 degrees Celsius. This plan outlines our commitment to reducing emission intensity by 20% by 2030, using 2021 as the baseline. To support this transition, we have implemented financial and operational strategies that include substantial investments in low-carbon technologies, renewable energy integration, and research into carbon capture and storage. We are also enhancing energy efficiency across our operations and exploring offsetting programs to further reduce our carbon footprint.



By proactively addressing climate-related risks through comprehensive assessment and strategic adjustments, AM/NS India is committed to enhancing our resilience and ensuring the long-term sustainability of our operations in the face of climate change.

We report our environmental performance annually to ArcelorMittal Luxembourg, including data on energy use, emissions, water consumption, waste generation, and recycling across all AM/NS India sites. While reporting has been manual, we are currently automating data collection to connect with the AM group centrally for streamlined reporting.

We have also conducted climate risk assessment and identified core areas that need strategic adjustments:

- Infrastructure Investment:** We are investing in resilient infrastructure to withstand extreme weather events. This includes elevated structures, flood defences, equipment designing, and cyclone-proof constructions.
- Operational Changes:** Modifying operational practices, such as flexible work hours during heatwaves and proactive maintenance schedules, helps to mitigate the impact of adverse weather conditions on production efficiency and worker safety.
- Stakeholder Engagement:** We engage with local communities, government agencies, and industry partners to collaborate on climate resilience initiatives and share best practices.
- Supply Chain Diversification:** To reduce vulnerability to disruptions, we are diversifying our supply chain sources, maximizing local sourcing and enhancing logistics planning.
- Sustainability Integration:** Our climate insights are deeply integrated into our sustainability strategy, emphasizing the reduction of greenhouse gas emissions through energy efficiency and technology modifications and the adoption of renewable energy sources.

Outlook

India's economy is on a robust growth trajectory, driven by a dynamic industrial sector and substantial capital investments. Public investment in infrastructure has seen a significant boost, with central government capital expenditure rising by 36.5% from April to February 2024, and this positive trend is expected to continue. The private sector is also set for expansion, supported by strong corporate balance sheets and the Production-Linked Incentive (PLI) scheme. Consumer confidence remains high, thanks to easing inflation and the expectation of a favourable monsoon.

Both the World Bank and IMF project India's GDP growth at 6.6% for FY25 and 6.8% for CY24, respectively, signalling a bright outlook despite rising geopolitical risks. The IMF also predicts that India will surpass Japan as the world's fourth-largest economy by 2025 and overtake Germany to become the third largest by 2027.

India's steel industry has shown remarkable resilience, with demand growing by 14% year-on-year in FY 2023-24, reaching 136 million metric tonnes, largely driven by the automotive and infrastructure sectors. Domestic crude steel production also saw a 13% increase, totaling 144 million metric tonnes. As a key driver of global steel demand, India is projected to see an 8% increase in demand over 2024 and 2025, fueled by robust infrastructure investments.

The government's emphasis on investment-led growth and large-scale infrastructure projects underpins the forecasted 8% annual growth in steel demand, ensuring a positive outlook for the sector despite global uncertainties.

Annexure

		Units	CY 2023	FY 2023-24
GRI 205-3	Confirmed incidents of corruption and actions taken	Num	5	5
GRI 301-1	Coal & Coke	MT	4685550	5009438
	Raw Materials (Iron ore,CLO, Purchased Pellets)	MT	14510104	14341853
	Fluxes and Additives	MT	2422475	3797243
	Other Raw materials (Zinc, Paints Electrode, Ferroalloys, Explosives)	MT	1165519	943706
GRI 301-2	Total Recycled Materials Used	MT	2187132	2255128
GRI 302-1	Energy consumption within organization	GJ	225075321	232554480
GRI 302-2	Energy consumption outside organization	GJ	14415182	15228580
GRI 302-3	Energy Intensity	GJ/tcs	27.67	27.63
GRI 302-4	Reduction of Energy consumption due to energy efficiency/ substitution projects	GJ	2043240	2043240
GRI 302-5	Reductions in energy requirements of products and services	GJ/tcs	0.59	0.61
GRI 303-3	Total Water Withdrawal	Mega Litre (ML)	34439	34653
GRI 303-4	Total Water Discharge	Mega Litre (ML)	1179	540
GRI 303-5	Total Water Consumption from all areas	Mega Litre (ML)	33192	33890
GRI 305-1	Direct (Scope-1) GHG emissions			
	Upto Hazira	tCO ₂ e	14530380	14965532
	Pune	tCO ₂ e	34423	35221
	Khopoli	tCO ₂ e	133970	212226
	Gandhidham	tCO ₂ e	54093	57780
GRI 305-2	Energy indirect (Scope-2) GHG emissions			
	Upto Hazira	tCO ₂ e	1688432	1524046
	Pune	tCO ₂ e	40989	42019
	Khopoli	tCO ₂ e	43014	49547
	Gandhidham	tCO ₂ e	35911	38150
GRI 305-3	Other Indirect (Scope 3) GHG Emissions*	tCO ₂ e	148912	152507
GRI 305-4	GHG emissions intensity	tCO ₂ e/tcs	2.19	2.17
GRI 305-5	GHG emissions reduced as a direct result of reduction initiatives	tCO ₂ e	118038	118038
GRI 305-6	Emissions of Ozone Depleting Substances	kg CFC 11 eq	41.40	38.07
GRI 305-7**	Nox	tonnes	5364	5801
	SOx	tonnes	3140	4112
	PM	tonnes	3673	3935
	Acid Mist	tonnes	25.4	25.7
GRI 306-3	Total Waste Generated	MT	10024807	10542905
GRI 306-4	Total Waste diverted from disposal	MT	8473138	8489027
GRI 306-5	Total Waste disposal	MT	633183	1036556

		Units	CY 2023	FY 2023-24
GRI 401-1	New Hires			
	Male	Num	1229	1368
	Female	Num	187	190
	Under 30 years of age	Num	759	810
	30 -50 years	Num	620	713
	Over 50 years	Num	37	35
	Employee Turnover			
	Male	Num	556	596
	Female	Num	58	55
	Under 30 years of age	Num	198	198
	30 -50 years	Num	361	386
	Over 50 years	Num	55	67
	Permanent employees			
	Male	Num	7392	7491
	Female	Num	500	509
	Under 30 years	Num	2070	2064
	30 -50 years	Num	4604	4703
	Over 50 years	Num	1218	1233
	Contract employees			
	Manpower Contract	Num	16518	17140
	Job Contract	Num	773	698
GRI 401-3	Number of employees entitled to parental leave			
	Male	Num	7392	7491
	Female	Num	500	509
	Number of employees that took parental leave			
	Male	Num	191	172
	Female	Num	6	3
	Number of employees that returned to work after parental leave			
	Male	Num	191	172
	Female	Num	6	3
GRI 403-8	Workers & employees covered by an occupational health and safety management system	Num	50968	52044
GRI 403-9	Work-related injuries			
	The number of fatalities	Num	1	0
	Rate of fatalities	Num/million person hours	0.008	0
	The number of high-consequence work-related injuries (excluding fatalities)	Num	12	10

		Units	CY 2023	FY 2023-24
	The rate of high-consequence work-related injuries (excluding fatalities)	Num/million person hours	0.09	0.08
	The number of recordable work-related injuries	Num	144	122
	GRI 403-10 Work-related ill health	Num	0	0

*Limited Scope-3 as per WSA site emission intensity philosophy, ver. II

** Excluding power plant assets

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Statement of use: AMNS

GRI 1 used: GRI 1: Foundation 2021

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Independent Reasonable Assurance Statement to AM/NS India on their Annual Sustainability Report for the Period January 2023 to December 2023 and the Financial Year 2023-2024

Introduction and Engagement

ArcelorMittal Nippon Steel India (AM/NS India) (hereinafter referred to as "Client") assigned TÜV SÜD South Asia Pvt. Ltd. (hereinafter referred to as "TÜV SÜD") to conduct the independent assurance on the Sustainability performances and parameters on the select non-financial sustainability disclosures in the Sustainability Report 2023-24 ('the Sustainability Report') as described in the 'scope, boundary, characteristics and limitations.

Reporting period: January 1st of 2023 to March 31st of 2024

AM/NS India Responsibility for SR Report

AM/NS India is responsible for the preparation of the SR Report and for maintaining effective internal control over the data and information disclosed (as per GRI 2021). This responsibility includes the design, implementation, and maintenance of internal controls relevant to the preparation of the SR Report that is free from material misstatement, whether due to fraud or error.

AM/NS India is responsible for ensuring that it's business operations and activities shall remain in line with the applicable statutory and regulatory requirements.

Ultimately, the SR Report and disclosures have been approved by and remain the responsibility of AM/NS India.

TÜV SÜD Responsibility

TÜV SÜD, in performing assurance work, is responsible for carrying out an assurance engagement on the SR Report in accordance with our contract with AM/NS India. The assurance statement, however, represents TÜV SÜD's independent opinion and is intended to inform all stakeholders, including AM/NS India.

Assurance Level & Criteria

- We applied the criteria of 'Reasonable' Assurance for non-financial information of the SR Report with respect to the reporting period from January 1, 2023 to March 31, 2024.
- We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board.
- We plan and perform our procedures to obtain a meaningful level of assurance about whether the Sustainability Report complies with GRI Standards 2021 in all material respects, as the basis for our Reasonable Assurance conclusion.
- We also referred to the World Steel Association (WSA) methodology for GHG emissions calculation for scope 1, 2 & 3; as well as ISO 14064-3:2019 for GHG Emissions and internally defined criteria by the Management of the AM/NS India

Scope and boundary of assurance

We have assured the sustainability indicators of SR, the Company's Greenhouse gas (GHG) emissions pertaining to the Company's non-financial performance for the period January 1, 2023, to March 31, 2024.

The validation and verification were carried out by a multidisciplinary team including assurance practitioners, engineers, environmental and social experts of TÜV SÜD in the months of August 2024 for 10 Locations (2 mines, 2 beneficiation plants, 2 palletization facilities, 1 ISP, 3 CRM complexes) presence across the India including corporate office. TÜV SÜD has identified and selected 5 sites of AM/NS India as samples for physical Site Verification:

- Mining site Sagashi, Keonjhar, Odisha
- Vizag Unit, Andhra Pradesh.
- Hazira Unit, Gujarat

PAN No.: AABCT0716G
TAN No.: MUMT09385F
Gurgaon GSTIN: 06AABCT0716G1ZR
Maharashtra GSTIN: 27AABCT0716G1ZNN
CIN No.: U74220MH1999PTC121330

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- IV. Pune Unit , Maharashtra, &
V. Corporate Office Mumbai, Maharashtra.

Assurance Methodology

- We conducted a review and verification of data collection, collation and calculation methodologies, and a general review of the logic of inclusion/omission of relevant information/data in the Reports. Our review process included:
- Verification of the content as well as context and application of the Report content, and principles as mentioned in the Global Reporting Initiative (GRI 2021) Standards, and the quality of information presented in the Report over the reporting period.
- Engagement through discussions with departmental heads and concerned personnel, external stakeholders at selected Units and corporate teams at Mumbai to understand the process for collecting, collating, and reporting as per Assurance Engagements (ISAE) 3000 (Revised) and GRI 2021.
- Review of the sustainability initiatives, practices, on ground establishment, implementation, maintenance, and performance described in the Reports.
- Review of data collection and management procedures, and related internal controls.
- Assessment of the reporting mechanism and consistency with the reporting criteria.
- Assessment of appropriateness of various assumptions, estimations and thresholds used by AM/NS India for data analysis
- Execution of an audit trail of claims and data streams, to determine the level of accuracy in collection, transcription, and aggregation.
- Verification of the fact that no material distortion has been done at any stage.
- Assessment of the SR Reporting mechanism and Consistency with the reporting criteria.

Our Assurance engagement covers the aspects of sustainability performance disclosures demonstrated and presented by the AM/NS India in the SR (as per GRI 2021) report as mentioned below:

The SR scope of assurance covers the select non-financial sustainability disclosures based on reference criteria, as mentioned in the following table Disclosures:

Topic	GRI Indicators
Environment	GRI 301 Material – (301- 1 & 301-2)
	GRI 302- Energy (302-1, 302-2, 302-3, 302-4, 302-5)
	GRI 303- Water & Effluent (303-3, 303-4, 303-5)
	GRI 305- Emissions (305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7)
	GRI 306-Waste (306-3, 306-4, 306-5)
Social	GRI 401- Employment (401-1, 401-2, 401-3)
	GRI 402- Labor/Management Relations (402-1)
	GRI 403- Occupational Health & Safety (403-8, 403-9, 403-10)
	GRI 404 – Training and Education (404-1, 404-2, 404-3)
	GRI 413 - Local Communities 2016 (413-1)
Governance	GRI 201 General Disclosures
	GRI 205 Anti-Corruption (205-3)
	GRI 3: Material Topics

Inherent Limitations and Exclusions

There are inherent limitations in an assurance engagement, including, for example, the use of judgement and selective testing of data. Accordingly, there are possibilities that material misstatements in the sustainability information of the Reports may remain undetected.

TÜV SÜD have relied on the information, documents, records, data, and explanations provided to us by AM/NS India for the purpose of our review.



The Assurance scope excludes the following:

- During the assurance process, TÜV SÜD did not visit any external stakeholder's premises, however few external stakeholders were interviewed as a part of the SR Report verification engagement.
- Review of the economic performance indicators included in the Report which we have been informed of by the Company, is derived from the Company's audited financial records only.
- The Company's statements describe expression of opinion, belief, inference, aspiration, expectation, aim of future intention.
- Any disclosures beyond those specified in the Scope section above.
- Data and information falling outside the defined reporting period.

Our Responsibility

Our responsibility is to express a limited assurance opinion on the Identified Sustainability Information based on the procedures we have performed and the evidence we have obtained on the annual SR Report set out in the subject matter paragraph, as disclosed in the report, as per the principles of the ISAE 3000 (Revised) in accordance with the GRI 2021 requirement and based on the procedures we have performed and the evidence we have obtained.

The procedures we performed were based on our professional judgment and included inquiries, observation of process followed, inspection of documents, analytical procedures, evaluating appropriateness of quantification methods, agreeing, or reconciling with underlying data, etc.

The data is verified on a sample basis, the responsibility for the authenticity of data lies with the reporting organization. Reporting Organization is responsible for archiving the related data for a limited period.

Our observations

The sustainability disclosures of the Company, as defined under the scope and boundary of assurance, are reliable, valid and the Company has appropriately consolidated data from different sources at the central level. The Company has made considerable efforts to ensure consistency of data for this Report; however, the Company may continue to improve robustness of its data collection and collation process for GHG accounting.

Our above observations, however, do not affect our conclusion regarding the Report.

Conclusion

Based on the scope of this assurance engagement, sustainability performance indicators reported in this SR report we conclude that this report provides a fair and factful representation of the material topics, related strategies, and meets the overall content and quality requirements.

TÜV SÜD has evaluated the requirement in context of requirements of the ISAE 3000 (Revised), and in accordance with the GRI 2021 guidelines. Based on the methodology/procedures we have adopted and performed; no deviations have observed that causes us to believe that the information subject to the limited assurance engagement was not prepared in line with the requirement. We found that the information and data provided in all the sections and principles are consistent and adequate with regards to the reporting criteria.

Based on the scope of our review, our conclusions are outlined below:

Governance, leadership and supervision: The top management's commitment, business model promoting inclusive growth, action and strategies, focus on services, risk management, protection and restoration of environment, and priorities are represented adequately.

Stakeholder Inclusiveness: We have not identified any discrepancies in this aspect. Internal and external Stakeholder identification and engagement is carried out by AM/NS India on a periodic basis to bring out key stakeholder concerns as material aspects of significant stakeholders.

Materiality: The materiality assessment process has been carried out, based on the requirements of the Assurance Engagements (ISAE) 3000 (Revised), and as per GRI 2021 considering aspects that are internal and external to AM/NS India context of the organization. The

Reports fairly bring out the aspects and topics and its respective boundaries of the diverse operations of AM/NS India in our view, the Reports meets the requirements.

Responsiveness: We believe that the responses to the material aspects are defined and captured in the Reports, in our view, the Reports meets the requirements.

Completeness: The Reports have fairly disclosed the general and specific standard disclosures including the Disclosure on Management Approach, monitoring systems and sustainability performance indicators as prescribed in the standards in accordance with the Core requirement. In our view the Reports meet the requirements.



Reliability: Most of the data and information was verified by the assurance team and found appropriate. Minor inaccuracies in the data identified during the verification process were found to be attributable to transcription and interpretation errors and these errors were corrected immediately. Therefore, in accordance with the ISAE 3000 (Revised) assurance engagement, TÜV SÜD concludes that the sustainability data, parameters, information, and indicators presented in the Reports are reliable and acceptable.

Impact: We observed and assessed that the Company has well-defined procedures to routinely monitor and measure their sustainability impact, and they have skilled subject matter experts who are driving sustainability effectively and efficiently.

Consistency and comparability: The information in the Report is presented in a consistent and comprehensive method. Thus, the principle of consistency and comparability is satisfactory.

During verification we did not come across any such instances or issues where we found anything which has an impact on the ecosystem and well as the neighboring infrastructure. In our view, the Reports meet the requirements.

Our statements do not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the reports.

Our Independence, Ethical Requirements and Quality Control

Our team comprises subject matter experts of multidisciplinary professionals, have complied with independence policies of TÜV SÜD, which address the requirements of the ISAE 3000 (Revised) in the role as independent Verifier. TÜV SÜD states its independence and impartiality and confirms that there is "no conflict of interest" regarding this assurance engagement. In the reporting year, TÜV SÜD did not work with AM/NS India on any engagement that could compromise the independence or impartiality of our findings, conclusions, and recommendations. TÜV SÜD was not involved in the preparation of any content or data included in the Reports, except for this assurance statement.

TÜV SÜD maintains complete impartiality towards any individuals interviewed during the assurance engagement. We have complied with the relevant applicable requirements of the International Standard on Quality Control ("ISQC") 1, Quality.

Statement of Independence, Impartiality and Competence

TÜV SÜD South Asia Pvt. Ltd is an independent professional services company that specializes in Health, Safety, Social and Environmental & Sustainability services including assurance with over 150 years history in providing these services.

No member of the assurance team has a business relationship with AM/NS India, its directors or Managers beyond that of verification and assurance of sustainability data and reporting. We have conducted this assurance independently and we believe there to have been no conflict of interest.

TÜV SÜD has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

Attestation,



Dr. Ashish Rawat, Technical Reviewer
Head-Environment, Social & Sustainability Advisory Services
TÜV SÜD South Asia Pvt. Ltd.
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Date: November 06, 2024



AM/NS INDIA

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