

Policy on Customer Orientation, Quality and Service



ArcelorMittal Belgium develops and produces flat steel in various qualities, coated or uncoated, for a wide range of customers and applications both within and outside Europe.

This is done with attention to all quality aspects throughout the entire process, in order to offer high-quality and sustainable end products.

We strive to put our customers at the center of everything we do. Our customer focus is a fundamental part of our business strategy and is the cornerstone of all our operations. We are committed to building sustainable relationships with our customers by understanding and fulfilling their needs and expectations.

ArcelorMittal Belgium aims to be a leader in **product development and quality** within the industrial world. We aim to make steel more sustainable and competitive.

- The following activities enable us to achieve our quality objectives:
- To ensure we meet current and future customer needs and differentiate ourselves from competitors, we continuously improve existing products and develop new products and production methods. This is carried out in close collaboration with the R&D organization and commercial division of the ArcelorMittal Group.
- We focus on state-of-the-art technologies and products that support our customers' strategies and meet their rapidly changing needs.
- The development of new innovative products follows a structured process with attention to risk analysis and a fast turnaround time. We aim to develop and manufacture products with strong environmental, energy efficiency and circularity properties throughout their lifecycle, in close cooperation with customers and suppliers.
- During product development and realization, we consider the customer's specific requirements, including any unique characteristics they defined.
- We proactively work to prevent quality issues. All risks that may result in non-conformities are identified, evaluated and mitigated where possible through appropriate actions. Our main tool for this is the process FMEA (Failure Mode and Effects Analysis). Online Statistical Process Control (OSPC) is also an important monitoring tool.
- We immediately respond to incidents involving products that do not meet customer requirements, to minimize the affected product volume.
- We conduct in-dept analyses of non-conformities, quality incidents and production losses, tackling root causes through well-defined action plans (PDCA or Plan-Do-Check-Act). Training is offered for the relevant methodologies (e.g., SORA or Symptom-Cause-Remedy-Action, Quick Kaizen* ...).
- Our production processes are continuously improved to manufacture cost-efficient sustainable products and avoid non-conformities.
- The management ensures the availability of resources required to meet the defined goals for quality and product development. Investments are made in supporting tools to monitor quality, such as automatic inspection systems and accurate, state-of-the-art measuring instruments for process and product parameters.
- We promote a quality-conscious attitude throughout the organization. We ensure that we always have the necessary information to achieve our operational objectives.

*Quick Kaizen = a technique that identifies the root cause of a problem in 4 steps and implements measures to prevent recurrence.

Policy on Customer Orientation, Quality and Service



Our customer-focused approach to service includes the following core principles:

- **Delivering service to our customers:** We strive to meet customer requests: by confirming orders in line with the requested delivery time, respecting delivery deadlines and supplying according to their transport and timing instructions.
- **Listening to our customers:** We highly value customer feedback and use it to continuously refine our products and services. Through actively listening, we are better equipped to respond to the evolving market demands.
- **Reliability and transparency:** We consider it very important to provide clear and accurate information to our customers about their orders, both reactively and increasingly proactively. We also aim to use new communication channels to inform customers more frequently and accurately about their products. Clear and transparent communication and processes are essential to maintaining strong and lasting relationships with our customers.
- **Sustainability and responsibility:** We are committed to sustainable practices that benefit not only our customers but also the broader community and the environment. This focus is reflected in sustainable, CO₂-friendly transport methods for delivering our products to customers. Together with our customers, we strive for a fully sustainable supply chain—from the sourcing of raw materials to the delivery of the steel products to their warehouse.

At ArcelorMittal Belgium, customer focus is more than a strategy—it is a culture embraced throughout our organization. We are determined to support and help our customers grow, and we believe their success is our success.



Frederik Van De Velde,
CEO ArcelorMittal Belgium



Frederik Engels,
COO Primary ArcelorMittal Belgium



Hein Vandeveire,
COO Finishing ArcelorMittal Belgium



Matthias Vandamme,
CHR ArcelorMittal Belgium