transformingtomorrow

ArcelorMittal

DRIVING SOLUTIONS BUILDING

United States Integrated Report

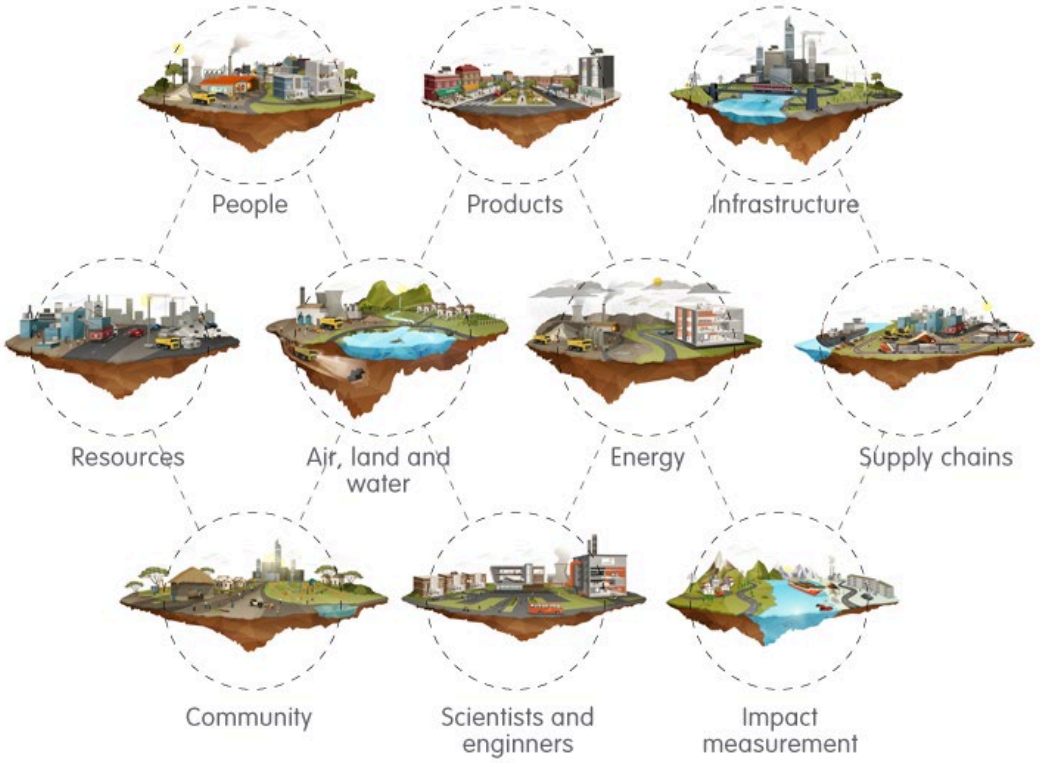
2015

THE BIG PICTURE

United States Integrated Report

The big picture

To achieve a good quality of life for everyone, new approaches are needed. Innovation, infrastructure and enterprise are essential. Steel has a key role to play – but there are challenges we need to address along the way.



ArcelorMittal is the world's leading steel and mining company. Practically, that means we have the largest global production capacity of any steel company in the world. In the United States, ArcelorMittal accounts for more than 20 percent of the nation's steelmaking capacity, operating 27 facilities in 13 of the United States. Our non-industrial presence extends to 14 states and the District of Columbia. With approximately 20,000 employees in the United States, ArcelorMittal produced more than 15 million tons of raw steel in 2015 and shipped a broad range of steel products to the automotive, construction, pipe and tube, appliance, container, energy and machinery markets. Philosophically, being the world's leading steel and mining company means we must be dedicated to producing safe, sustainable steel in a way that is not only sustainable financially, but for the planet and its inhabitants as well. Our products have a role to play in sustainability and quality of life for people around the world. Steel can drive solutions and innovation that move societies forward. Nonetheless, we know there are challenges we need to address along the way.

Message from the CEO

It is no secret that 2015 was a challenging year for ArcelorMittal and for steel and mining companies around the world. Challenging markets for oil and other commodities and the effect of imports have impacted steel and mining negatively in various ways. Today, as an industry, we face our most challenging time in more than 15 years.

To weather these market conditions and future maturations, our business must be resilient, agile and lean. We must be driven by our global values – sustainability, quality and leadership. These values will continue to promote a performance driven culture which allows us to confront the business, environmental and social trends and the challenges that shape our operating landscape. To that end, ArcelorMittal launched a new narrative for sustainability in 2015. Our 10 sustainable development (SD) outcomes are the core of a framework that will help us address material issues and improve performance by thinking globally and acting locally. In the United States, we know we are more than just the steel we produce and the raw materials we mine. Our stakeholders are interested in our performance at every level, giving us the opportunity to demonstrate operational and environmental excellence and leadership in our communities.

Since 2009, ArcelorMittal has produced an annual corporate responsibility report in the United States. In 2012, we began producing an annual fact book to review our opportunities and challenges as a company and an industry. This year, in support of a global push toward integrated reporting, our team in the United States has merged these two documents and added key performance indicators (KPIs) vital to the sustainability of our business. This marks our first step toward integrated reporting, connecting the work of our 10 SD outcomes with our operations' goals and business strategy. We can no longer discuss sustainability as a concept. We must move to seeing it as a necessary means to find new markets, deliver value for our current customers, and grow in productivity and market share.

Our performance in 2015

As you read our first annual integrated report, you will learn more about our progress related to our 10 SD outcomes as well as the key financial and industry statistics that drive our business today and in the future. First, allow me to discuss a few key topics related to our 2015 results and 2016 objectives.

Safety of our people

- I am committed to setting the tone at the top of vigilance and zero tolerance as it relates to health and safety initiatives. In 2015, we sadly experienced two fatalities in the United States - one employee and one contractor. Though our lost time injury (LTI) rate did improve over 2014, we can and must do better. We reported a LTI rate of 1.33 in 2015 (includes flat carbon and long carbon facilities, full time employees and contractors).

Our products and supply chain

- While sales volume decreased slightly at ArcelorMittal in the United States in 2015 over the previous year, I congratulate the employees of ArcelorMittal in driving important results commercially. Our market share increased, and we made improvements in our delivery performance. Each year, our customers rate our performance on many dimensions. The highest ratings we receive are for relationships and partnerships. This is not surprising to me, as I know how deeply we engage with our customers at every level. But we must improve our performance in on-time delivery, product quality and service to remain highly competitive in the market.

Operational efficiency

- In the current market environment, we cannot expect a major upturn in prices related to steel or raw materials. We must learn to prosper within current market conditions, ensuring our assets are performing in a manner that produces long-term value for our customers and thereby, our company. High levels of capacity utilization are hallmarks of successful steel companies. In order to capitalize on the opportunities ahead, we must find ways to achieve higher levels of capacity utilization with no loss of volume or market share.

I encourage you to read on to the strategy section in this report, where you'll learn more about how we are addressing our challenges through Action 2020. This strategic five-year roadmap aims to achieve targeted financial improvements for the company by 2020.

In closing, I would ask you to view 2015 and 2016 as I do – part of a journey in which we work together to secure ArcelorMittal's future. While the stakes are high for our company, we also have the opportunity to achieve great things. Our commitment to delivering value across the enterprise with our 10 sustainable development outcomes is evidenced in this report and just one step of many in a journey toward sustainability for ArcelorMittal in the United States and around the world.

John Brett

Chief executive officer,
ArcelorMittal USA Flat Carbon

About this report

In 2015, ArcelorMittal launched a new global narrative for corporate responsibility and sustainability that, for the first time, executes a strategy for the company that reaches far beyond traditional stakeholder engagement and community investment. Together with our colleagues around the world, leaders in the United States have joined together around this narrative to begin to develop key performance indicators (KPIs) that will, over time, showcase our performance against our 10 sustainable development (SD) outcomes. As we continue to grow in the narrative of the 10 SD outcomes, we work to drive performance that goes beyond financial data to include the long-term value in all facets of our business.

In the United States, ArcelorMittal is reporting on our corporate responsibility and sustainability outcomes for the seventh time. This year, we take a major step toward integrated thinking and reporting in the U.S. This means all levels of the ArcelorMittal business are working to incorporate sustainability – both in the traditional and financial sense and into annual strategic planning processes and discussions. This integrated approach ensures ArcelorMittal does what is right - for our business, our people and our planet.

It is important to us that our integrated report is accessible to all stakeholders. We also place great value on ensuring this report is environmentally friendly. Thus, we have chosen to publish our report online. Our integrated report can be found on the sustainability section of our U.S. website. The information presented here represents our 2015 calendar year results. The ease of a web portal allows us to update data and information throughout the year. Also on this website are many of the goals and metrics ArcelorMittal is working toward in 2016 in the United States.

This report aligns with the content elements suggested by the International Integrated Reporting Framework and the International Integrated Reporting Council (IIRC). The environmental and social data in the report is presented in accordance with the Global Reporting Initiative (GRI) G4 core guidelines. This report and its indicators are also prepared in accordance with the Sustainability Accounting Standards Board (SASB) for the Metals and Mining sector. More information about ArcelorMittal's operations in the United States and the details of those facilities covered in this report can be found in the organizational overview section of this report.

Moving to an integrated report places ArcelorMittal's focus on driving future value creation. Within this report, we outline goals for our work in sustainability. For this reason, the data and commentary throughout this report are both a retrospective look at 2015 results and a forward thinking approach to our performance. Data within this report is subject to change at any time. No stakeholder should view this report as financial forecast or guidance.

A message from corporate responsibility leadership

Over the past two years, ArcelorMittal developed and implemented what we believe is the most ambitious sustainability narrative in the steel industry. Led by Dr. Alan Knight, our corporate responsibility team in the United States has actively collaborated with leadership around the world to initialize best practice programming in sustainability. We asked ourselves, "What would it mean if ArcelorMittal were the most sustainable steel company in the world?" The result of in depth conversations with internal and external stakeholders are ArcelorMittal's 10 sustainable development (SD) outcomes. Our work in 2015 represents our first full year of implementation of the 10 outcomes. We have already experienced success in driving sustainability initiatives through the 10 outcomes in the United States. Many of these initiatives are detailed in the 10 outcomes sections of this report.

Leading sustainability and corporate responsibility efforts for the world's largest steel and mining company is inherently challenging. Each day, our team in the United States balances the importance of maintaining our license to operate with key stakeholders and communities with the risks and challenges characteristic of a manufacturing company our size. With size comes responsibility, and we know transparency and open dialogue with our stakeholders is what will truly drive sustainability and long-term value creation for ArcelorMittal.

To that end, this report drives significant open stakeholder communication and transparency with our first step toward integrated reporting. Learn more about our journey toward integrated reporting in the About this report section.

The work we're doing related to the 10 SD outcomes is detailed in full in this report with a section for each of the 10. Let us begin by highlighting a few of the initiatives our corporate responsibility team is most proud of from 2015:

Good governance

- Each of our 10 outcomes is guided by the principle of being underpinned by transparent good governance. It may be easy to overlook this portion of our sustainability strategy, but in truth it is critical to the success of our entire sustainability narrative. In 2015, our United States corporate responsibility team engaged leaders from around the country to create our first country level Sustainable Development Council (SDC) modeled on a global Council of the same name. Each member of the SDC represents a different area of our United States business. These leaders are the individuals who will work hand in hand with our team to ensure the 10 outcomes are understood by employees at every level. They will help to set ambitious goals for implementation, and ultimately ensure sustainability is integrated into our business strategy moving forward.

Trusted user of air, land and water

- Outcome 5 drives us to be a trusted user of air, land and water. ArcelorMittal employs a team of environmental professionals who work closely with each facility to execute strong environmental performance at every level. A part of this outcome, though, extends beyond our facilities to the air, land and water concerns of our communities. Our focus in this area has been to develop and participate in strong public-private partnerships to address topics with key stakeholders. We recognize that environmental concerns in our communities cannot be solved by nonprofit organizations or government entities alone.

Continued

To make longstanding, scalable changes in our environment, businesses, government and nonprofit organizations must come together to address these issues. Read more about our public-private partnership in the Great Lakes region, Sustain Our Great Lakes and the $113.6 million in conservation investment the program has made since 2008 in the outcome 5 section of this report. Also, learn about a new public-private partnership in 2015 through our AM/NS Calvert facility in the Mobile Bay and Gulf Coast in the outcome 8 section of this report.

Developing communities, future scientists and engineers

- Outcome 8 – active and welcomed member of the community, and outcome 9 – pipeline of talented scientists and engineers for tomorrow, come together in ArcelorMittal's science, technology, engineering and math (STEM) education community investment funding. In 2015, we launched a competitive grant program with renowned in-school curriculum provider Project Lead the Way. ArcelorMittal committed an initial $300,000 to the program to establish or enhance STEM programming in middle and high schools located near our facilities in Alabama, Ohio, Pennsylvania, Indiana and Illinois. Together with Project Lead the Way, ArcelorMittal will provide grants to 16 schools in early 2016 and looks forward to growing the program in the coming years to ensure more students have access to STEM education than ever before in school systems around the country.

In 2016, we are driving new and innovative ways to activate our 10 SD outcomes in the United States. We thank you for your interest in our corporate responsibility and sustainability programming. Detailed sections of this report related to each of the 10 outcomes outline our progress last year. We also invite you to continue to follow our progress throughout the year toward these outcomes in the news section of our website and by following us on Twitter at @ArcelorMittalUS.

William C. Steers

President, ArcelorMittal USA Foundation and Corporate Responsibility Governance Board

Marcy Twete

Executive Director, ArcelorMittal USA Foundation and Corporate Responsibility Governance Board

OUR BUSINESS

United States Integrated Report

Our business

ArcelorMittal is the world's leading steel and mining company. We are guided by a philosophy to produce safe, sustainable steel. In the United States, ArcelorMittal boasts a market share of 23 percent in raw steel capacity, the largest in the U.S. industry. We recognize in the United States and around the world that our size comes with great responsibility. We have an obligation to our shareholders and stakeholders to lead responsibly. Sustainability is at the core of who we are as a company and integral to achieving our brand promise of transforming tomorrow.

Organizational overview

From raw material to finished product, our business operations extend from iron ore and coal mining to iron and steel making, and finally to finishing facilities that provide a full range of steel products and solutions.

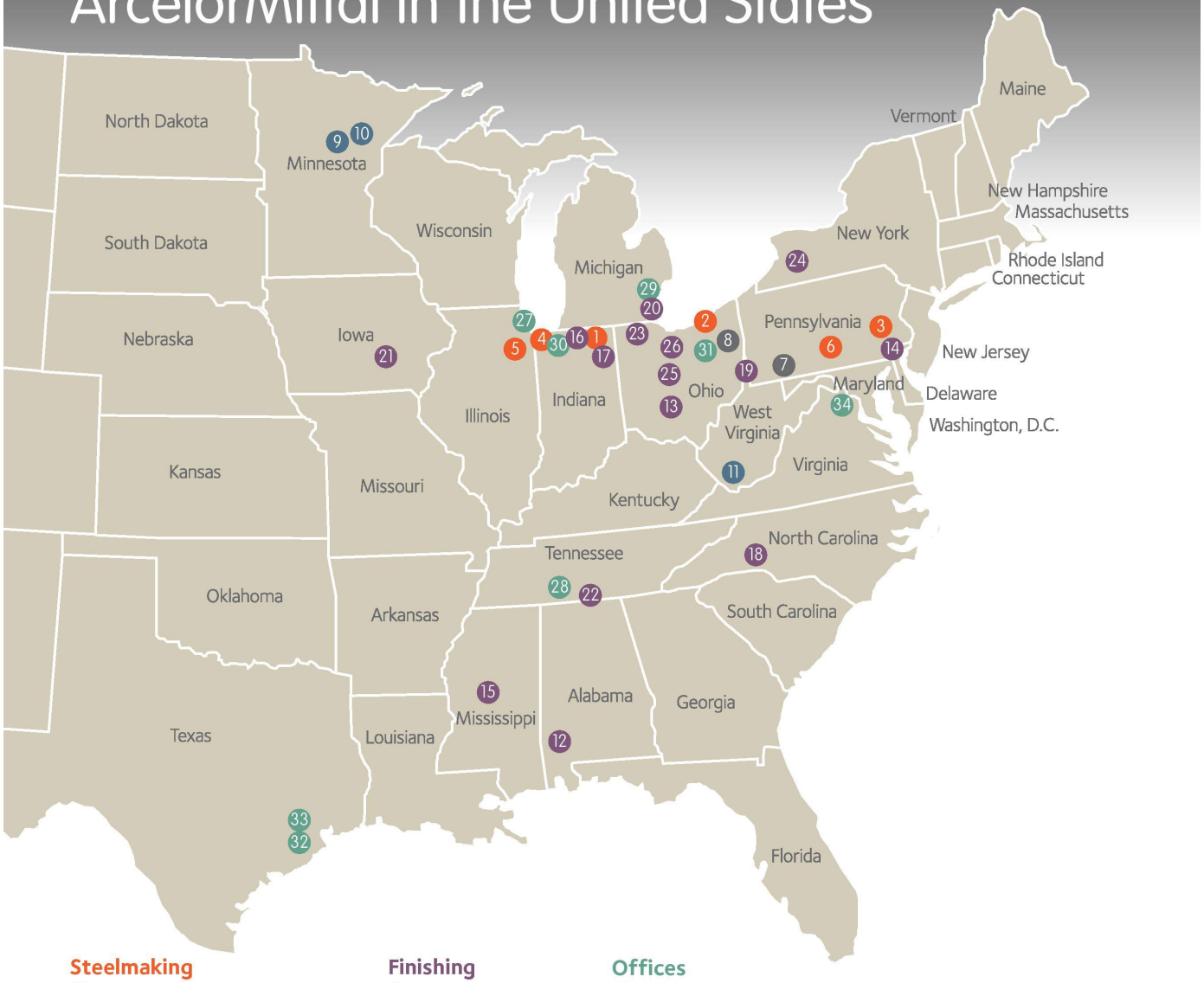
ArcelorMittal's operations in the United States are made up of facilities owned and operated by various historic predecessor companies, all joining together as ArcelorMittal following the merger of Arcelor and Mittal, then the world's largest and second largest steel companies by production volume. The full history of ArcelorMittal in the United States is chronicled on our website's "Who we are" section.

The scope of our 2015 integrated report includes all of the operations located in the United States wholly owned by ArcelorMittal as well as joint ventures where ArcelorMittal holds a meaningful ownership percentage. In the United States, ArcelorMittal facilities, offices and joint venture partnerships can be found in 14 states and the District of Columbia. The map below details the locations and functions of each of these facilities and offices. This map is specific to facilities operating in calendar year 2016. In some cases, our 2015 report includes facilities that have been idled or divested since year end. Whenever possible, we will provide details to explain which facilities are included related to each data point and section.

Leadership and governance

Operational leadership for facilities located in the United States is provided by members of the leaderships teams for ArcelorMittal North Ameria and ArcelorMittal USA Flat Carbon. The members of these leadership teams and the Boards of Governance associated with them shape every aspect of our corporate behavior and help us meet our promise of transforming tomorrow. Visit the Leadership section of our USA website for more information.

ArcelorMittal in the United States



Steelmaking
1. Burns Harbor/Burns Harbor Plate
2. Cleveland
3. Coatesville
4. Indiana Harbor
5. Riverdale
6. Steelton

Cokemaking
7. Monessen
8. Warren

Mining
9. Hibbing*
10. Minorca
11. Princeton

* Joint venture

Revised May 2016

Finishing
12. AM/NS Calvert*
13. Columbus
14. Conshohocken
15. Double G Coatings*
16. Gary Plate
17. I/N Tek*
17. I/N Kote*
18. Piedmont
19. Weirton

Tailored Blanks
20. Dearborn*
21. Montezuma*
22. Murfreesboro
23. Pioneer
24. Tonawanda*

Tubular
25. Marion
26. Shelby

Offices
27. Chicago Corporate Office
28. Nashville
29. Detroit/Southfield
30. East Chicago R&D
31. Richfield
32. Houston
33. The Woodlands
34. Washington, D.C. (Government relations)

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Operating context

ArcelorMittal's business context and operations are influenced heavily by external factors in the global economy and commodities markets. A strong U.S. dollar, overcapacity in the global steel industry, and volatile raw material costs have created extremely challenging market conditions for domestic steel producers.

Key influences on the ArcelorMittal operating context

- Commodity prices (iron ore, oil and various types of steel created)
- Strength of the U.S. dollar
- Regulatory environment
- Imports/trade
- Auto sector performance
- Construction recovery
- Energy pricing

A tidal wave of imports

Overcapacity in the global steel industry, coupled with a slowdown in emerging markets like China, has resulted in a supply versus demand imbalance causing the depressed steel prices that we see today. This has set the stage for one of the biggest challenges facing the steel industry in the U.S. – imports.

In 2015, imports surged into the United States. Carbon flat roll imports increased by 70 percent year-over-year in 2014, and import market share grew from an average of 13 percent from 2007-2013 to 21 percent in 2014. Despite weak demand conditions in early 2015, imports continued to arrive at a strong pace, causing import share to swell to 25 percent in Q1 2015. These numbers are staggering for ArcelorMittal in the United States where flat carbon products account for 93 percent of ArcelorMittal's business.

In the United States, we have urged our government to strengthen U.S. trade policy to level the playing field and combat unfair imports. We greatly appreciate the successful Congressional efforts in 2015 to improve our trade enforcement tools. However, we cannot rely on government policy alone. We must implement a competitive business model that works within today's market conditions and does not assume major changes or improvements in external influencers.

Challenges in domestic pricing

In the U.S., steel prices eroded throughout the year in 2015, falling more than 40 percent in December compared to early January. Pricing improved slightly at the end of December, but ended the year 36 percent lower than at the same time in December 2014.

In 2016, the steel industry continues to operate in a challenging environment related to both pricing and the threat of imports. Though some appreciation for steel in the United States has already occurred in 2016, the relative strength of the U.S. economy and dollar will likely continue attracting imports, even with success in trade cases for the industry.

Resiliency of the U.S. economy

If there is a positive story in the steel industry today, it may be the increased demand for steel domestically. The U.S. economy has stabilized since 2013, resulting in an annual GDP growth of 2.4 percent for the past 3 years.

In the steel industry, we see the construction market gaining momentum and having wide-reaching impact on steel demand from structural steels to construction equipment, appliances and more. The automotive sector, one of the top three steel-consuming markets, expanded for the sixth consecutive year in 2015, and though growth may slow in 2016, it will continue to drive demand in our industry. Unfortunately, in many steel consuming sectors, much of the increased demand since the economic downturn has been filled by imports.

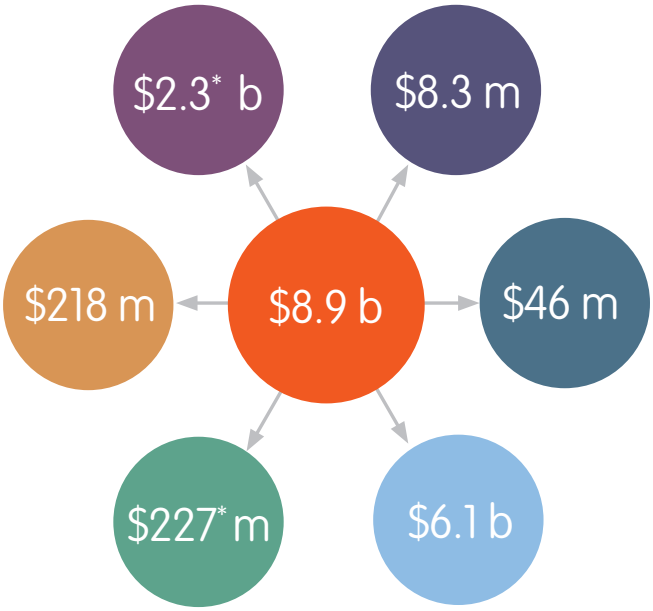
The triple bottom line at ArcelorMittal

- **Financial responsibility**
  - Market share
  - Long-term value creation
- **Safety**
  - Understanding risks and prioritizing improvement
- **Environmental responsibility**
  - Environmental performance
  - Relationships with regulators
  - Life cycle analysis
- **Social responsibility**
  - Stakeholder engagement
  - Community commitment
  - Employee communication

Our economic contribution

In 2015, our U.S. operations employed approximately 20,000 individuals with a direct economic contribution of $2.3 billion through wages and benefits (not including expenses related to retirement funding). We also contribute more than $46 million each year in property taxes, providing significant funding for schools and local governments that would otherwise face significant challenges in terms of long-term sustainability. Often, ArcelorMittal is the largest employer in the communities where our facilities are located. In Indiana, Ohio and Pennsylvania – where the majority of our workforce in the United States is located – our entry-level hourly pay is significantly higher than the local minimum wage. This allows our employees to earn a livable income, provide for their families and contribute to the local economy. In addition to providing living-wage jobs, we seek to engage local businesses in fulfilling our supply chain, multiplying our economic contribution in our communities. To ArcelorMittal, being a good employer and community partner are all part of being a responsible corporate citizen.

ArcelorMittal economic contribution



- **Economic contribution through wages and benefits**
  *Not including expenses related to retirement funding
- **Community investment**
- **Property taxes**
- **Suppliers**
- **Research and development**
  *Includes global R&D spend
- **Capex**

Production and investments

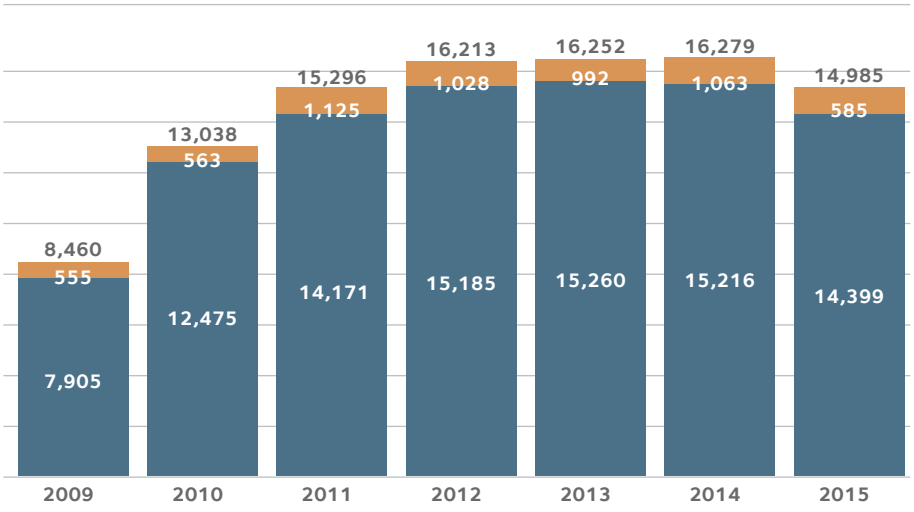
At ArcelorMittal in the United States, we have seen a slow and progressive recovery year-over-year since the economic downturn of 2009. Raw steel production in the chart below refers to steel in the first solid state after melting, suitable for finishing. In 2015, ArcelorMittal produced nearly 15 million tons of raw steel in the United States, a slight decrease over 2014 largely due to the market conditions described throughout this report. More than 95 percent of ArcelorMittal's raw steel production in the U.S. is from flat operations, which are primarily integrated facilities.

In the years following the economic downturn, and even in the difficult market conditions of 2014 and 2015, ArcelorMittal has remained committed to investing in our assets in the United States through capital expenditure. Since 2009, ArcelorMittal has invested $1.8 billion, an average of $259 million each year, to improve the overall capabilities of our U.S. facilities and to extend the life of our assets. In 2015, ArcelorMittal invested $218 million.*

2009-2015 ArcelorMittal raw steel production United States facilities – flat and long carbon

Flat
(raw steel production in 000s of net tons)

Long
(raw steel production in 000s of net tons)



Total U.S. Capex	2009	2010	2011	2012	2013	2014	2015
Gross Capex in millions USD	$192	$272	$343	$277	$205	$309	$218

* All production and Capex numbers in this section relate to ArcelorMittal USA's wholly owned facilities and do not include AM/NS Calvert or I/N Tek and I/N Kote.

Examples of major capital improvement projects in 2015

2015 Capex projects in the United States

- Burns Harbor granulated coal injection
- Burns Harbor No. 1 and 2 hood panel installation
- Burns Harbor No. 12 boiler rebuild
- Burns Harbor 160 plate mill rougher motor armature
- Burns Harbor plate nucleate boiling cooling, phase 1 complete
- Burns Harbor powerhouse phase A
- Burns Harbor stacker reclaimer
- Cleveland reheat furnace combustion air fans upgrade
- Coatesville electric arc furnace
- Coatesville Modena Bridge
- Indiana Harbor 3 steel producing downcomer phase 1
- Indiana Harbor 2 steel producing No. 20 furnace lower hood replacement
- Indiana Harbor No. 3 and 4 blast furnace turbo blower replacement
- Indiana Harbor No. 4 blast furnace top change
- Indiana Harbor No. 3 and 4 blast furnace No. 7 boiler rehab
- Indiana Harbor No. 3 and 4 blast furnace thaw shed for coke cars
- Indiana Harbor 80" hot strip mill walking beam furnace replacement
- USA Roll grinder program

United States financial results

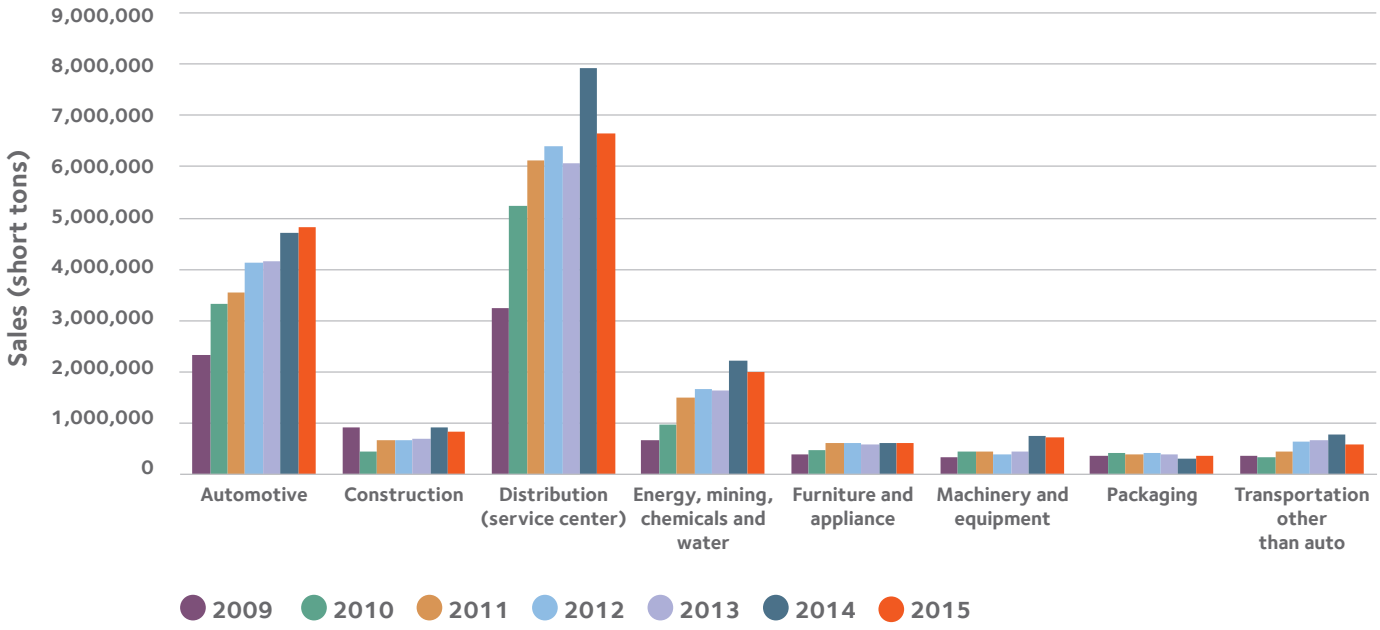
ArcelorMittal's operations in the United States are a part of the parent company, ArcelorMittal S.A., based in Luxembourg. In preparing an integrated report at a country level within the ArcelorMittal Group, the United States is cognizant of the need to discuss our financial results and the challenges and opportunities we face related to profits and losses at ArcelorMittal for the business units in the United States.

In this section of our report, you'll find the performance data pieces most material to this integrated report and related to ArcelorMittal's operations in the United States. Full financial results for ArcelorMittal globally can be found in our annual report and 20F.

In 2015, inventory liquidation and weakening manufacturing and energy demand led to an 8 percent drop in flat roll apparent steel consumption. In addition, imports continued to arrive at a strong pace even as demand began to fall. Raw steel production was the lowest in the domestic market since 2009. Steel prices eroded throughout the year in 2015, falling more than 40 percent in December compared to early January.

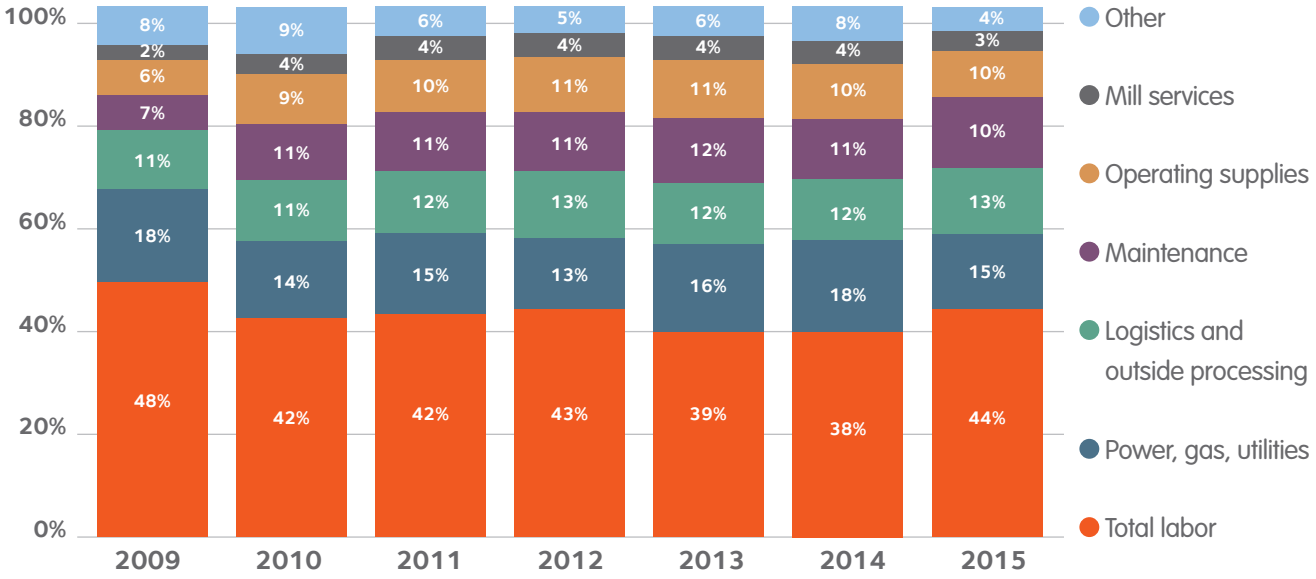
The majority of ArcelorMittal's steel shipments in the United States serve the markets of service center/distribution (40 percent), automotive (29 percent) and energy/mining/chemicals/water (12 percent). The charts below illustrate our sales by market segment in the United States in 2015 and year-over-year since 2008.

ArcelorMittal sales by market segment – United States steel shipments – 2009-2015



As it relates to ArcelorMittal's profit and loss equations in the United States, our profitability and long-term financial stability depend largely on conversion costs. These are the costs the company incurs to transform raw materials into finished steel products, minus the cost of raw materials. Repairs and maintenance, labor, energy use and logistics are examples of types of conversion costs. As shown in the chart below, labor directly accounts for 44 percent, the largest share of the total conversion cost of steel, and influences all major cost categories.

Components of conversion costs – 2009-2015



"Total labor" includes both represented and non-represented employees.
"Maintenance" excludes internal labor.
Costs include wholly owned and joint venture managed facilities.

The steel industry

Steel must remain a core manufacturing sector for our nation. It is essential in our everyday lives and plays a critical role in our future. Steel is the key material for revitalizing our nation's infrastructure and constructing stronger and more sustainable homes and buildings. Steel is essential in creating more fuel efficient vehicles without compromising safety and cost, and enhancing our power grid.

Production and productivity

Since 2009, the United States has seen a slow and progressive recovery from the economic crisis. Although 2015 saw domestic steel shipments down 12 percent compared to 2014, shipments were 43 percent higher in 2015 compared to 2009. There is still major headway to be made industry wide, though. Shipments in 2015 were still 18.2 percent lower than the pre-crisis average of 106 million net tons for 2000-2007.

The steel industry has been and will continue to be a cornerstone for the United States economy. In the U.S., the industry operates more than 100 steel producing and processing facilities, producing more than 87 million tons in steel shipments valued at $75 billion in 2015. The steel industry directly employs 142,000 people in the United States, and directly or indirectly supports more than one million jobs in the United States.

As the industry deals with numerous challenges from imports to economic depression, steel manufacturers in the United States have focused more than ever on productivity – ensuring our domestic industry can manufacture steel in a way that is financially sustainable. Labor productivity in this industry has seen a five-fold increase since the early 1980s, from an average of 10.1 worker hours per finished ton to an average of 1.9 worker hours per finished ton of steel in 2015. More progress is needed to ensure the American steel industry can compete – domestically, in the global marketplace and with competing materials. This productivity increase has been especially evident in the last 15 years. In 2000, one employee accounted for 831 net tons of raw steel production. In 2015, this number rose to 1,000 net tons of raw steel production, an increase per employee of 20 percent.

While increasing productivity, the North American steel industry has also made major strides in its commitment to health and safety standards. Since 2005, steel producers in the United States have achieved a reduction of 50 percent in both the total Occupational Safety and Health Administration recordable injury and illness and lost workday case rates.

Applications for steel

The health of the domestic steel industry drives countless additional industries in the United States and is vital to our economy and national security. Steel has a broad range of applications in industries such as transportation, energy, defense, machinery, appliance, construction and packaging.

In construction, steel offers superior performance, affordability and an environmentally friendly profile over competing materials. Steel is the main material used in products that deliver renewable energies such as solar, tidal and wind. The automotive sector accounts for roughly 12 percent of the overall global steel consumption. In the United States, that number rises to 27 percent.

Steel's environmental footprint

Steel is the most recycled material in the world – more than aluminum, copper, paper, glass and plastic combined. In North America alone, more than 80 million tons of steel are recycled or exported for recycling each year. Today, 97 percent of steel byproducts can be reused and the recycling rate for steel itself is 86 percent. The steel industry, through recycling, saves the amount of energy needed to power 20 million homes for one year.

In the automotive industry, recycling rates for steel vehicles are often near or more than 100 percent, as older vehicles being recycled are often heavier than new cars, which are lighter and more fuel-efficient through the use of advanced high strength steels. Advanced high strength steel is the only material that reduces greenhouse gas emissions in all phases of an automobile's life: manufacturing, driving and end-of-life recycling.

The steel industry is the only significant industry in the United States that reduced its total energy consumption while increasing its production from 1990 to 2012. According to the U.S. Environmental Protection Agency's (EPA) Sector Performance Report, the domestic steel sector is recognized as having the steepest decline of total air emissions among nine manufacturing sectors including cement, forest products, food and beverage, paint and coatings, and oil and gas.

Industry history

The long decline (1975-2000)

- U.S. and global demand was flat due to end of postwar, European boom; slow growth in third world countries and post-89 collapse in the Commonwealth of Independent States (CIS)
- New entrants and steady growth in North American Free Trade Agreement (NAFTA) mini-mill sector took market share from integrated producers
- Excess staffing and high fixed costs
- Value destruction and weakening balance sheets for NAFTA integrated producers
- Imports reached a record high in 1998 as Asian financial crisis attracted additional imports to the U.S. market; prices and production deteriorated, setting the stage for the domestic steel crisis that resulted in the bankruptcy crisis

The bankruptcy crisis (2001-2002)

- Businesses were managed for cash in weak markets putting stress on operating maintenance and capital investments
- Cascading bankruptcies (13 of 17 NAFTA integrated flat-rolled producers affected)

Restructuring and recovery (2003-2004)

- Emergence of new players with different business models and union relationships
- Shedding of legacy costs and restructuring of balance sheets
- Globalization
- Significant turnover in leadership and management
- China boom and surge in commodity markets
- Strong profit recovery in 2004

Stabilization (2005-2007)

- Recurrent challenges of inventory-driven booms and busts, but adjustments were made relatively quickly
- Improved financial returns for NAFTA steel producers

Global financial crisis (2008-2011)

- Global financial crisis hit in third quarter 2008, placing significant strain on the domestic steel industry with capacity utilization rates hitting a record low of 33.5 percent in the last week of 2008
- Record low production levels in 2009 resulted in significant layoffs by integrated steel producers
- 2010 gave way to a slow and progressive recovery, though capacity utilization continued to hover around 70 percent
- Measured improvement in 2011, with capacity utilization around 75 percent; the 2003-2004 restructuring better positioned the industry to sustain the 2008 crisis

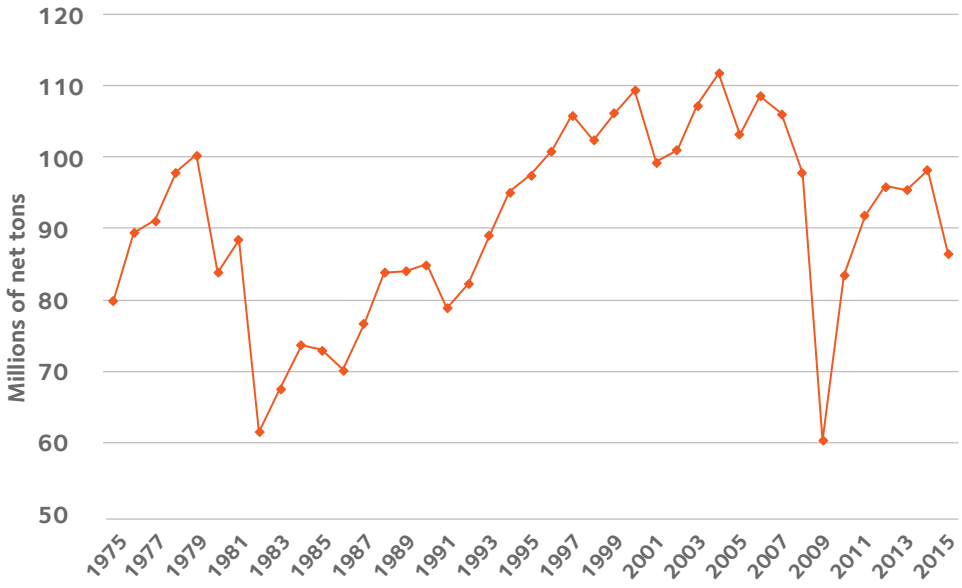
Slow and cautious recovery strained by imports (2012 – present)

- Most major markets saw demand increase in 2012, with a notable 8 percent increase in the U.S. and the broader NAFTA market supported by strength in the manufacturing sector – specifically autos, energy and heavy equipment
- In 2013, the market for steel in the U.S. was relatively flat, with overall demand just slightly down, tied to service center inventory reductions.
- In 2014, the steel market saw a 14 percent increase in apparent demand but domestic shipments only grew by 3 percent as imports captured most of the growth. The strong U.S. dollar supported a surge of flat roll imports and an inventory overbuild, impacting domestic order books and causing prices to weaken.
- In 2015, apparent steel demand declined by 10 percent due to inventory correction and weakness in some machinery and energy-related markets. Shipments by domestic mills declined by 12 percent as import penetration grew year-over-year. Spot reference prices for hot roll delined by 35 percent throughout the year, briefly dipping to its lowest level since 2003.
- Industry experts anticipate modest growth in demand in the domestic steel industry in 2016 as inventory levels moderate. Demand will benefit from the continued recovery of the construction market, the largest steel-consuming market domestically, but will face headwinds from weak economic growth and reduced energy investment.

Industry statistics

U.S. domestic steel shipments: 1975-2015

Domestic steel producers shipped 86.5 million net tons in 2015, down 12 percent compared to 2014. Although 2015 domestic shipments were 43 percent higher than 2009, shipments were still 18.2 percent lower than the pre-crisis average of 106 million net tons for 2000-2007.

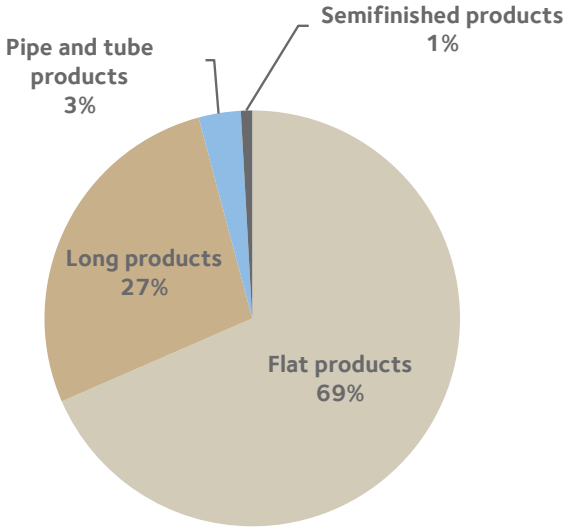


Source: AISI

2015 U.S. domestic steel shipments by product

In 2015, flat-rolled products accounted for 69 percent of total domestic steel industry shipments, followed by long (27 percent), pipe and tube (three percent), and semifinished products (one percent). Flat rolled products' share of domestic shipments gained two percentage points, while pipe and tube products' share shrunk two percentage points.

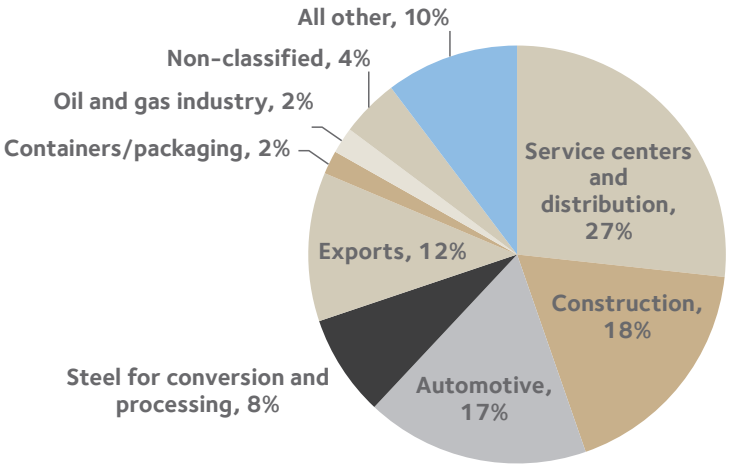
Source: AISI



2015 U.S. domestic steel shipments by market

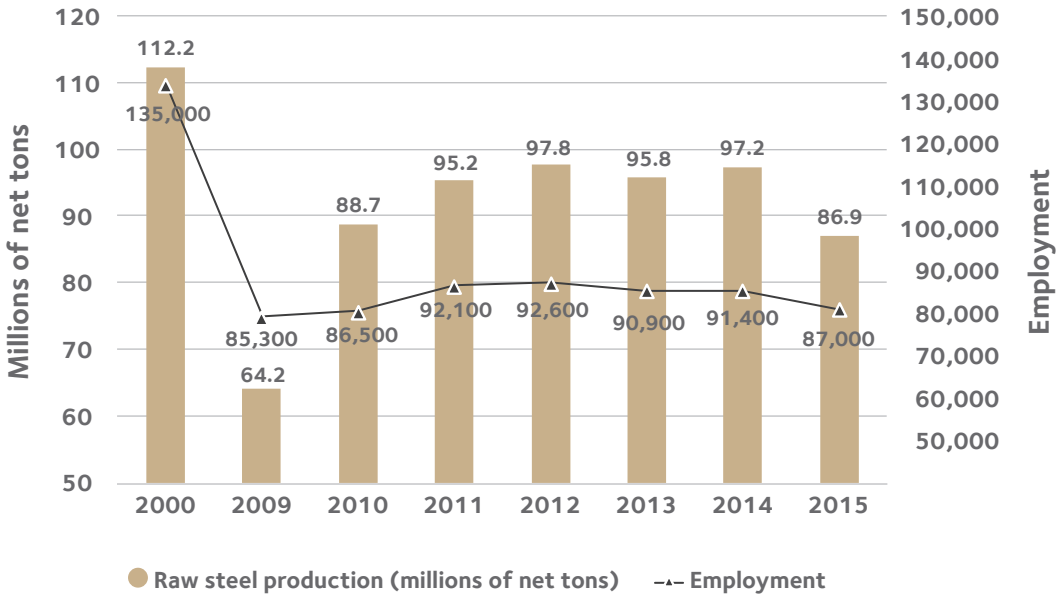
In 2015, the three largest buying markets for domestic steel shipments were service centers/ distribution (27 percent), construction (18 percent), and automotive (17 percent).

Source: AISI



Steel production vs. employment in the United States: 2000-2015

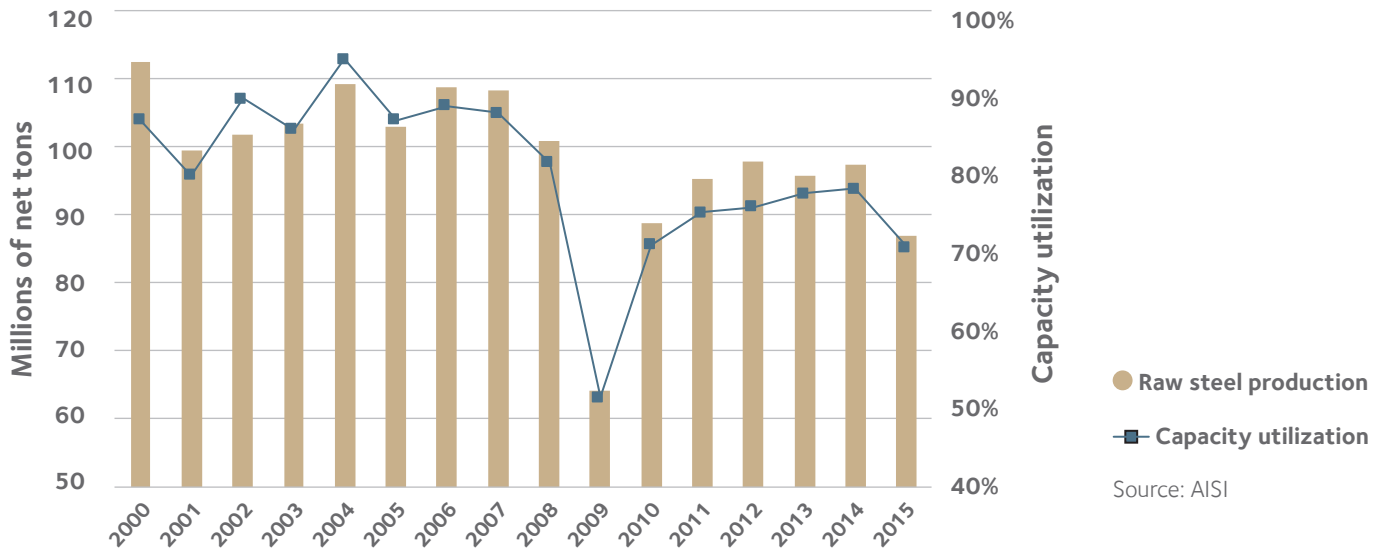
Steelmaking processes have transformed at a rapid pace, reflecting the industry's improvement in operating practices and investment in state-of-the-art equipment to increase productivity. Employment by domestic steel mills has declined from approximately 135,000 in 2000 to around 87,000 today due to a consolidated and more efficient industry and automated processing. In 2000, one employee accounted for 831 net tons of raw steel production. In 2015, one employee accounted for approximately 1,000 net tons of raw steel production, an increase of 20 percent.



Sources: AISI, Bureau of Labor Statistics (Employment = NAICS 3311)

U.S. raw steel production and capacity utilization: 2000-2015

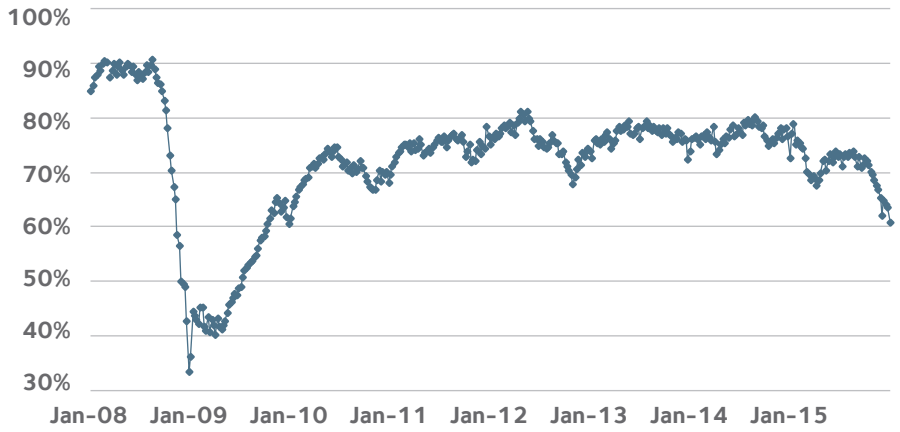
The Great Recession of 2008-2009 resulted in production and capacity utilization far below pre-crisis levels. Capacity utilization dropped to just 51.5 percent in 2009 and has averaged only 74.1 percent in the past 6 years. In the 6 years prior to 2008, capacity utilization levels averaged 89 percent. The industry last operated consecutively at capacity utilization levels below 80 percent between 1980 and 1987, with an average of 67 percent. In this period, the industry was in a severe recession caused by a number of factors including increased imports into the U.S. due to overcapacity in global steel markets and new capacity from mini-mills. The wave of bankruptcies and industry consolidation which followed the 2001 recession better positioned the industry for surviving future economic uncertainty, including the 2008 financial crisis. Global overcapacity remains a significant issue for the industry. U.S. raw steel production in 2015 fell to its lowest level since 2009 following the surge in imports in 2014.



Source: AISI

U.S. weekly raw steel production capacity utilization: 2008-2015

Utilization rates averaged 70.1 percent in 2015, down from 77.5 percent in 2014. At the end of 2015, utilization dropped near 60% as domestic mills cut production levels to combat oversupply caused by imports. As production fell further away from achieving pre-recessions capacity utilization rates near 90 percent, 2015 represented another setback for the industry.

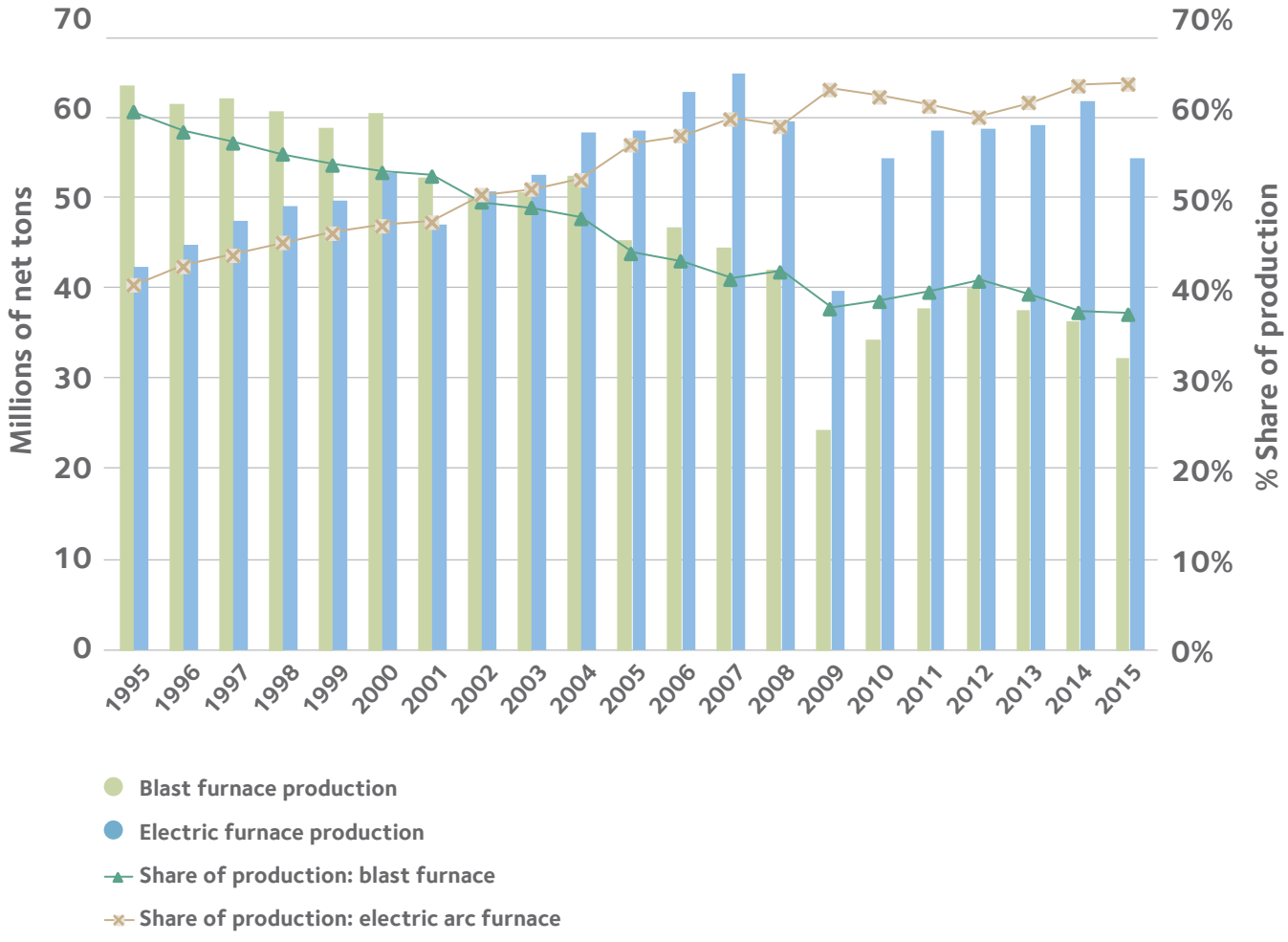


Source: AISI

U.S. raw steel production – integrated vs. mini-mill: 1995-2015

Since 1995, integrated steelmakers have lost their dominant share of U.S. raw steel production to mini-mills. Blast furnace production share declined from 60 percent in 1995 to 37 percent in 2015. In 1990, blast furnace share was 63 percent; in 1980, the share was 72 percent. This graph visually illustrates the threat of electric arc furnace technology – which offers flexibility, quick turnaround time and lower fixed costs – to integrated steelmaking.

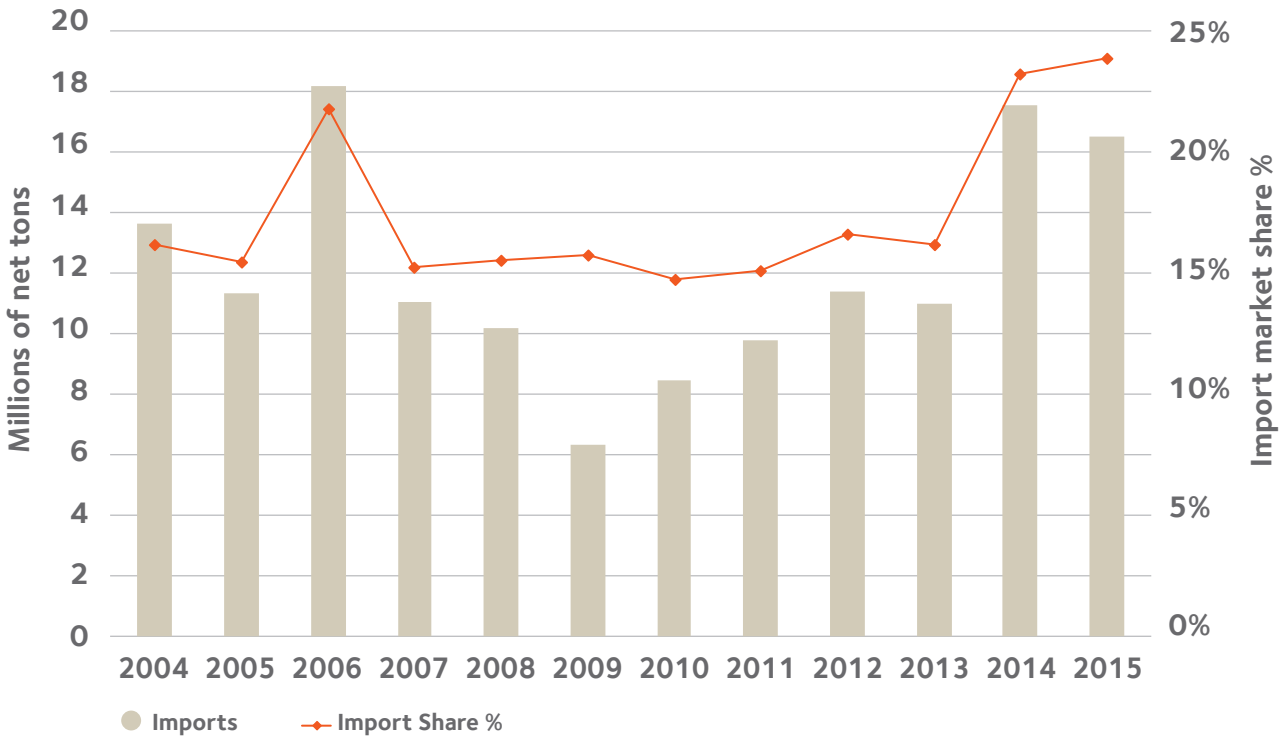
The blast furnace share of overall steel production remained at 37 percent in 2015, the same as 2014. A robust automotive sector, where integrated producers have a dominant market share, continued to support blast furnace market share in 2015.



Source: AISI

Flat-rolled imports and import share: 2004-2015

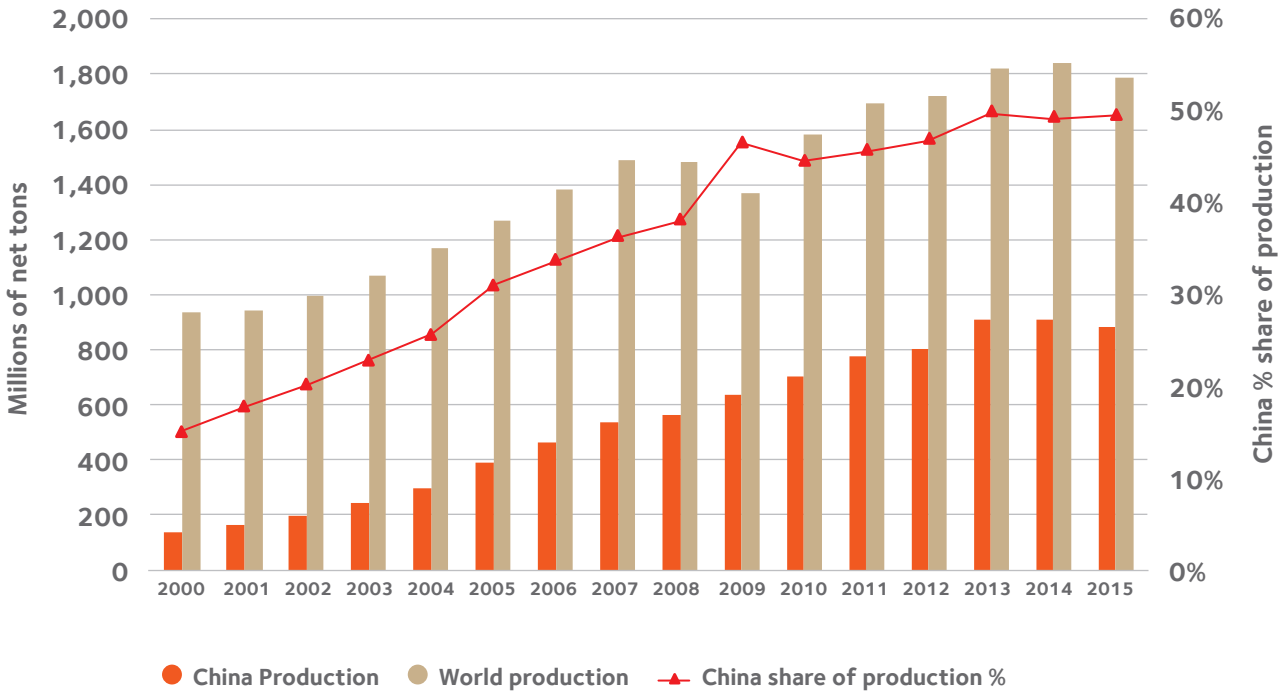
In 2015, imports accounted for 23.4 percent of U.S. flat-rolled consumption, up from an average share of 15.3 percent during 2007-2013. Flat-rolled imports in 2015 totaled 16.2 million net tons, down six percentage points year-over-year. However, import share increased from 22.8 percent in 2014 to 23.4 percent in 2015 as domestic mills saw a greater drop in shipments. This chart illustrates that while imports make up a minority share of domestic steel consumption, they are a very disruptive force in the market and take volume that could be made by domestic steelmakers to improve capacity utilization levels. A more effective U.S. trade policy is needed to further level the playing field and to help preserve and strengthen the U.S. manufacturing sector.



Source: AISI

Impact of Chinese steel production: 2000-2015

Between 2000 and 2015, steel production in China increased more than six-fold, growing from 142 million net tons to 886 million net tons. In 2015, global production exceeded 1.5 billion net tons for the sixth straight year while U.S. production remained below pre-recession levels. China accounted for half of the world's steel production, compared to 15 percent in the year 2000. The rapid and significant increase in steel production in developing countries has led to dangerous levels of overcapacity that have significantly impacted broader global markets. Without an effective capacity reduction plan in coming years, severe overcapacity in China will continue to harm the global steel industry.



Source: World Steel Association

STRATEGY

United States Integrated Report

Our strategy

At every level, our strategic direction must be focused on maintaining our license to operate as well as our license to grow. Sustainability has a major role to play in achieving these goals.

Strategic decision making

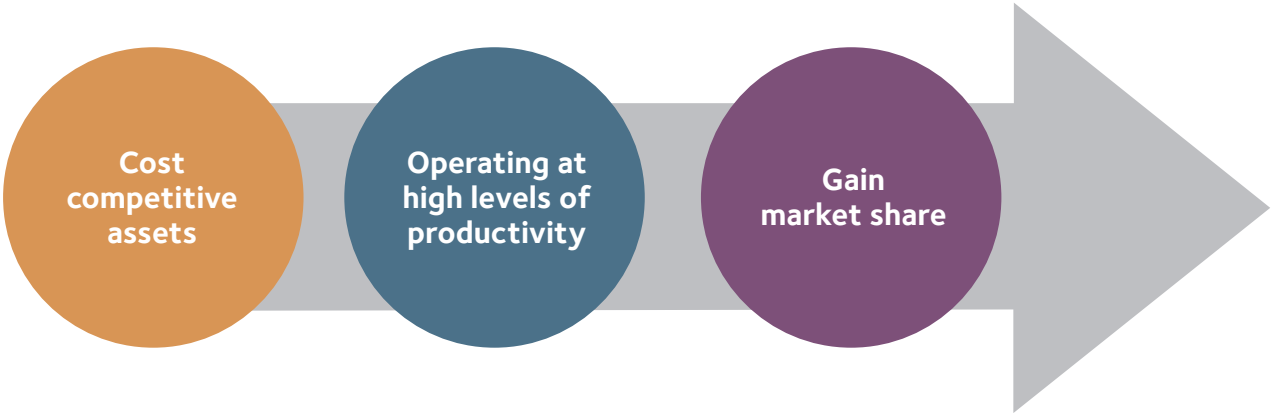
In the United States, our business strategy guides our decision making at every level. This strategy recognizes it is not enough to simply perform well. We must consider the feedback we receive from our stakeholders and our impact on the larger community. When we integrate this input into our business strategy, we maintain our license to operate and our license to grow.

Action 2020

Globally, ArcelorMittal looks at our business strategy through the lens of our Action 2020 plan, launched publicly in February 2016. Action 2020 contains a strategic roadmap for ArcelorMittal's main business segments to follow and seeks to deliver real financial improvements. The Action 2020 plan targets a return to >$85/t EBITDA absent of any recovery in steel spreads and raw material pricing from their current level. Globally, the Action 2020 plan targets a structural EBITDA improvement of approximately $3 billion. Upon full achievement of the plan, ArcelorMittal would expect to deliver free cash flow in excess of $2 billion annually.

United States strategy

In the United States, Action 2020 emphasizes cost competitive assets operating at higher levels of productivity and yield with no loss of volume or market share. This goal serves as the basis for our business strategy in the United States and addresses the goals of our 10 sustainable development outcomes. We work hard to use resources efficiently, drive customer trust and ensure our products create sustainable infrastructure and contribute to sustainable lifestyles for people everywhere.



United States strategy (continued)

To effectively implement the United States' portion of Action 2020, we are focused on the following:

1. World class assets

Today's competitive landscape requires that we examine our internal structure to ensure that every facility is operating in the most efficient and cost-productive manner possible. ArcelorMittal is working to maximize core assets that are capable of delivering higher value-added products. We are also streamlining inefficient operations with low productivity levels. For example, in May 2015, ArcelorMittal announced the closure of the Georgetown, South Carolina wire rod mill. This mill, due to high input costs and waves of unfairly traded steel imports from China and other countries, could not maintain long-term financial viability. At our largest facility in the United States, Indiana Harbor, ArcelorMittal is making significant structural changes required to ensure the facility is cost competitive. We are specifically focusing on maximizing the productivity of Indiana Harbor's downstream finishing facilities by optimizing steelmaking capacity to increase utilization on these lines.

2. Effective utilization of financial resources

In accordance with our Action 2020 plan, we are making financial investments to ensure that our most cost competitive assets run at peak productivity. For example, we are investing more than $200 million in our Indiana Harbor facility to ensure its long-term sustainability. Our investments are focused on improving the 80" hot strip mill, steel producing, logistics and finishing operations. Operating fewer assets in the United States and focusing on investments in high productivity assets leads to more effective use of resources. Combining these investments with long-term maintenance and operating costs, our U.S. business will see higher productivity and increased financial viability by 2020 with these changes.

3. Productivity

The threat of imports, eroding steel prices and continuing economic crisis outlined in our steel industry section have led our U.S. business to negative financial performance in recent years. At ArcelorMittal, we know we are in a high-fixed cost, capital-intense business, and in this kind of environment, high utilization is key to ensuring our long-term financial sustainability. Productivity of our assets rests largely on our facilities' capacity utilization rates. Let's focus on one example, our hot strip mills (HSMs) in the U.S. average only 70 percent utilization. This means that they aren't producing roughly 30 percent of the time, even though we are paying the costs associated with operating and maintaining those assets as if they were operating 100 percent of the time. Action 2020 will take into consideration each of these assets and ensure high utilization rates to provide our highest levels of productivity.

United States strategy (continued)

4. Long-term asset investment

To ensure productivity and long-term sustainability, ArcelorMittal must invest in continuous improvement and ensure our business is running with its best assets. In 2014, ArcelorMittal purchased, in partnership with Nippon Steel & Sumitomo Metals Corp., a steel finishing facility in Calvert, Alabama, just north of Mobile. AM/NS Calvert is the most advanced steel finishing facility in North America today, and its ability to finish advanced high strength steel provides new geographic support and enhanced product capability for our North American business. This investment will strengthen our business in the United States and enhance our long-term relationships with our customers. We are also making significant investments - $2.5 billion over five years – in our facilities. Examples include investments in the powerhouse and walking beam furnaces in Burns Harbor, Indiana and blast furnace, hot strip mill and furnace hearths in Cleveland, Ohio among others. All of these efforts will continue to optimize ArcelorMittal's assets in the United States.

5. Delivering high value-added products for our customers

ArcelorMittal's United States business has long prided itself on the strength of our customer relationships. We recognize, though, that customers continually look for deeper collaboration and the creation of value added products and solutions from their suppliers. ArcelorMittal is the largest producer of advanced high strength steels in the world, and each year invests in research and development ($227 million globally in 2015) to drive innovation in product solutions. Value-added products include finished, galvanized and other coated steels. Producing grades of steel no other steel maker can produce will help insulate our U.S. business from the threat of imports over time, as well as improve our competitive advantage.

6. Talented employees delivering world class productivity

To drive continuous improvement and asset optimization, ArcelorMittal must also employ the best operators, technicians, craftspeople and engineers to keep our facilities running at optimum productivity. In our 10 sustainable development outcomes, we emphasize in outcome 9 the importance of a pipeline of talented scientists and engineers for tomorrow. ArcelorMittal works hard to develop a more efficient workforce as we lose employees to retirement. While technology advances allow steel mills to operate with fewer employees, those advances also make it imperative for ArcelorMittal to attract and retain the best talent.

Ultimately, the implementation of each of these priorities will improve our financial performance. Through Action 2020, our United States operations hope to generate a $230 million financial opportunity for ArcelorMittal.

United States strategy in action

By executing our business strategy, driving optimization, utilizing resources effectively, and maintaining strong relationships both internally and externally, ArcelorMittal will achieve positive cash flow and gain market share. We also recognize this business strategy is underscored entirely by our 10 sustainable development outcomes. Simultaneously, as we execute our business strategy, we must do so in a sustainable fashion.

Strategic and sustainable capitals

In pursuing an integrated report, ArcelorMittal acknowledges how the six capitals model pioneered by the International Integrated Reporting Council (IIRC) connects directly to our business strategy. This model includes an analysis of financial capital, manufactured capital, intellectual capital, social and relationship capital, human capital and natural capital. By integrating these capitals into our business strategy, we work to create a balanced business model that emphasizes outcomes beyond just our financial sustainability. The six capitals directly outline the ways in which our business strategy adds long-term value for our stakeholders.

IIRC's Six Capitals, intersections with our business strategy

Strategic focus	IIRC's Six Capitals					
	Financial	Manufactured	Intellectual	Social and relationship	Human	Natural
Optimize assets	●	●	●		●	●
Effectively utilize financial resources	●	●				
Achieve high capacity utilization on our most productive assets	●	●			●	●
Invest in assets for long-term viability	●	●			●	
Deliver high value-added products for our customers	●			●		
Recruit and retain talented employees to drive optimum productivity	●		●	●	●	
Gain market share	●			●		
Achieve positive cash flow	●					

Corporate responsibility/sustainability strategy

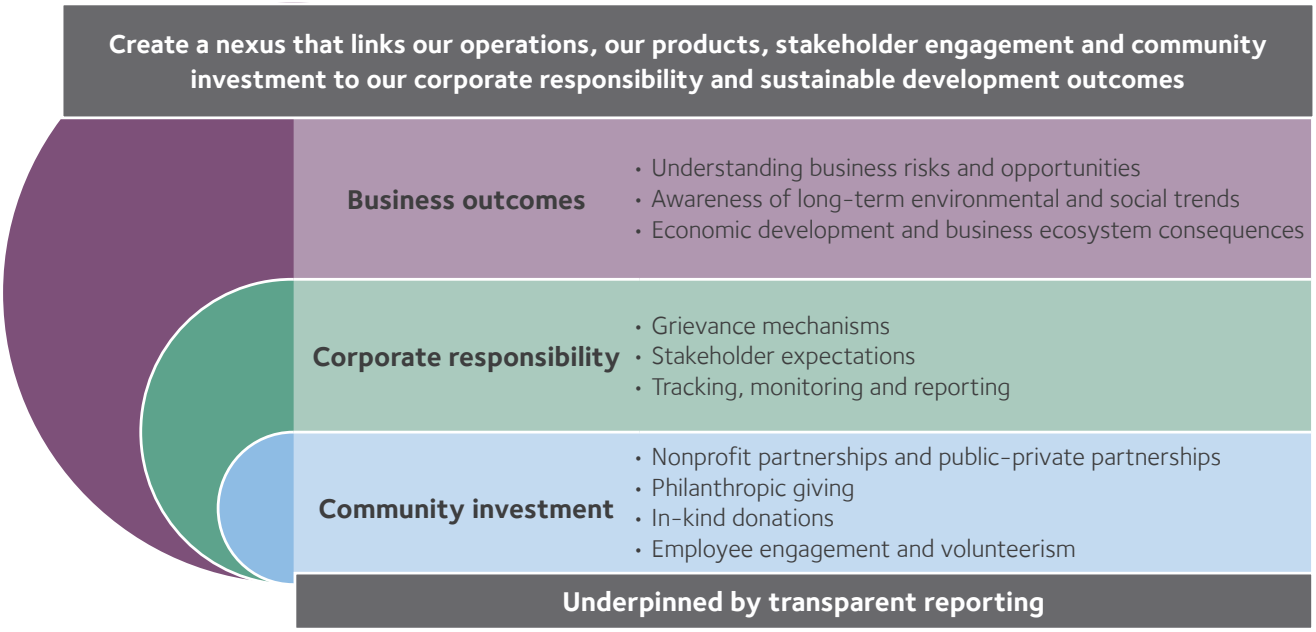
As a leader in the steel industry in the United States, we recognize we have a responsibility to create a more sustainable future for our people, our communities and our planet. Since the merger of Arcelor and Mittal 10 years ago, we have built a strong reputation and a good record in corporate responsibility. We have spearheaded forward thinking reporting strategies, implemented impactful programming and led the way in stakeholder engagement in our communities.

In 2014, we recognized that to truly drive company sustainability, we must go beyond the bounds of traditional corporate responsibility programming and think about the impact that is needed from our business and our products. This stems from our belief that it is no longer enough to merely think as a good corporate citizen. Launched in 2015, our sustainable development framework takes our efforts a step further, driving us to act on the commercial imperatives of our business and the environmental footprint of our work.

Our new framework will allow us to deliver upon this imperative. The approach allows us to ensure that our robust processes aid in making our company and our world safer, stronger and more sustainable. It also helps us to avoid damaging disruptions to our operations and create substantial long-term value. Our approach is now more than a year into its implementation and we see its success continually reach new heights.

In the United States, our sustainability strategy combines this focus on sustainable development with our continued corporate responsibility efforts and a long standing community investment initiative supporting organizations in our communities.

Sustainable development: A three pronged approach



Our strategy centers on our 10 sustainable development outcomes

1. Safe, healthy, quality working lives for our **people**
2. **Products** that accelerate more sustainable lifestyles
3. Products that create sustainable **infrastructure**
4. Efficient use of **resources** and high recycling rates
5. Trusted user of **air, land and water**
6. Responsible **energy** user that helps create a lower carbon future
7. **Supply chains** that our customers trust
8. Active and welcomed member of the **community**
9. Pipeline of talented **scientists and engineers** for tomorrow
10. Our contribution to society **measured,** shared and valued

All underpinned by transparent good **governance.**

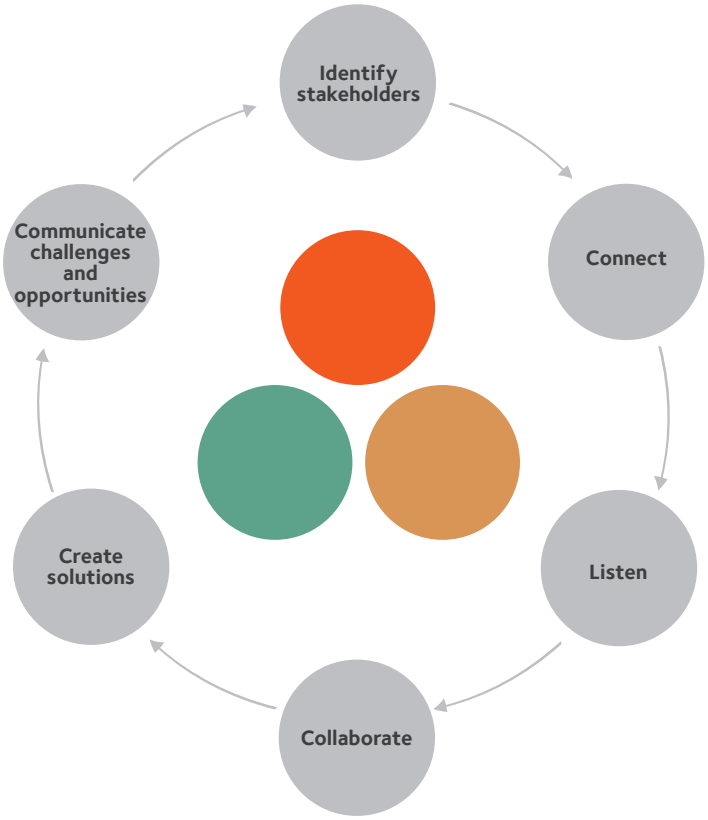
Materiality

ArcelorMittal crafted our integrated report based on the issues we know are most material to our business in the United States. At a global level, our 10 sustainable development outcomes are the basis for a materiality exercise in every country around the world. As a company we know that these 10 outcomes collectively describe the most important issues to ArcelorMittal and to our stakeholders.

In the United States in 2015, we went beyond the 10 outcomes to ask our stakeholders what issues they find most important. In addition, we asked our stakeholders to rate our performance as it relates to the 10 outcomes and to numerous other issues at play in our country and the steel industry here. Through online surveys, formal and informal meetings, site-level grievance mechanisms and other listening sessions, our corporate responsibility team collected feedback from each of our stakeholder groups. The responses we received from these stakeholders frame the contents of this report.

Leaders and stakeholders

At ArcelorMittal, we employ a robust stakeholder engagement process involving every level of leadership. The chart below outlines our key external stakeholders and those groups and individuals who actively engage with these stakeholders on a regular basis.



Leadership teams and committees in the United States

- Boards of Directors (ArcelorMittal USA and global)
- ArcelorMittal Management Committee (global)
- ArcelorMittal USA Leadership Team
- United States Sustainable Development Council
- Councils for Stronger Communities (local facility level)

Key departments within ArcelorMittal who actively engage with stakeholders

- Corporate responsibility/sustainable development
- Environment
- Government relations
- Commercial (sales and marketing)
- Research and development

Stakeholder groups

- Customers
- Employees
- government and regulators
- Investors and lenders
- Local communities
- Media
- Multilateral and business organizations
- Non-governmental organizations
- Suppliers

THE 10 OUTCOMES

United States Integrated Report

Safe, healthy, quality working lives for our people

We are committed to promoting and protecting the safety and well-being of our people, yet we still face challenges in creating a work environment without incident. We need to ensure our workplaces are safe. We also want to create a great place to work by supporting the general health of our employees. We additionally believe in the importance of strong labor relations in order to create a positive working environment.

Why is this important to us?

The safety and health of our employees is one of the most important issues impacting ArcelorMittal. We strive to implement best in class labor and safety standards in all facilities for all employees. For this reason, safety, health and labor relations are key issues in sustainable development. Employers wanting to attract, develop and retain the brightest talent must ensure they address these issues and create a positive working culture.

The commercial imperative

What kind of challenges do we face?

ArcelorMittal is dedicated to ensuring the safest environment for our approximately 20,000 employees across the U.S. When accidents happen, there are enormous consequences for the person involved, his or her family and colleagues. We also have a responsibility to support the general health and well-being of our employees, especially given the reality of an aging workforce.

What do we need to do?

Safety has been and will continue to be our number one priority. To produce steel and extract minerals without either fatalities or injuries, everyone must take responsibility for ensuring a safe environment, not just for themselves but also for their colleagues, including contractors. We strive to provide all of our employees with the training and tools necessary to complete their jobs in the safest way possible. To ensure our employees are safe at work, ArcelorMittal has a company-wide commitment to achieve zero accidents and fatalities in the workplace. We have also made employee health a priority through the implementation of several preventive health initiatives. In addition, we are committed to engaging in regular and transparent labor relations.

What is the potential to create value?

It is in everyone's interest to aim for a workplace entirely free of any safety incident. We want to go one step further and actively promote well-being and positive relationships with our employees, because we know this makes our people happier and more productive in their work.

2015 highlights

	Our commitments	Our progress	Next steps
Safety	Reduce lost time injury (LTI) frequency rate year-over-year*	The combined LTI rate for employees and contractors improved 15 percent over 2014 (1.33 in 2015 vs. 1.57 in 2014)	Continue our efforts to improve workplace safety and prevent serious injuries and fatalities and work toward our LTI rate goal of 1.03
Health	Offer health and wellness programs to all employees	Participation from 3,590 employees in a free biometric screening program, offered Health Week events throughout our U.S. facilities and published 6 issues of our Transforming YOU wellness newsletter	Continue to increase participation and engagement through the Transforming YOU wellness initiatives
Labor	Engage in open and constructive dialogue with employees	69 percent of employees are covered by a collective bargaining program	Continue to provide opportunities for dialogue between employees and management at all facilities

* Figures reported express the frequency of injuries per million hours worked.

Safety

Safety performance

Each year, we strive to improve our safety performance through our Journey to Zero initiative and by reducing lost time injuries (LTIs). An LTI is defined as a non-fatal injury resulting in a loss of work time. We continuously initiate and evaluate programs and partnerships to reduce our LTI rate. Globally, our company achieved a LTI rate of .81 per million worker hours worked in 2015, including our own personnel and contractors. It is a significant improvement since the merger between Arcelor and Mittal, when the LTI rate was 3.3, but until the number is zero, we will continue to work toward improved health and safety outcomes each year.

We are pleased to report that our U.S. LTI rate for 2015 (1.33) improved 15 percent over 2014. This LTI rate, which includes employees and contractors, is our best on record. While our focus on safety and continual improvement has been steadfast, we are deeply saddened to report one employee and one contractor death in the U.S. in 2015. Our work toward an incident-free workplace is not over until we achieve our Journey to Zero goals.

As part of our continued safety efforts, we ask that 20 percent of managers' time is spent on the shop floor observing practices, procedures and equipment, and identifying how we can make the workplace safer. We are continuously building on this foundation of safety knowledge by engaging every employee in the proper way to complete tasks and procedures. We firmly believe that it is everyone's responsibility to work together to achieve a safer work environment.

In order to enhance safety, ArcelorMittal offers a series of publications called Life Books, which provide safety suggestions, reminders and ideas auditors can use when conducting safety audits. With guidance provided by the Life Books, auditors can recommend changes that may exceed the company's safety standards or the safety standards set forth in federal, state or local laws, to help achieve a safer workplace.

The Life Books cover seven key areas:

- Isolation
- Confined space
- Working at heights
- Rail safety
- Vehicles and driving
- Cranes and lifting
- Contractors

Joint commitment to safety

Together, ArcelorMittal and the United Steelworkers (USW) strive to ensure the safety of our employees and improve the safety performance of our operations. The USA safety steering committee – which comprises senior executives, union leadership and safety professionals – continuously monitors safety performance through weekly reports, conference calls and monthly meetings.

Since 2005, safety leaders and union representatives from all USA facilities have met on a quarterly basis to:

- Discuss best practices
- Receive training on new initiatives
- Share information and exchange ideas regarding continuous safety awareness
- Review lost time incidents and fatalities
- Review what went well/wrong during the previous quarter

In 2014, a significant effort was undertaken to improve safety performance more strategically. A joint union and management team was formed to review several incidents, identify the top historic common causes of these incidents and recommend actions to support a step change in performance. Recommendations and initiatives formulated by the joint union and management team were expanded in 2015.

These initiatives, which aim to improve safety performance more strategically, were incorporated into the 2015 and 2016 Health and Safety Plan and include:

- Targeted focus on fatality prevention standards and assessments and improving the quality of shop floor audits and layered evaluations
- Expanded risk assessment activities at plant and division levels
- Enhancing the comprehensive corrective and preventive action process
- Implementation of Operational Safety Evaluation (OSE) auditing
- Continued training to ensure the workforce's ability to recognize and manage hazards and risks
- Improving the quality, access and use of standard operating procedures and work instructions
- Improving safety during major maintenance and construction activities with Green Guardians, a special group of employees who conduct safety audits to ensure that these special projects are executed safety

Safety initiatives

As part of our commitment to shared vigilance in the workplace, and to help improve our LTI rate by preventing serious accidents from occurring, we formally track near misses at our operating facilities. Due to the nature of LTIs – where many are repeat in nature – we continually learn from previous incidents and near misses in order to improve our safety record. Last year we recorded 1,559 near misses among our facilities.

Near misses are formally reported using the following methodology

- Collect data
- Describe incident
- Determine causal factors (unsafe conditions and actions)
- Perform root cause analysis
- Develop preventive and corrective actions

The near miss is also formally investigated to identify and address the underlying safety issue.

To reinforce safe practices and ensure that managers and supervisors are spending time on the shop floor, our facilities complete regular shop floor audits and layered safety evaluations. A shop floor audit is a face-to-face discussion between employees and leadership in order to recognize, assess and reduce risks. The ultimate goal of a shop floor audit is to recognize and reinforce safe practices, identify obstacles to safe practices, reinforce existing standard operating procedures and identify improvement actions. Managers are required to audit each employee at least twice per year.

A layered safety evaluation is a different type of audit, designed to check deployment of health and safety procedures, align procedures with practices and provide feedback. A layered safety evaluation is similar to a shop floor audit, but has important differences. Layered evaluations focus on the system as a whole and not specifically on a given task. The goal of a layered evaluation is to share viewpoints, communicate expectations, reinforce practices and identify key points for improvement. Managers are required to complete one layered safety evaluation per week.

Another strategy to improve our U.S. safety performance is obtaining the Occupational Health and Safety Assessment Series (OHSAS) 18001 certification, a voluntary international certification for safety management systems intended to help sites control risks by setting targets and monitoring safety performance. It was developed in response to widespread demand for a recognized standard against which to be objectively assessed. In 2015, 17 ArcelorMittal USA facilities, as well as our R&D center, maintained their certification with OHSAS 18001.

Safety initiatives (continued)

This certification requires external auditors to review our health and safety system, similar to how ISO/TS 16949 and ISO 14001 certifications are audited for quality and environmental systems. One of the tools in the OHSAS 18001 process is Hazard Identification, Risk Assessment and Control (HIRAC), which helps identify and ultimately reduce risks in the workplace. The process promotes proactive engagement between shop floor employees and managers to recognize hazards, assess the level of risk and implement controls to reduce the risks.

Throughout 2015, 38 formal safety audits took place across our flat carbon USA facilities and 32 took place at our long carbon USA facilities. These formal audits resulted in reports that identified opportunities to improve compliance and reduce hazards at each facility.

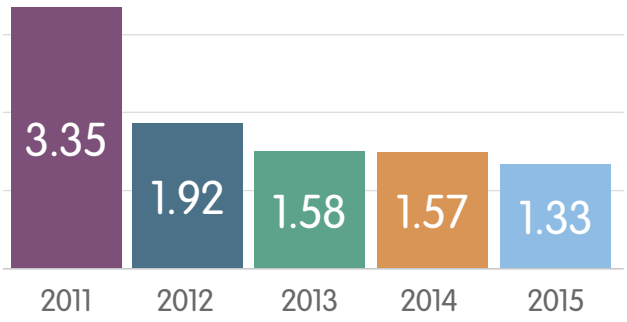
In an effort to reinforce our health and safety standards and remember the workers we have lost, ArcelorMittal and the USW host Global Health and Safety Day/Workers Memorial Day every April at local facilities throughout the United States. The theme of our 2015 annual Health and Safety Day was "Together for Safety." In total, 23 sites and close to 20,000 people participated in activities ranging from health screenings, to fire extinguisher training, emergency drills and HIRAC simulations.

In the United States, Global Health and Safety Day officially launches our annual SummerSafe program, which aims to educate employees about safety hazards that can occur in warm weather. Similarly, we annually promote WinterSafe and HolidaySafe programs to highlight seasonal hazards, including icy roads and severe weather, as well as the dangers of portable heaters and other potential home hazards.

Each safety initiative is highlighted in several internal communication vehicles for employees, including 1 Magazine, 1 Intranet, videos and posters, to ensure employees have access to these crucial messages throughout the year.

Lost time injury frequency rate*

*Includes employees and contractors. Figures reported express the frequency of lost time injuries per million hours worked.



Labor

Employee relations

In the U.S., ArcelorMittal strives to maintain a healthy partnership with all stakeholders, including our local unions and national union leadership. The USW represents 69 percent of our total workforce in the United States. The Basic Labor Agreement (BLA), a contract between 12 of our facilities in the U.S. and the United Steelworkers, regulates wages, hours, and terms and conditions for employment. The last agreement took effect in 2012 and expired on September 1, 2015. Labor negotiations related to this contract began in 2015 and continued into 2016 between ArcelorMittal and the USW. A tentative agreement was reached in late April 2016 on a new three-year contract. At the time of publication of our Integrated Report, the USW is in the process of ratification.

Our management and USW leadership meet to discuss business updates, issues affecting the company and partner relations. The meetings have occurred on an annual basis since 2008. In 2015, we continued implementing a key safety and sustainability initiative launched in 2010 – Safe Sustainable Steel. This initiative focuses on building a fundamental understanding of the current state of the business and what can be done to help shape a more sustainable future. Safe Sustainable Steel drives improved employee engagement around actions that will lower operations costs and improve productivity, quality, yield and delivery while never compromising safety.

In addition to projects that focus on improving our operations, performance and the sustainability of our products, Safe Sustainable Steel videos and communications are produced regularly for department managers and employees. Designed to promote discussion and stimulate new ideas, communications cover a variety of topics, including shared vigilance, competitive threats, walking work surfaces, and slips, trips and falls.

Employee grievances

ArcelorMittal has a number of policies and training procedures in place to protect both our employees and the company. In the United States, we employ a whistleblower hotline that allows employees and stakeholders to report violations of our code of business conduct 24 hours a day, seven days a week. This phone line and website are operated by an independent third party and any reports made through the whistleblower hotline are anonymous and confidential. We explicitly communicate that there will be no retaliation for reports made in good faith. All reports are taken seriously and are investigated and addressed in a timely manner.

Health

Employee health

ArcelorMittal recognizes that employee health and wellness play a critical role in improved employee safety, productivity and overall well-being. The combination of an aging workforce and rising healthcare costs makes it imperative for us to take action on the issue of employee wellness. ArcelorMittal USA paid a total of $266 million in medical costs for enrolled represented employees in 2015, a 9 percent increase over 2014, and recognizes these costs will likely continue to rise. Since 2009, the costs of medical coverage have increased by approximately 42 percent, with an average yearly increase of 6 percent.

To increase the wellness options available to our employees, we have continued to expand our activities through our Transforming YOU wellness initiative that was launched with the USW in 2011. Its mission is to encourage employees to engage in healthy lifestyles and create a culture of health and well-being leading to improved physical health, personal and professional success, and stability for employees and their families. In 2015, the initiative covers a wide spectrum of activities, including awareness, nutrition and diet, fitness, education and medical screenings.

In order to further raise awareness of the wellness initiative in 2015, we published six issues of our Transforming YOU newsletter. The newsletter is available online to all employees and a hard copy is also mailed to the homes of USW members. We dedicated a section in each issue of 1 Magazine to wellness, featuring stories of "wellness champions" – employees who have made significant lifestyle changes in order to improve their health and well-being.

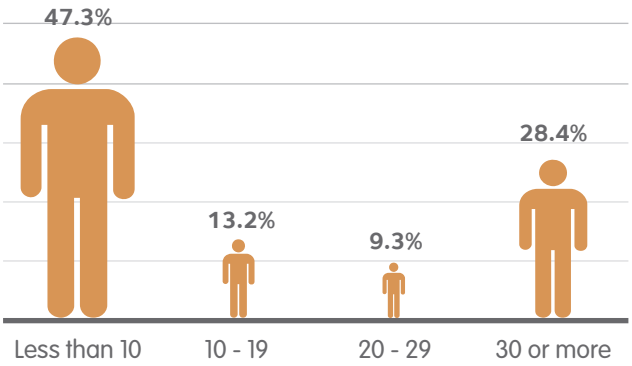
Increased focus continues to be placed on encouraging our employees to complete free biometric screenings. These screenings provide a snapshot of key metrics such as cholesterol, glucose, blood pressure and BMI, which can be used as a tool by employees to take proactive preventive healthcare measures. In 2015, 3,590 employees took advantage of the biometric screenings, a more than 15 percent increase over 2014. All screenings and results are kept confidential. In addition to biometric screenings, we offer a tobacco cessation reimbursement program to employees and spouses, reimbursing up to $100 per individual for tobacco cessation products and services.

To further promote our focus on wellness, our USA facilities participated in our annual Health Week, October 5 through 9, 2015, which emphasized preventive healthcare activities for both the workplace and home. Health Week events included the ArcelorMittal Global Walk/Run, health screenings, free flu shots and presentations about preventive health measures, such as healthy eating, fitness, heart health, smoking cessation and stress awareness. A total of 1,629 of our employees in the U.S. took advantage of free onsite flu shots and over 1,450 participated in the Global Walk/Run event.

Labor and health statistics

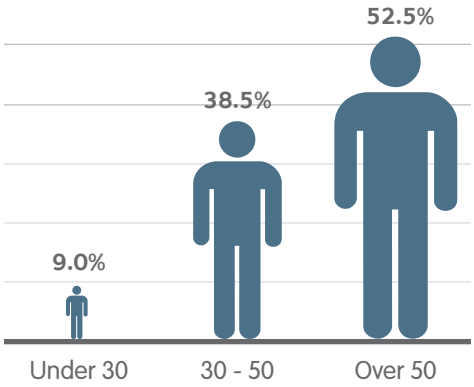
Labor

Duration of employment with ArcelorMittal in the U.S.* (in years)



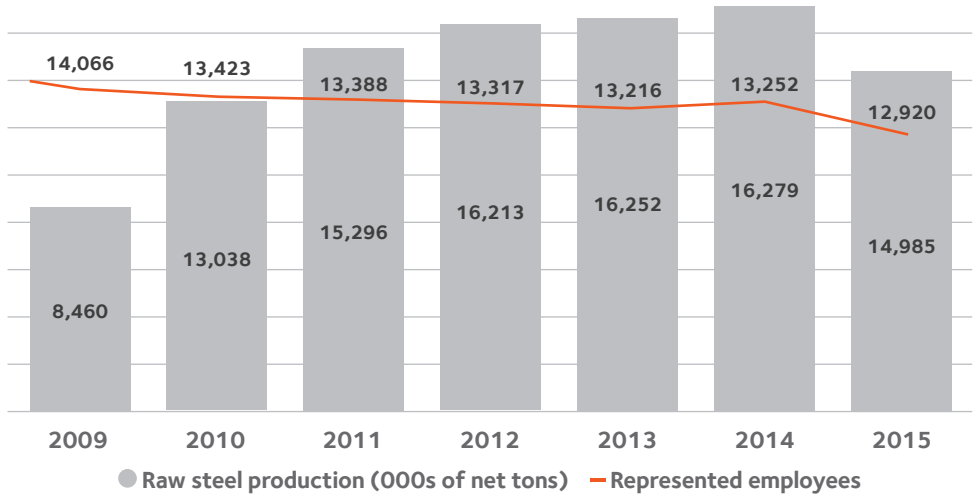
*1.8 percent of employees lack service dates

Percentage of employees by age group (in years)



Raw steel production vs. represented employees 2009-2015

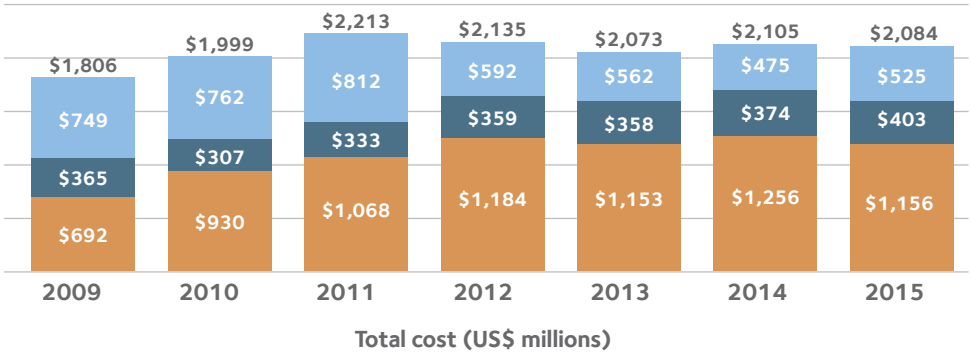
The chart below traces ArcelorMittal USA's represented employee levels since 2009, as compared to raw steel production. While raw steel production varied based on market conditions, employment levels remained relatively flat. In 2015, one employee accounted for 1,159 tons of raw steel production.



Represented employee data includes wholly-owned ArcelorMittal USA LLC facilities, minus Vinton and Piedmont. It also includes I/N Tek and I/N Kote.

Total labor costs for represented workforce at ArcelorMittal USA: 2009-2015

The chart below illustrates ArcelorMittal USA's total costs for our represented workforce from 2009 to 2015, including payroll, benefits and post-retirement costs. In 2015, ArcelorMittal USA's total costs for our represented workforce were $2 billion.

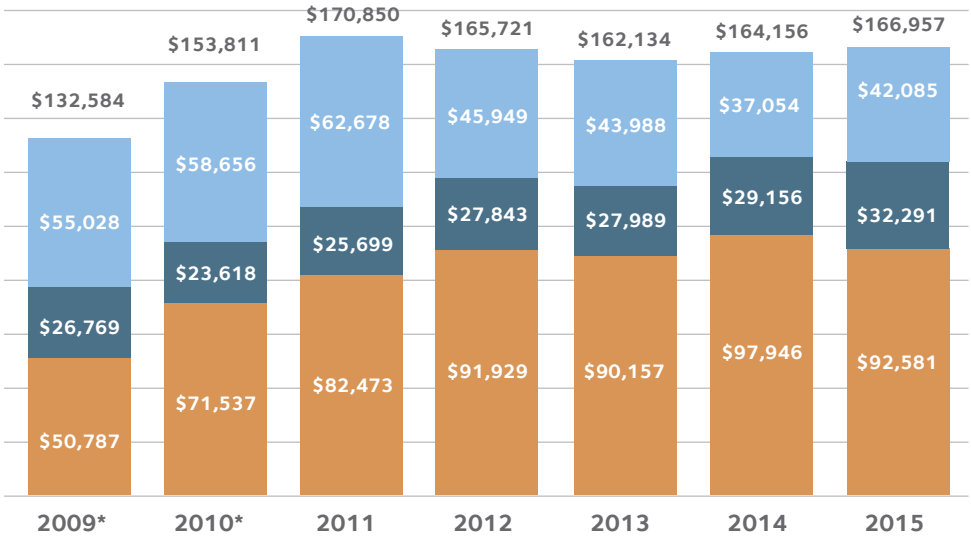


- Payroll costs
- Other costs
- Post-retirement costs

Data represents wholly-owned ArcelorMittal USA LLC facilities, minus Vinton and Piedmont. Historical labor costs reflect data for facilities that are now closed (Lackawanna and Hennepin). "Other costs" include payroll taxes, active group insurance, worker's compensation, SUB pay and severance.

Average annual employee costs per represented employee at ArcelorMittal USA: 2009-2015

The chart below illustrates the average annual earnings of a represented employee at ArcelorMittal USA, highlighting annual pay, benefits and post-retirement costs. The 2015 average employment costs for a steelworker was $166,957.



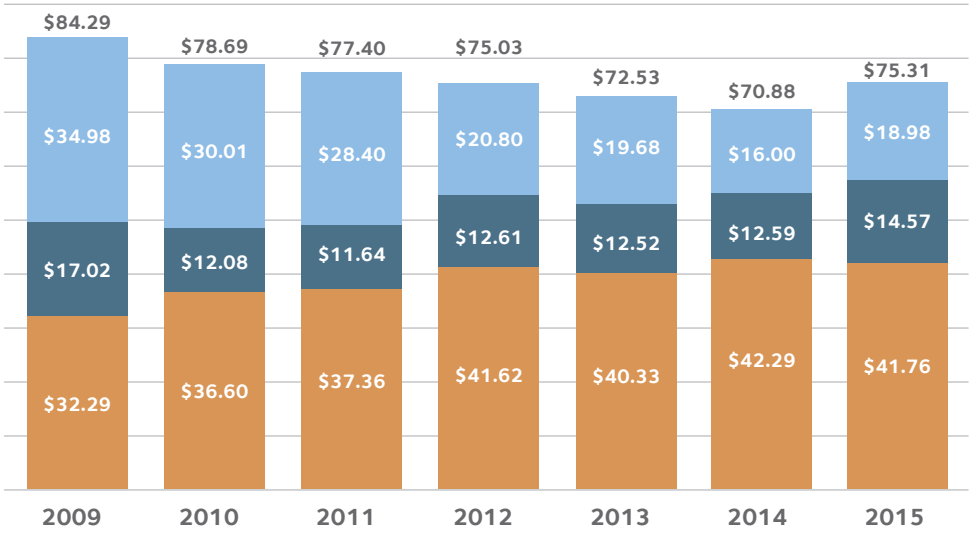
- Payroll costs
- Other costs
- Post-retirement costs

Data represents wholly-owned ArcelorMittal USA LLC facilities, minus Vinton and Piedmont. Historical labor costs reflect data for facilities that are now closed (Lackawanna and Hennepin). "Other costs" include payroll taxes, active group insurance, worker's compensation, SUB pay and severance.

* Employee costs decreased in 2009 due to layoffs necessary during the economic downturn. The payroll costs shown are based on the average payroll cost for both working and laid off employees.

Average labor costs per worked hour to ArcelorMittal USA: 2009-2015

The chart below illustrates the average costs per worked hour per active represented employee. In 2015, the average costs of a represented employee to ArcelorMittal USA were $75.31 per hour worked, including payroll, benefits and post-retirement costs. According to Q4 2015 data from the Department of Labor's Bureau of Labor Statistics, the average manufacturing worker earned $38.50 per hour, including benefits.



Data represents wholly-owned ArcelorMittal USA LLC facilities, minus Vinton and Piedmont. Historical labor costs reflect data for facilities that are now closed (Lackawanna and Hennepin). "Other costs" include payroll taxes, active group insurance, worker's compensation, SUB pay and severance.

ArcelorMittal USA wage increases vs. benchmarks

Wage increases at ArcelorMittal USA have been in line with, or run substantially ahead of, manufacturing sector wage increases and cost of living increases over the last decade. From 2009 to 2015, despite the challenges facing the industry and company, ArcelorMittal USA's average wage increase of 2.4 percent exceeds manufacturing increases and the consumer price index.

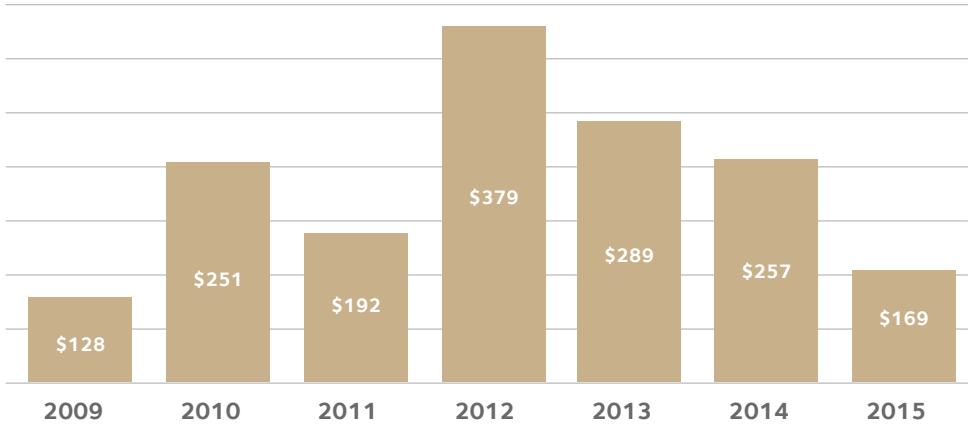
Average annual wage increases			
Period	ArcelorMittal USA	Manufacturing	CPI-W
2003-2008	2.9%	2.8%	3.1%
2009-2015	2.4%	2.2%	1.4%

Source: U.S. Department of Labor (Manufacturing) and consumer price index for urban wage earners and clerical workers (CPI-W).

Data represents wholly-owned ArcelorMittal USA LLC facilities covered by the Basic Labor Agreement (BLA). Lump sums not factored. Period 2003-2008 includes legacy companies ISG and Ispat Inland.

ArcelorMittal USA pension funding payments: 2009-2015

ArcelorMittal, at a minimum, funds to the legal requirements dictated by pension law. Fluctuations to annual pension funding are due to changes in actuarial funded status, asset values, legal funding rules, interest rates, and changes in benefits.



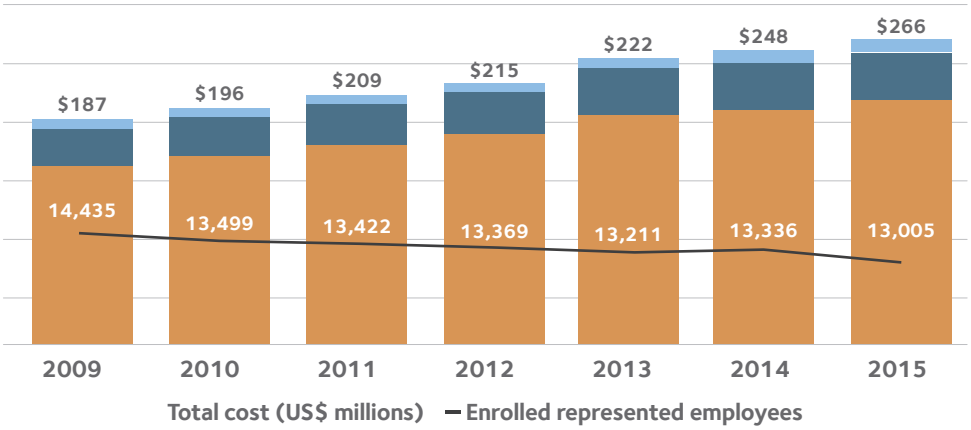
Pension payments (includes both defined benefits and defined contributions - US$ millions)

Data represents ArcelorMittal USA LLC facilities. Includes both represented and non-represented employees. Data also includes payments to Steelworkers Pension Trust, and employer share of 401k contribution.

Health

Total medical costs for enrolled represented ArcelorMittal USA employees: 2009-2015

ArcelorMittal USA paid a total of $266 million in medical costs for enrolled represented employees in 2015, a 9 percent increase over 2014. Since 2009, the costs of medical coverage have increased by approximately 42 percent, with an average yearly increase of 6.0 percent.



Medical benefit payments

Drug benefit payments (less rebates)

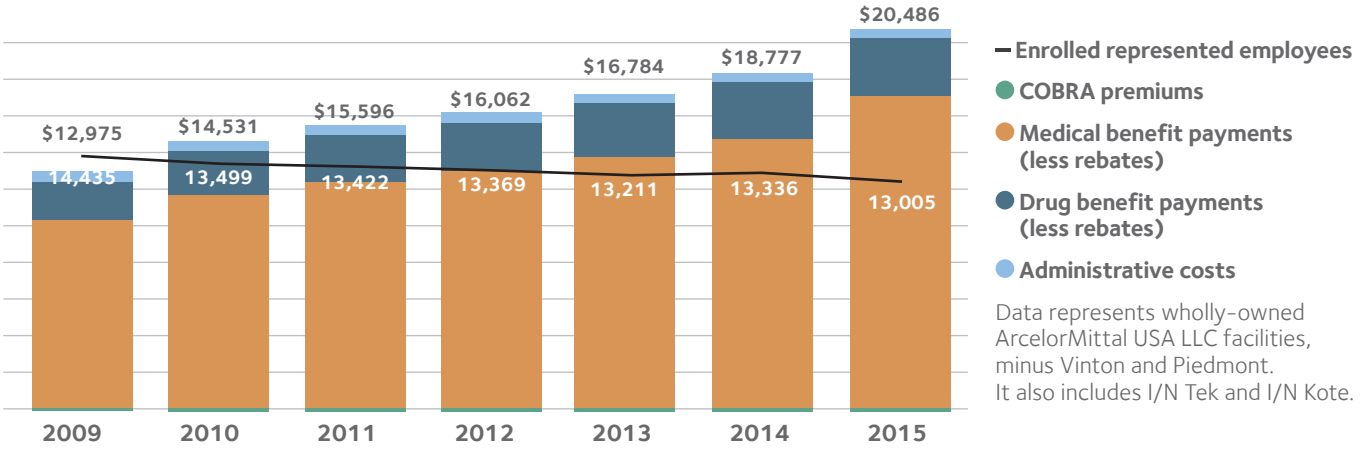
Administrative costs

Data represents wholly-owned ArcelorMittal USA LLC facilities, minus Vinton and Piedmont. It also includes I/N Tek and I/N Kote.

Source: 2015 Annual Cost Report, Trion

Medical costs per enrolled employee: 2009-2015

The costs of medical coverage per enrolled represented employee to ArcelorMittal USA have increased approximately 58 percent since 2009, reaching $20,486 in 2015. Medical costs have increased an average of 7.9 percent year-over-year since 2009.



Data represents wholly-owned ArcelorMittal USA LLC facilities, minus Vinton and Piedmont. It also includes I/N Tek and I/N Kote.

Source: 2015 Annual Cost Report, Trion

ArcelorMittal USA employee benefits vs. national benchmark

This chart provides a detailed look at ArcelorMittal USA's medical benefits plan as compared to national benchmarks. Enrolled represented employees of ArcelorMittal USA enjoy a superior plan as compared to other manufacturers.

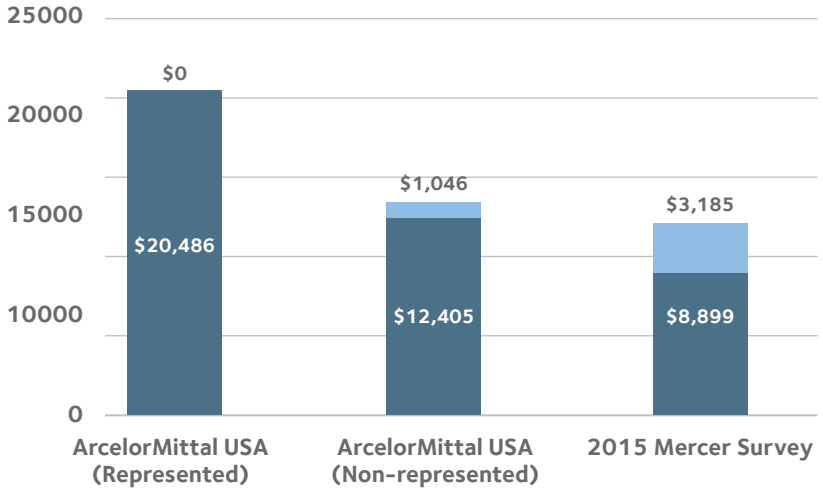
In-network benefits	National benchmark		ArcelorMittal USA*	
Annual deductible	$500/$1,000		$0/$0	
Out of pocket maximum	$3,000/$6,300		$1,000/$2,000	
Coinsurance	80%		90%	
Emergency room copay	$125		$50, waived if admitted	
Non-preventative doctor visits	$25 copay		$15 copay	
Specialist doctor visits	49% require higher copay than primary care physician		$15 copay	
Prescriptions	Retail	Mail order (90 days)	Retail	Mail order (90 days)
Generic Brand formulary Brand non-formulary	$9 $31 $52	$20 $63 $109	$10 $20 $30	$20 $40 $60

* The ArcelorMittal USA data represents the majority of employees, which are part of the ISG Highmark/ Caremark plan. Some employees from the former Ispat Inland Company participate in a slightly different, yet comparable benefits package.

Source: Trion, Mercer's National Survey of Employer-Sponsored Health Plans 2015, 10,000-19,999 employees for PPO/POS plans

2015 average annual medical plan costs per enrolled represented employee vs. benchmark

ArcelorMittal USA's medical plan costs per enrolled represented employee are nearly double the costs of similar sized companies in Mercer's 2015 National Survey of Employer-Sponsored Health Plans (employer size 10,000 – 19,999). Additionally, ArcelorMittal USA's employees do not pay for premiums for the medical benefits package while employees of other similar sized companies pay 26 percent of the total medical plan cost.



Employee premiums do not take into account co-pays and coinsurance paid for by employees. The Mercer benchmark percent employer cost share is adjusted for the ArcelorMittal enrollment mix. Data represents wholly-owned ArcelorMittal USA LLC facilities, minus Vinton and Piedmont.

	ArcelorMittal USA (Represented)	ArcelorMittal USA (Non-represented)	2015 Mercer Survey
Employee contributions	$0	$1,046	$3,185
Employer cost	$20,486	$12,405	$8,899
Total medical plan cost	$20,486	$13,451	$12,084
Employer subsidy percentage	100%	92%	74%

ArcelorMittal USA employee out-of-pocket costs vs. benchmark

While the percentage of medical and prescription costs covered by ArcelorMittal USA represented employees continues to decline over time, the national norms continue to increase and are more than three times higher than our employees' out-of-pocket cost.

Percent of medical/Rx costs paid by enrolled represented employee out of pocket		
	ArcelorMittal USA (Represented)	National norms*
2010	7.0%	15.1%
2011	6.2%	15.0%
2012	6.1%	15.7%
2013	5.5%	16.5%
2014	5.7%	18.0%
2015	5.2%	20.0%

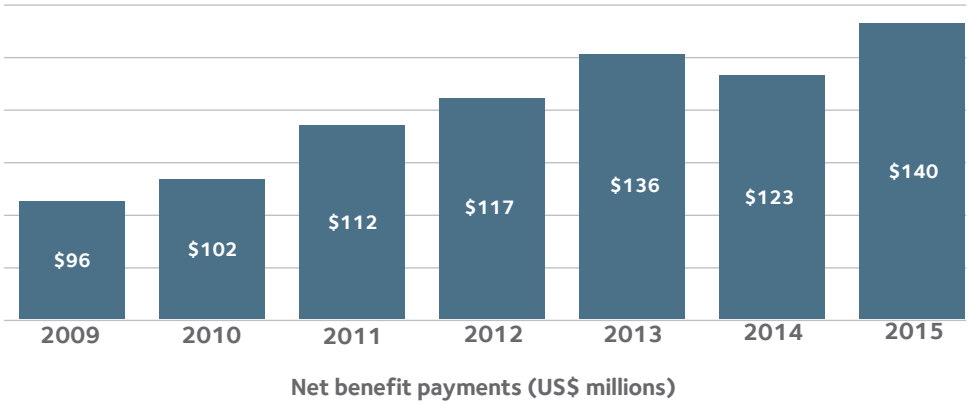
Source: Trion

Data represents wholly-owned ArcelorMittal USA LLC facilities, minus Vinton and Piedmont. It also includes I/N Tek and I/N Kote and AM/NS Calvert

* National norms from Mercer's 2015 National Survey of Employer-Sponsored Health Plans (10,000-19,999 employees), norm represents an average of the highest cost and lowest cost plans.

ArcelorMittal USA OPEB/retiree health care benefit payments: 2009-2015

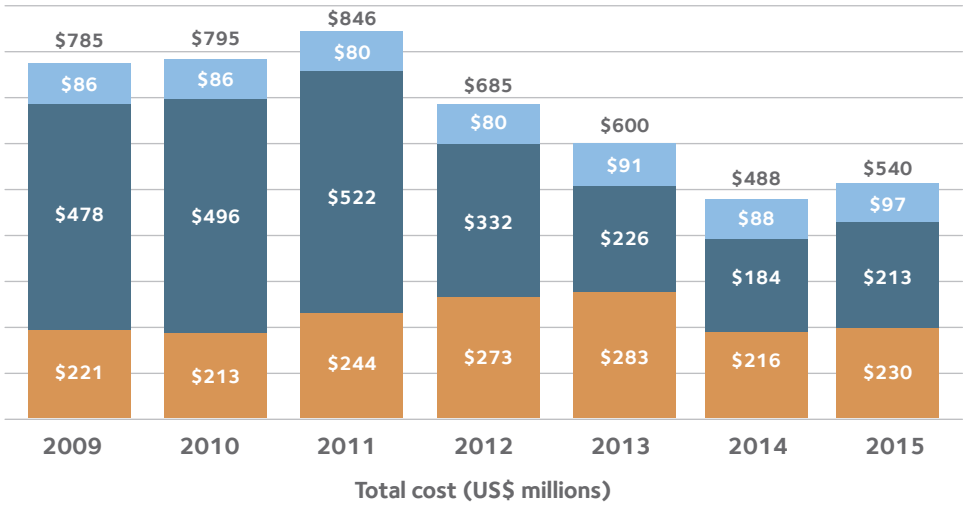
This chart reflects the cash benefits for retiree medical, life, and other benefits (excluding pensions) provided to the ArcelorMittal retiree population in the United States. While premiums paid by retirees for their retiree medical benefits have remained constant from 2009 to 2015, the rising cost of health care, improvements in mortality, and other factors continue to increase the cost to the company.



Data represents ArcelorMittal USA LLC facilities.

ArcelorMittal USA post-retirement expenses: 2009-2015

Post-retirement expenses represent the accounting recognition of benefits (primarily pensions, retiree medical, and retiree life insurance) delivered to employees after they retire. The expenses include a component for the estimated cost of these benefits for current employees as well as interest expense on the accrued liability. Post-retirement expenses are affected by the level of benefits promised, interest rates, return on assets, and other actuarial assumptions including projected health care inflation and mortality. Although lower the last four years, these expenses are expected to be significant for the foreseeable future.



Pensions
OPEB
VEBA

Data represents ArcelorMittal USA LLC facilities. Includes both represented and non-represented employees.

OPEB = other post-employment benefits

VEBA = voluntary employees' beneficiary association

CASE STUDY

Journey to Zero: closer than ever

Safety is ArcelorMittal's number one priority. As part of our Journey to Zero initiative, ArcelorMittal remains committed to our focus on zero fatalities and maintains a strong emphasis on reducing all injuries and illnesses with particular focus on events or conditions that may pose a serious injury or fatality potential. In 2015, five of our U.S. plants and more than 30 departments at nine other facilities reached a significant goal on our Journey to Zero. They went an entire year without an LTI.

Our facility in Riverdale, Illinois, was one of these plants. To accomplish this safety achievement, the facility conducted a detailed analysis and developed a focused improvement plan for 2015. The analysis and plan were communicated to the entire workforce at Riverdale so that the common goal of improving safety could be achieved. The Riverdale plan consisted of five key components: reassigning resources to areas with the most critical need; strategic projects to help with several ergonomic issues; engaging the workforce on safety solutions; using layered audits to target problem areas; and improving the safety skills of at-risk employees.

The services and spares department at our Indiana Harbor, Indiana, facility also experienced a zero LTI rate. Chuck Mauder, division manager, services and spares, ArcelorMittal Indiana Harbor, said good communication is a requirement for an improved safety performance. "All employees have to be engaged. A near miss is going to turn into an accident if it isn't reported. Part of our department, our central spares west group, has gone without an LTI for 11 years. That's a remarkable achievement," noted Mauder. He credits the fact that they actively publicize near misses, so employees can learn from them. During this process they ensure that employees are aware of the conditions that caused the near miss in order to avoid future accidents.

CASE STUDY

Case study (continued)

Our Indiana Harbor utilities department went even further than zero LTI incidents. Our 220 employees there recorded zero Occupational Safety and Health Administration (OSHA) recordable injuries in 2015. While an LTI means that an employee misses work time due to an injury, an OSHA recordable injury includes any issue that requires medical treatment. Our employees in utilities deal with most of the same hazards as our manufacturing departments. One way employees have improved safety is by taking more time to ensure all paperwork is complete. "It's a great accomplishment for the utilities division at Indiana Harbor to complete an entire year without a single OSHA recordable injury," said Steve Thompson, director, health and safety, ArcelorMittal USA. "Very few departments across the USA, exposed to similar risks, have achieved that performance in recent years."

At our Burns Harbor facility in Indiana, the coke plant was one of five areas that achieved a zero LTI rate in 2015. For the coke plant, working in extreme temperatures brings another set of challenges. "At the coke plant, our employees must work through some of the most extreme temperatures and elements all year round," noted Tim Candiano, division manager, coke plant operations, ArcelorMittal Burns Harbor. "I'm very proud of our employees. They have shown what is possible when everyone is actively engaged and focused on preventing injuries. It requires using all the tools available and recognizing the inherent hazards on each job, every day. Above all, we must all realize that our actions on the job will impact our families and co-workers if any of us get hurt. There is no shortcut or excuse that is worth the price of a life and the tragedy that our families will have to endure."

2 Products that accelerate more sustainable lifestyles

We are committed to manufacturing products that advance sustainable lifestyles. Our steel is an essential component of countless products Americans depend on in their daily lives, including automobiles, appliances and packaging. The role steel plays in the sustainability strategies of our customers and these products often goes unrecognized. Steel not only allows products to be lighter, which results in reduced carbon emissions, but it is also infinitely and easily recyclable. Additionally, compared to competing materials, steel has a smaller environmental footprint.

Why is this important to us?

We believe steel plays an important role in the circular economy. Steel is a critical component of the products that we rely on in our modern lives. As a leading steel producer in North America, we have a responsibility to demonstrate the sustainable life cycle of steel and continue to innovate with our current range of steel products.

The commercial imperative

What kind of challenges do we face?

We must create products that meet our customers' business and sustainability goals. In the automotive market, car manufacturers in the U.S. are required make their cars more fuel efficient than ever before, often by making them lighter, while maintaining safety standards. Years of successful innovation have put steel at an advantage here, and our industry must maintain this leadership.

What do we need to do?

To maintain our market leadership, we regularly invest in continued product innovation. This means continually making stronger and lighter steel that meets our customers' expectations. We also must work with our stakeholders to understand their specific needs and create solutions to meet new sustainability goals. We also have the opportunity to demonstrate how steel's environmental footprint is smaller than competing materials, and will continue to drive industry leading life cycle analysis.

What is the potential to create value?

Steel is the answer to many environmental challenges. Steel creates societal value in that it is strong, safe and easily and infinitely recyclable. One ton of steel produces less CO_2 than aluminum, magnesium or carbon fiber over its whole lifetime. Recent innovations, such as the high strength steels developed for the automotive market, have advanced our potential to make cars lighter, reduce air emissions and help customers meet increasingly stringent government regulations.

2015 highlights

	Our commitments	Our progress	Next steps
Product innovation	Ensure that our processes and products are at the cutting edge of innovation through targeted investments and initiatives	ArcelorMittal committed $227 million towards global research and development efforts	Continue to make strategic investments in research and development efforts throughout the world
	Ensure our products continue to meet customer needs and goals related to more sustainable lifestyles	ArcelorMittal developed 195 innovative technical solutions globally that were deployed in 2015	Continue to develop new solutions both independently and co-engineered with customers
Life cycle analysis (LCA)	Understand and communicate the life cycle of steel as a material of choice for the North American automotive industry	Launched a life cycle analysis process with Steel Market Development Institute (SMDI) and other American steel producers to analyze and report on the life cycle of steel	SMDI will launch the results of the LCA study in 2016

Product innovation and design

Steel is one of the most versatile materials in the world. It is 100 percent recyclable and is critical in making products that accelerate modern lifestyles, such as cars and consumer goods, more environmentally friendly and energy efficient throughout their life cycle.

Our customers are choosing materials based on new factors, including the full life cycle impact of a product. Steel is poised to maintain its competitive advantage by demonstrating its environmental footprint. A ton of steel produces less CO_2 than aluminum, magnesium or carbon fiber over its whole lifetime, due to its lower production emissions and infinite recyclability.

However, we must continually innovate in order to maintain our competitive advantage. As an industry leader in sustainability, it is our responsibility to actively manage and explore opportunities to reduce our environmental footprint by creating breakthrough technologies and products to address sustainability challenges. Being at the forefront of innovation and customer collaboration in the industry will put us ahead of our competitors as the material and steel manufacturer of choice for our customers.

Our research and development centers are charged with developing new steel products and solutions, evolving new production processes and evaluating new business models. ArcelorMittal has 12 research and development centers located in Europe, North America, and South America. These labs work together to implement the technologies that will drive our industry forward and maintain ArcelorMittal's advantage. Each center has its own special areas of interest, with other secondary activities. The U.S. research and development center is located in East Chicago, Indiana, and focuses upon process and technical assistance, automotive, appliances, energy products, construction and industry products.

In 2015, ArcelorMittal invested $227 million in global research and development efforts.

Automotive

The weight of a car is key to its fuel efficiency, but it's a challenge to improve efficiency while also ensuring safety and recyclability. We have made this challenge central to our product development strategy.

In 2012, the Obama Administration announced Corporate Average Fuel Economy (CAFE) and greenhouse gas standards that will require a doubled fuel economy to 54.5 miles per gallon (MPG) for the 2025 vehicle fleet. This standard is not being met by powertrain improvements alone – manufacturers are looking to decrease vehicle weight to boost fuel economy. ArcelorMittal is currently the leading steel provider by market share to the world's automotive market, with a strong presence in the United States. As the automotive industry is one of our major stakeholders, we are dedicated to developing new products and steel solutions that meet the ever-changing needs of the industry.

For example, ArcelorMittal has collected evidence further demonstrating the potential of advanced steel products in helping automakers meet the CAFE standards of 54.5 MPG by 2025. Specifically, based on U.S. Environmental Protection Agency (EPA) and National Highway Traffic Safety Administration (NHTSA) modeling, advanced high strength steels (AHSS) can deliver vehicle light-weighting benefits at a lower cost to the consumer and with less environmental impact than alternative solutions such as aluminum, magnesium or carbon fiber. The EPA and NHTSA models show that the weight reduction achieved with current and emerging AHSS products, combined with the improvements in powertrain technologies anticipated by the EPA and NHTSA, can get vehicles to the new 54.5 MPG standards.

The models further show that the weight reduction offered by AHSS provides one of the largest improvements in fuel economy, and the single largest improvement in efficiency per dollar spent than any other known fuel economy improvement technology. Most important to the purpose of the CAFE standards, AHSS create a lower life cycle carbon footprint vehicle than one manufactured from other, more energy and emissions-intensive alternatives such as aluminum or carbon fiber. The production of one ton of aluminum requires five times the energy required to make one ton of AHSS. As a result, steel provides automakers with an opportunity to create a lower life cycle carbon footprint vehicle than one manufactured from aluminum or carbon fiber. In addition, an aluminum car requires twice the amount of CO_2 to manufacture than a car made of AHSS, since the body structure accounts for about one third of the curb weight of a typical vehicle.

Some AHSS products have multiplied in strength by almost 10 times over the past 20 years. This is a phenomenal change for the material that is also the most recycled material in the world. Many of our innovations have been the result of our close, long-term partnerships with automotive customers. By understanding and meeting our customers' needs, we create viable new products for the market as a whole. Our advanced and ultra high strength steels are part of a full range of steel grades available to the automotive industry to help achieve lightweighting goals without compromising safety.

Packaging

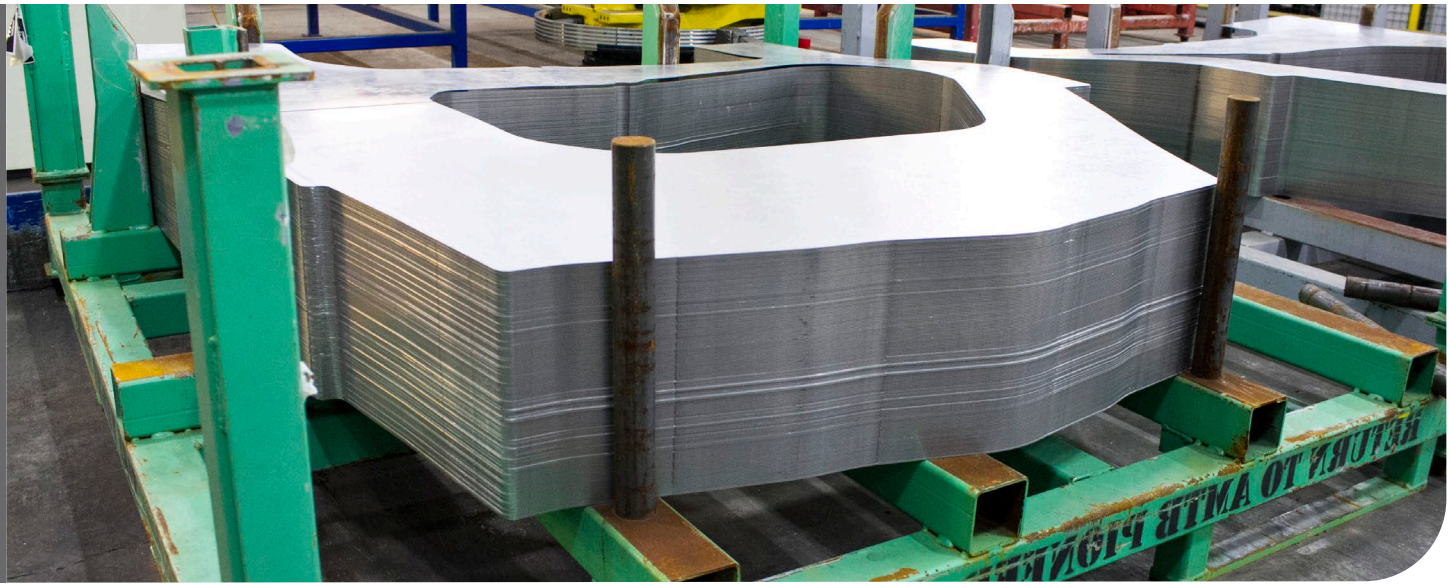
Our modern lifestyles are enhanced by steel. Not including automobiles, it is estimated that the typical American household contains more than 1,000 pounds of steel. ArcelorMittal supplies steel products for a multitude of consumer applications, from washing machines and water heaters to fans and fencing.

An excellent example of this is packaging. Steel is used in packaging for food, drinks and other liquids. Its resilience and light weight contribute to sustainable modern lifestyles. Steel packaging protects its contents from oxygen, light and other external elements, ensuring food safety. Steel packaging also conserves food without the need for refrigeration, keeping it usable for longer and helping to prevent food waste.

As a result of technical improvements, we can now produce thin tin plate steel that is equally strong, but much lighter, thereby reducing transport emissions as well as the amount of raw materials needed per can. And, because it's magnetic it is easy to recover, recycling is also economical.

Our ArcelorMittal Weirton facility in West Virginia is the single largest facility in the U.S. producing tin mill products. These products are used by our customers to produce canned food. Other packaging markets we serve include pet food cans, aerosol cans, paint cans, automotive oil filters and decorative tins.

CASE STUDY



ArcelorMittal Tailored Blanks: Driving sustainability for ArcelorMittal and our customers

ArcelorMittal Tailored Blanks, a subsidiary of ArcelorMittal, is a unique supplier to the automotive industry. From this business unit, we supply tailor welded flat carbon steel of different grades and coatings to the automotive stamping market, providing our customers the ability to conveniently balance cost, weight and performance in their vehicles. Through the product we supply and the processes we use in this division, we are making significant impacts on sustainability, both in the industry and for the general public.

"Our entire business is centered on providing sustainable choices to our customers," says Todd Baker, the group's President. With the corporate average fuel economy (CAFE) standards requiring auto makers to reach an average of 54.5 miles per gallon by 2025, the industry is actively searching for innovative ways to reduce the weight and improve fuel economy in their vehicles. Tailored blanks are a large part of this equation. With this cost effective lightweight product, we not only assist our customers in taking significant strides toward meeting the CAFE standards, but also offer opportunities to improve the performance of their parts.

"One of the major reasons a customer decides to utilize a laser welded blank is because of its ability to reduce the weight of an already existing component, while not significantly decreasing performance or increasing cost," Todd says. The door ring currently being supplied to Acura for the MDX clearly demonstrates the balance Todd is discussing. The door ring reduced the weight of the vehicle by 3.5 kilograms and dramatically improved its crash performance, receiving a top safety pick plus rating by the Insurance Institute of Highway Safety (IIHS). These innovative products are playing a significant role in the sustainability of everyday life, but this focus on the environment does not end there.

CASE STUDY

Case study (continued)

Over the past three years, ArcelorMittal Tailored Blanks has actively undergone technology upgrades to reduce impact on the environment. By upgrading older laser technology to new state of the art fiber lasers, we have seen a significant decrease in energy usage. When combining all current upgrades, the division has reduced energy consumption by 75%; saving enough energy to power 650 homes per year. In conjunction with retroactively upgrading older equipment, this technology has set as a standard across the division, ensuring all new equipment is at the height of energy efficiency in their industry. "It is imperative that we extend this focus on sustainability past the products we offer our customers and integrate sustainability into our manufacturing processes", explains Todd. These upgrades represent a significant capital investment that helps the company achieve the goal of producing safe sustainable steel.

The focus on sustainable steel permeates even deeper than technology and products, with 99% of waste at ArcelorMittal Tailored Blanks being recycled material. This high percentage of recycled waste is attributed to two things; raw material and energy efficient processes. Steel is 100% recyclable and plays a dramatic role in this achievement, as any waste from cutting, trimming or discarding parts is 100% recycled. It is also clear that the process the division uses to create value-added products does not contribute significantly to unsustainable waste. Todd identifies, "although a majority of our waste is recycled, we continually look for innovative ways to understand and improve how we manage and account for our waste." Todd is referring to the internal initiative to separate steel from other sources of waste. This will allow more accurate analysis of the 1% of non-recyclable waste and find new and innovative ways to drive toward a goal of zero waste.

The ArcelorMittal Tailored Blanks Division is a great example of ways different business units in ArcelorMittal play a significant role in reducing our impact on the environment. Todd said it best, "We have a significantly high percentage of recycled waste, we have dramatically reduced the amount of energy we use and we create a product that directly impacts the sustainability of everyday life."

3

Products that create sustainable infrastructure

The sustainability of every city and state in the U.S. depends on infrastructure. Serving as the backbone of the nation, infrastructure encompasses buildings, transportation, energy systems and products serving the military. Steel is the key to sustainable infrastructure in the United States due to its unmatched strength and longevity combined with the benefits of its environmental footprint.

Why is this important to us?

Our future as a country and a company depends upon continued investments in infrastructure. The importance of infrastructure, including roads, bridges, railways, hospitals, schools, offices, energy generation and defense, is indisputable. However, many overlook steel's integral role in the construction of infrastructure. Through continued innovations, steel supports the sustainability of our infrastructure systems. This is critical during a time when our country is suffering from aging infrastructure and limited funds to support it.

The commercial imperative

What kind of challenges do we face?

The demand for more sustainable materials from our customers continues to increase. Materials are needed to contribute to lighter buildings, longer lasting transportation solutions and cleaner forms of energy. Steel meets the challenge by proving that its environmental footprint coupled with its strength and availability make it the material of choice for infrastructure solutions.

What do we need to do?

To effectively serve infrastructure sectors, we must communicate steel's current and potential sustainability contributions. We also must continue to build upon our current range of products by working to make our products even more environmentally friendly, longer lasting and stronger.

What is the potential to create value?

We are currently meeting much of the nation's need for sustainable infrastructure solutions. Steel is strong enough to build skyscrapers, versatile enough to meet any construction challenge, and endlessly recyclable at the end of its useful life. Our current steel innovations are already reducing carbon emissions, energy use and costs for our infrastructure customers. Steel products are also creating environmental value through the creation of renewable energy through wind turbines.

Buildings

Steel meets a wide range of expectations that emerge from the need for more sustainable buildings and cities. For example, lighter-weight steel considerably reduces the energy needed to construct a building. It also reduces the need for other materials in the building, thereby lessening the environmental impacts associated with material creation and transportation. In addition, steel allows buildings to be assembled easily and then dismantled at the end of their life, so their components can be reused or recycled.

An excellent example of sustainable steel applications in building construction is 150 North Riverside, a 54-story office building in downtown Chicago. Currently under construction, sustainability is a focus of this new project, which has been LEED-CS Gold Precertified. ArcelorMittal is making important contributions to the building's sustainability through its incorporation of our Histar® steel, which is produced out of ArcelorMittal Europe-Long Products' Differdange mill in Luxembourg. This high strength steel is reducing the overall weight of the building's structural system by 6 percent - a savings that positively contributes to the building's environmental footprint in ways that range from limiting the need for additional materials to overall energy savings. Added benefits of Histar include the fact that it is composed of 97 percent recycled scrap steel and saves additional energy during fabrication, as Histar, at some strengths, does not require preheating for welding. These great characteristics are achieved through a unique production process developed by ArcelorMittal called the Quenching and Self-Tempering (QST) process.

Histar steel, which conforms to the ASTM A913 standard, is very common in tall and super tall buildings and has been uniquely produced by our facility in Differdange since 1990. In the United States, Histar steel is made available to the commercial construction industry via ArcelorMittal International. ArcelorMittal recognizes that to meet customer needs, we must collaborate with business units outside the U.S., thus with the support of its network of research and development specialists, mill representatives and technical service engineers the virtues of Histar steel are promoted to engineers, fabricators and other members of the design and construction team. When the solution is embraced, the result for end users is a marked savings in building weight, costs and carbon footprint. These kinds of collaborations between customers and ArcelorMittal multi-business units represent our commitment to sustainable infrastructure and customer solutions around the globe.

New construction solutions continue to be a focus of ArcelorMittal's research and development efforts. For example, in response to customer interests in zero-energy or even positive energy buildings, we continue to conduct research in this market. Areas in development now include models that directly integrate renewable energy sources into buildings through steel products.

Bridges and rail

We have long taken the lead among North American steel companies in the development of plate for bridge applications, including more corrosion-resistant steels. A recent example includes the upgrade to the Tappan Zee Bridge, across the Hudson River north of New York City. This is the largest transportation design-build project to date in the U.S. and is one of the largest construction contracts in New York history. Our facilities in Burns Harbor, Indiana, and Coatesville and Conshohocken, Pennsylvania, are providing 160,000 tons of high performance steel (HPS) for the project. The bridge, set to be completed in 2018, will support the transportation of 138,000 daily users. Just as impressive are the bridge's sustainability statistics. The new bridge is designed and constructed to last 100 years without major structural maintenance, due in part to the use of corrosion-resistant steels. Nearly 50 percent of the ArcelorMittal-supplied steel for the project is made from recycled materials.

In addition to HPS, we have also developed a corrosion-resistant plate steel called Duracorr® that is used in bridge applications, including two recent projects in Oregon. Duracorr has a unique feature in that it corrodes in salt-containing environments at one-tenth the rate of weathering steel. This makes it possible to build a bridge from Duracorr that never needs painting. When compared to weathering, painted or galvanized steels, Duracorr has life cycle cost advantages that permit its effective use in a wide variety of applications. Use of Duracorr also benefits the environment by reducing costs to re-paint bridges and avoids societal costs of traffic jams, excessive fuel use and resultant pollution.

We are also one of only three domestic manufacturers that produces rail through our Steelton, Pennsylvania, facility. This facility has produced rail for over 148 years and is capable of making one million tons of raw steel annually, serving rail customers such as the Metropolitan Transportation Authority in New York City and the Washington Metro. In addition, the Steelton facility is the only producer of tram rails in the U.S., providing materials for the construction of the new Kansas City streetcar system. Rail is an excellent example of sustainable infrastructure, with the capacity to transport passengers with a lower environmental impact than automobiles.

Energy generation

Steel is an essential component in all forms of energy generation and can bring significant environmental benefits. For many years we have supported the energy industry through products such as tubular steel for pipelines for the oil and gas sector. As society moves towards the implementation of cleaner and more efficient ways to generate energy, we have innovated steel solutions for the renewable energy market.

The American Wind Energy Association states that wind energy is being generated to power the equivalent of more than 15.5 million homes in the U.S. We currently provide the steel for the construction of wind turbines in Iowa, Indiana, North Dakota and Texas. Wind energy is among the fastest, cheapest, largest-scale solutions to reduce carbon emissions today. According to the Department of Energy, the price of wind power has dropped by 43 percent over the past four years, benefiting utilities and consumers. Another benefit of wind power is that it is a sustainable, clean source of energy.

In addition to playing a key role in the construction of wind turbines made from steel, we also support renewable energy generation on our property. Bethlehem Steel shut down integrated steelmaking at its Lackawanna, New York, facility in the early 1980s. ISG purchased the assets of Bethlehem Steel in 2003 and sold those assets to Mittal Steel in 2005. Following the ArcelorMittal merger, Lackawanna's finishing operations closed in 2009.

An over 1,000-acre property that is a part of the overall Lackawanna footprint was a vacant and underutilized brownfield when it was acquired. Today, this property is home to Steel Winds, one of the largest urban wind farms in the world. We lease approximately 40 acres of land for the project, which produces around 30-megawatts of electricity, enough to power 6,000 average American homes. We also lease approximately 25 acres to Steel Sun, where a solar farm will generate approximately 4 megawatts of electrical power serving a local university campus. In addition, we are completing remediation on over 400 acres of the property for redevelopment as a business park. The business park is home to a high tech welded tubular steel manufacturing plant, and several other manufacturing facilities are planned to locate there within the next year.

Military

We are proud to support our nation's defense infrastructure by supplying steel for a variety of military applications. We are currently the largest supplier of armor steel plate to the United States Armed Forces. For example, our Army armor products find application in many fighting vehicles including the Abrams main battle tank, the Bradley fighting vehicle, the Stryker family of fighting vehicles, various MRAP (Mine Resistant Ambush Protected) vehicles and the up-armored Humvee.

We also supply steel plate for a variety of United States Navy vessels, including aircraft carriers, submarines, littoral combat ships, destroyers and Coast Guard cutters. We have supplied steel plate for virtually every submarine and aircraft carrier in the Navy's fleet, including the current Virginia class nuclear-powered submarines and the nuclear powered Ford class aircraft carriers, like the USS John F. Kennedy (CVN-79) to be commissioned in 2020. Other notable recent projects include the USS Illinois submarine and the new destroyer, the USS Zumwalt.

CASE STUDY

Steel plate protecting our shores

The U.S. military is critical to our infrastructure, serving our nation as well as helping others across the world in times of need. The shipbuilding industry has been one of the long-term, main staples of the ArcelorMittal plate business. In 2015, we were proud to support the military by supplying steel to two world class Navy vessels. The first, the USS Illinois, is a new Virginia class Navy submarine. Commissioned in 2015, the submarine is 377 feet long, weighs 7,835 tons, and is able to operate at more than 25 knots submerged. At a cost of about $2.7 billion, construction on the Illinois began March 2, 2011, and was commissioned in December 2015.

The submarine is capable of remaining submerged for months, withstanding the harshest of environments (extreme depths/pressures), changes in ocean temperatures and currents around the globe, plus ballistic capabilities for firing missiles above and below sea level while avoiding damage from potential threats. All of this is possible while housing sailors and conducting operations, employing the most advanced radar and most sophisticated computer and navigation capabilities available.

Matt Habenicht, plate sales manager, ArcelorMittal USA, stated, "We have supplied steel plate to virtually every submarine in the Navy's existing fleet. As the only 'made and manufactured in the USA' producer of Navy armor plate, we are currently the sole qualified U.S. supplier of these grades of steel to the Navy, especially on these Virginia class submarines. Our Coatesville and Conshohocken plate mills are uniquely qualified to melt and produce the plates required for these ships. There is a significant amount of expertise required to melt, roll, heat treat, test, inspect and, at times, condition these difficult-to-produce, high strength grades of plate."

CASE STUDY

Case study (continued)

ArcelorMittal USA's Navy armor plate was also critical in the recent construction of the USA's newest guided missile destroyer – the USS Zumwalt. The long-anticipated, 610-foot-long, 15,480 ton destroyer is the largest destroyer ever built for the Navy. The ship's unconventional design allows it to appear to be a small fishing boat on radar. It also includes a new, all-electric, power design. The ship's gas-turbine engines power generators, rather than propellers, providing it with electrical energy that could be used to power high-tech weapons never before seen at sea. The propellers are powered from the electricity through electromagnets, conserving energy for other tasks. The vessel cost more than $4 billion to design and build. In 2015, the Zumwalt began sea trials in preparation for joining the Pacific Fleet.

Providing plate to the U.S. military, whether the U.S Army, Coast Guard or, in this case, the Navy, means a great deal to our employees. "ArcelorMittal and legacy companies have a long, rich history of supporting our nation's defense capabilities," notes Habenicht. "There is tremendous pride for our employees in this effort. When you know one of your family members or neighbors has a child or relative that may be aboard one of these ships, you pay extra attention to details when manufacturing their products. There is no room for error when these vessels are in a conflict."

CASE STUDY

Bridging the gap in our infrastructure needs

It is widely known that America's transportation infrastructure is in need of improvement. Bridges, in particular, are in desperate need of repair since the average age of bridges in the United States is 40-50 years old. According to the Federal Highway Administration, the U.S. spends approximately $13 billion every year just to fix bridges.

ArcelorMittal's U.S. facilities are doing their part to help rebuild some of the largest and most critical bridges in the U.S. and Canada. In addition to the much publicized new NY Bridge (formerly the Tappan Zee Bridge), ArcelorMittal is supplying plate product to rebuild of the Gerald Desmond Bridge in Long Beach, California, and the Champlain Bridge in Montreal, Quebec, Canada.

The Gerald Desmond Bridge is a through arch bridge. It carries four lanes of Ocean Boulevard from Interstate 710 in Long Beach, California, west across the Cerritos Channel to Terminal Island. Moffatt and Nichol Engineers designed the bridge and ArcelorMittal predecessor company, Bethlehem Steel, constructed it in 1965. To better meet growing traffic volumes, construction on a new replacement bridge, with a cable-stayed design, began in 2014. With 205-feet of clearance over the water, the new bridge will be high enough to accommodate the newest generation of cargo ships. Three traffic lanes in each direction, plus safety lanes, will better serve the 68,000 vehicles that utilize the bridge each day. ArcelorMittal's facilities in Coatesville, Pennsylvania, and Burns Harbor, Indiana, began supplying material for the bridge project in 2015.

Tom Aceto, account manager, ArcelorMittal plate, stated of the project, "Our facilities are driven to support projects like this. We are replacing a bridge that Bethlehem Steel originally erected. Throughout the years, we are committed to support the nation's infrastructure. Melted and manufactured in the USA really means something." The Gerald Desmond Bridge Project is expected to be completed in 2018 at a cost of $1.2 billion.

CASE STUDY

Case study (continued)

The new, $4.2 billion Champlain Bridge construction project is underway and will replace the existing bridge that opened in 1962. The new bridge will be a stand-alone structure on its own piers, crossing over the St. Lawrence River and connecting the Island of Montreal with the south shore. The two-mile bridge will include a three-corridor design and will also include a multi-use path for pedestrians and cyclists. It is expected to have a 125-year design life. Champlain is the busiest bridge in Canada, carrying more than 50 million vehicles a year. ArcelorMittal's Coatesville and Burns Harbor facilities along with its facility in Contrecouer, Quebec, began supplying steel for the project in 2015.

This is a high-profile bridge project in Canada because of the volume it carries and the important link it provides for the city of Montreal. Such large projects, like the Champlain Bridge, require a great deal of coordination and commitment on the part of suppliers, like ArcelorMittal, to get customers their products when they need them. Gary Moffat, account manager, plate products, sales and marketing, ArcelorMittal, stated, "Being able to participate in this project lets the industry know that ArcelorMittal can provide the product, quality level and on-time delivery that is essential to the success of a project of this nature. Infrastructure is a huge part of government spending. Being a major supplier for this type of project shows that ArcelorMittal is recognized as producing a wide range of products."

4

Efficient use of resources and high recycling rates

Now more than ever, we are focused on understanding the full life cycle of materials and products. Steel is at a distinct advantage, as the most recycled material in the world – more than aluminum, paper, glass, gas and plastic combined. This is because steel is infinitely recyclable, meaning that it can be recycled indefinitely without compromising its quality. As a result, steel plays an important role in the circular economy.

Why is this important to us?

In recent years, a greater emphasis has been placed upon the reuse and recyclability of all materials. Steel is everywhere in our daily lives, and we must highlight all of its advantages. As the leading steel provider in the U.S., we carry the responsibility of maximizing our efficiency and recyclability.

The commercial imperative

What kind of challenges do we face?

Many of our stakeholders are not fully aware of steel's contribution to the circular economy and its inherent life cycle advantage. As a result, competing materials pose a challenge to our leadership in the market. In addition, we must continue to utilize all of our materials in the most efficient ways possible and find new ways to maximize our reuse or recycling.

What do we need to do?

We must continue to drive process innovation, as it is the key to using our resources in the most efficient ways possible. We must also collaborate with our stakeholders, including our customers, the government and our local communities, to better inform them of steel's life cycle advantages and to encourage higher end of life recycling rates for products made from our steel.

What is the potential to create value?

Steel will always be a leader due to its high recyclability rate. When steel is recycled, we minimize our use of natural resources, decrease our emissions and reduce our overall environmental footprint. We have the opportunity to create additional long-term value through continued innovation and stakeholder collaboration.

2015 highlights

	Our commitments	Our progress	Next steps
Recycled scrap steel	ArcelorMittal is committed to improving recycling rates, translating to reduced CO_2 emissions during the production process and creating steel products with lower carbon footprint	34 percent of each ton of steel produced by ArcelorMittal in the U.S. is from recycled scrap steel	Continue to drive recycling rates up and reduce CO_2 emissions
Recycling and reuse of waste	Each year, we work to increase our reused and recycled materials at every level in our process	In 2015, over 90 percent of all byproducts and residues in our process were reused or recycled	Continue to drive reuse and recycling and diminish disposal and deep well disposal of materials

Recyclability of steel

Steel is the most recycled material in the world. Since 1988, more than one billion tons of steel have been recycled by the North American steel industry, according to the American Iron and Steel Institute. In North America, more than 80 million tons of steel are recycled or exported for recycling annually.

When steel is recycled, 74 percent of the energy that would be used to create steel purely from raw materials is conserved. In addition, every ton of steel recycled conserves 2,500 pounds of iron ore, 1,400 pounds of coal and 120 pounds of limestone. Production through an integrated steelmaking facility allows for high quality steels that are able to meet more advanced applications.

In total, 34 percent of each ton of steel produced by ArcelorMittal in the U.S. is from recycled scrap steel.

Beyond the recycling of steel itself, ArcelorMittal also recycles many coproducts and byproducts of the steelmaking process:

- Slag is recovered and reused to build roads, create fertilizer and make glass
- Iron oxide salvaged from making tin cans is reused to make magnets, ship ballasts and concrete
- Blast furnace and coke oven gas is captured and used to create electricity and steam

CASE STUDY

Beyond steel: recycling our byproducts

When people ask what ArcelorMittal produces, the answer is easy – steel. But we also produce byproducts – materials generated in the course of making steel.

Some of the byproducts, like mill scale, are recycled right on site through sinter plants to make iron-bearing raw material for our blast furnaces. Others, like coal tar or ammonium sulfate from the coke plants, are highly valued as raw materials in the chemical industry or for use as fertilizers.

One of our highest volume byproducts is steelmaking dust (also known as steelmaking oxide). This fine material is captured in the fume collection systems of steel shops as either a dry dust or a wet filter cake. The dust is a mix of oxides that are inert and harmless, not much different than iron ore itself. But, due to either size (too fine), moisture (too high) or chemistry (high zinc), they would be difficult to recycle through our sinter plants or blast furnaces. Only a portion of the dry oxides are recycled to the blast furnace through the sinter plant.

In the past, most of the reddish brown oxides were sent to landfills. In 2015, in an effort to decrease costs and improve sustainability at our Indiana Harbor facility, the oxides produced began to be marketed to the cement industry as a raw material. Limestone is the prime raw material for cement, but all cement plants require a small amount of iron in their raw material mix. The iron promotes a reaction in the high temperature kiln which lowers the production cost of cement. Before shipping to the cement plants, the fine materials are micro-pelletized on site at Indiana Harbor to form an oxide that is dry, but not dusty – about the size of sand.

In addition to reusing 38,000 tons of steelmaking oxide in our own facilities in 2015, we also sold 33,000 tons to the cement industry and 2,000 tons to a fertilizer company for reuse. The price at which we sell the material to external companies does not fully cover our cost of moving the materials and micro-pelletizing them – but it is much less costly than landfilling. More importantly, it fully contributes to our goals of beneficially reusing byproducts and directly supports our core value of sustainability. Our goal is to sell 50,000 tons to other companies for reuse in 2016.

CASE STUDY

Case study (continued)

Another excellent example of our recycling efforts is seen in our reuse of slag and sludge within our steelmaking process. Recent innovations by our research and development team are allowing us to reuse more of these resources onsite.

Steel slag is a byproduct that is produced through the basic oxygen furnace. Sludge is a byproduct generated from the basic oxygen furnace process when dust is combined with water. Both of these byproducts contain unwanted components, such as zinc, sulfur and phosphorus, which can limit our ability to recycle them. To be a viable recycling option, our solutions need to be efficient, sustainable and cost effective.

In order to increase the amount of materials recycled through reduction of those unwanted components, ArcelorMittal's research and development team developed new technologies that reduce the sulfur and phosphorus from slag and a method to manage dust and sludge. The result of these processes is that we are able to significantly increase the recyclability of these byproducts. These technologies were implemented at virtually no capital or operational cost to ArcelorMittal.

To better recycle slag, our research and development team optimized a magnetic separation process. As a result, it is now possible to significantly improve the iron content and to reduce sulfur and phosphorus. This allows us to reuse the slag at our sinter plants. The sustainability benefit is significant, as we are able to greatly reduce costs, landfilling and the consumption of virgin raw materials: iron ore and fluxes. The implementation of this new technology began in August 2015. In 2016, we anticipate being able to reuse 80,000 tons of this recycled slag at our Indiana Harbor facility.

Our facility in Burns Harbor, Indiana, is another example of a plant where our slag is being significantly recycled. Examples of products that are created from the recycled slag include:

- Dark colored glass, including medicine and beer bottles
- The mineral wool industry, including ceiling tiles, insulation, fire proofing and sound proofing
- Concrete blocks
- Construction applications, including heavy highway and bridge materials, base for roads, concrete, hot mix asphalt and under drains for piping

Sludge is a byproduct of the steelmaking process that is rich in iron and fluxes. Unfortunately, the level of zinc found in the material severely limits its recyclability to be used in our plants by our sinters and blast furnaces. Through processes created by our research and development team, we are now removing zinc-containing scrap at one of our facilities and using zinc-free scrap in others. As a result, low-zinc steelmaking dust/sludge has been produced. This has resulted in an additional 136,000 NT/year of the byproduct being recycled per year at our Indiana Harbor facility.

5

Trusted user of air, land and water

The air we breathe, the land we live on and the water that sustains us are all essential components of our ecosystem. Each of these elements is also critical to our business and the steelmaking process. We prioritize the responsibility of being a trusted user of these resources in the U.S.

Why is this important to us?

Air, land and water are finite natural resources. To be a sustainable company we must ensure that each of these resources is used in a responsible manner. Our goal is to respect the ecosystems in the cities and states where our facilities operate. These are also the communities where our stakeholders, including our employees and our local community members, live and work. We must also consider our impact on the larger climate of the United States and the planet.

The commercial imperative

What kind of challenges do we face?

The steelmaking process is heavily dependent upon natural resources. For example, air emissions like carbon dioxide are a byproduct of steel production. Steel is composed of natural resources such as iron ore that is mined from the land. In addition, water plays a critical role in the material transportation and steel production process.

What do we need to do?

Because steel is central to our everyday lives, we must find ways to manage and minimize our environmental impact. This starts with meeting required environmental regulations and innovating new solutions to continually decrease our environmental footprint. In 2015, 100 percent of our steelmaking facilities in operation maintained their ISO 14001 certification status from the International Standardization Organization. Adhering to this voluntary environmental management framework demonstrates our commitment to minimizing the impact steelmaking has on the environment. Our facilities are regularly audited by internal and external staff to evaluate regulatory and permitting issues. Our stakeholder relationships are also critical to our success, ensuring that we anticipate issues before they arise and that we are able to work in partnership to address them. Our goal is to build and retain the trust of our stakeholders.

What is the potential to create value?

Our greatest opportunity to create value lies in our strong stakeholder relationships. Our partnerships with groups such as Sustain our Great Lakes and the Wildlife Habitat Council are excellent examples of how we are actively involved in meaningful environmental protection initiatives outside our company. Additionally, we create value by ensuring our processes set a best practice example of environmental performance. We continue to look for opportunities to utilize the byproducts of steelmaking as resources to drive environmental sustainability.

2015 highlights

	Our commitments	Our progress	Next steps
Management systems	Maintain ISO 14001 certification for steelmaking facilities in operation	Maintained ISO 14001 certification for steelmaking facilities in operation	Continue to maintain ISO 14001 certification for steelmaking facilities in operation and utilize the environmental management information system to make continuous improvements in how we manage our environmental performance
Knowledge retention	Ensure transfer of knowledge to new environmental professionals	Continued implementation of a formal training and recruitment program for the environmental department	Continue to recruit and train environmental professionals for positions on the environmental team through the implementation of a new ArcelorMittal University training program

Environmental management

We continuously look for new and innovative ways to manage and minimize our environmental impact. In 2015, 100 percent of our steelmaking facilities in operation maintained their ISO 14001 certification status from the International Standardization Organization. Adhering to this voluntary environmental management framework demonstrates our commitment to minimizing the impact steelmaking has on the environment. Our facilities are regularly audited by internal and external staff to evaluate regulatory and permitting issues.

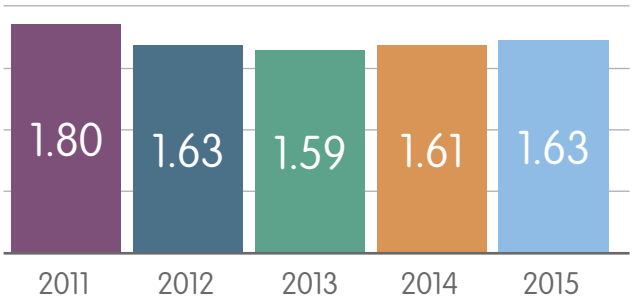
To unify and standardize environmental data collection across our facilities, our teams are implementing an automated, integrated and upgradable Environmental Management Information System (EMIS). This cloud-based system enables us to manage large quantities of data and produce near-time, credible and certifiable environmental compliance data. This increased ability to collect and organize critical data enables our environmental team to continue improving its processes, reduce risk and lower the overall costs of environmental management. The EMIS is being implemented USA-wide, starting where there is the greatest need. Integration and training will continue in 2016.

Air

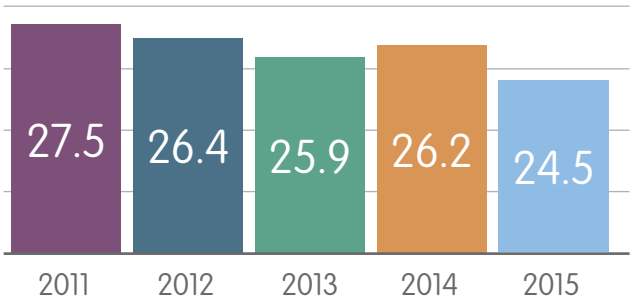
ArcelorMittal takes its commitment to environmental stewardship very seriously. Our environmental professionals collaborate with operations personnel to ensure compliance with environmental permits and address issues immediately when they arise. In addition, we are actively pursuing air emissions reduction through the implementation of energy efficiency projects and by taking advantage of natural gas as the more environmentally sustainable and economically competitive fuel of choice for our blast furnace operations. While our CO_2 emissions increased from 1.61 to 1.63 tons of CO_2 per ton of steel produced in 2015, ArcelorMittal's CO_2 emissions in the United States continue to be lower than the global industry average, which is 1.8 tons of CO_2 per ton of steel produced, as reported by the World Steel Association. Additionally, while our CO_2 per ton of steel did increase slightly, our overall CO_2 emissions in the United States decreased by more than 6 percent, a decrease of nearly 11 percent since 2011.

Reducing CO_2 emissions to manage climate change is important to ArcelorMittal and the steel industry as a whole. Globally, we are committed to cutting our CO_2 emissions by eight percent per ton of steel produced by 2020, based on 2007 baseline figures. In the U.S., we primarily address climate change through energy efficiency projects at our facilities and through product innovation. Our products are now and will continue to be mitigation enablers in industries that utilize steel in their products. By increasing efficiency, strength and durability in steel products, studies show the use of steel in the automotive, construction and other industries will create significant CO_2 savings, with ArcelorMittal playing a significant role in responding to climate change.

Metric tons of CO_2 emissions per ton of steel produced



Metric tons of CO_2 produced (in millions)



Land

We believe we have a responsibility to protect local biodiversity and ecosystems in the environments where we operate. Eleven ArcelorMittal facilities in the United States sit along the Great Lakes and its watershed, a very rich ecosystem. We work with those facilities to identify on-site areas for restoration and preservation, as well as stewardship opportunities in the surrounding communities.

Since 2012, ArcelorMittal USA has worked with the nonprofit organization Wildlife Habitat Council (WHC) to restore and conserve land within our facilities. This includes the restoration of over 40 acres of on-site dune and swale habitat and an employee walking trail at our Burns Harbor, Indiana facility. The restoration work at Burns Harbor resulted in the facility's certification by WHC as a Corporate Lands for Learning site in 2013 and as a Wildlife at Work site in 2014.

In addition to benefitting the local ecosystem, this restored land is being used as an environmental education tool through our partnership with the Mighty Acorns program. The Mighty Acorns is a curriculum that introduces fourth through sixth graders in the Chicagoland and Northwest Indiana region to nature and conservation stewardship. In 2015, we partnered with the program to bring environmental education to over 3,500 students, 135 of which participated in stewardship activities at our Burns Harbor facility.

We are also committed to ensuring that the land where our facilities are no longer in operation is successfully remediated and/or redeveloped. In Lackawanna, New York, a portion of the land assets we inherited from Bethlehem Steel out of their bankruptcy are currently being leased for wind and solar farming. We are also completing remediation on over 400 acres of the property for redevelopment as a business park.

We also fund environmental projects in our local communities, as outlined under outcome 8. These projects largely focus on environmental education and conservation within the footprint of our facilities and their surrounding communities.

Water

Water plays a critical role in the production of our steel and the transport of both raw materials and finished products. Our facilities in the U.S. have permits for the water we discharge, dictating the cleanliness of the water, as well as monitoring and reporting requirements. We work to collaborate with operations personnel to ensure compliance with these permits and immediately address issues when they arise. In 2015, we withdrew 1.2 billion m^3 of water for our operations. Of that, 70 percent is considered non-contact, or water that is used to cool operating equipment. Non-contact water is returned to its source in accordance with strict regulatory guidelines.

The water that contacts steel or is exposed to contaminants from the production process is segregated and treated using advanced control technology before being returned to its source in accordance with state and federal standards. This process is similar to how non-contact water is returned to its source.

Recognizing the importance of water within our business and our communities, we continued our leadership role in Sustain Our Great Lakes (SOGL), a public-private partnership with the National Fish and Wildlife Foundation, U.S. EPA, U.S. Fish and Wildlife Service, U.S.D.A. Forest Service, the National Oceanic and Atmospheric Administration and U.S.D.A. Natural Resources Conservation Service. Sustain Our Great Lakes' mission is to restore and protect fish, wildlife and habitat throughout the Basin by leveraging funding, building conservation capacity and focusing partners and their resources on key ecological issues. Since 2008, the program has made nearly $55 million in grants, which when combined with nearly $59 million in grantee match, has resulted in a $113.6 million conservation investment in the region. Key highlights to date include:

- 33,184 acres of wetland, coastal and upland habitat restored
- 1,698 stream miles of aquatic connectivity restored
- 246 fish passage barriers removed
- 198 miles of stream and riparian habitat restored

ArcelorMittal and its partners have built upon the success of SOGL with the Chi-Cal Rivers Fund. Also a public-private partnership administered by the National Fish and Wildlife Foundation, the Fund restores the health, vitality and accessibility of the waterways in the Chicago and Calumet region by supporting green stormwater infrastructure, habitat enhancement and public use improvements. Since 2013, the Chi-Cal Rivers Fund has made $3.5 million in grants, which when combined with $8.2 million in grantee match, has resulted in a $11.7 million investment in the region. Key highlights to date include:

- Enhancing 1,258 acres of riparian, wetland and upland habitat
- Improving 9,280 feet of in-stream and riparian habitat
- Adding more than 4.3 million gallons of storm water storage capacity
- Adding or improving nearly 22 acres of new public park space

For more information, please visit:
www.sustainourgreatlakes.org
www.nfwf.org/chi-cal

CASE STUDY

Collaboration drives sustainable water treatment innovations

Everyone knows oil and water don't mix. But both have important roles to play in industrial processes, and both must be handled carefully and in compliance with all environmental and safety regulations. Employee teams at two of our facilities in Cleveland, Ohio, and Weirton, West Virginia, have developed new approaches to handling and recovering industrial oils more sustainably. Their smart solutions are paying off in less waste, reduced impact on the environment, lower costs and safer work environments.

In 2015, General Electric's (GE) Power & Water group awarded our Cleveland maintenance engineering utilities (MEU) hot strip mill water treatment plant its prestigious Return on Environment Award. The award recognizes customers for significantly surpassing environmental and industrial operational goals, while meeting industrial demands.

ArcelorMittal Cleveland received the award for a series of improvements made in its waste water treatment processes. These improvements have saved the company $410,000 and made the plant's processes more sustainable.

It all began with an astute observation by an operator who noticed a change in condition and questioned it. Her question prompted a deeper analysis of how oils were being handled and separated by the water treatment system. A team of operators, skilled tradespeople and onsite contractors developed a number of process improvements designed to more effectively remove oil from the water recycling system. This has resulted in cleaner process water for the hot mill operation, fewer chemicals needed to separate oils, less oil build-up and damage on equipment, and reduced waste.

CASE STUDY

Case study (continued)

"Our team members are looking at anomalies and we are digging into 'why' it happened instead of repairing and moving on. We feel that this will sustain our jobs and the business. The GE team played a huge role in helping us get to the root cause. They have been a great partner and we are honored to receive this award," said Irvin Smith, water treatment plant manager, ArcelorMittal Cleveland.

In addition, a new system at our Weirton facility's No. 9 tandem mill is drastically improving the mill's rolling oil recovery. The project has made the system more environmentally sustainable and cost efficient, and has improved ergonomics for solution tenders who work on the system.

The old oil recovery system had an unnecessarily complex design of 10 tanks. The oil and wastewater moved from tank to tank for various treatments to assist in the separation of oil and water. As this oil solution was pumped from tank to tank – emulsifying and expanding – overflow was an expensive and frequent problem, generating waste that was disposed in a landfill. Also, with the old system employees frequently had to climb ladders running up the sides of the 10 tanks to assess problems and conduct their work.

A new and more sustainable oil recovery system was created through a collaboration between the facility and General Electric. "This project was a good example of the salaried and union workforce working together and combining technical expertise and know-how to arrive at a much improved solution that will save both money and landfill space," explained Matt Caprarese, division manager, MEU, ArcelorMittal Weirton.

The new system uses only two of the 10 original tanks, minimizes expansion of the oil solution and uses a significantly improved system of separation. It also has spiral steps around the tanks to take away the strain of repeated ladder climbing for solution workers. By accomplishing these things, the new system is reducing costs, improving environmental performance and providing improved ergonomics for employees. With the new system, the separated water has a significantly reduced concentration of oil and grease – less than 10 percent of what it previously was. "We are recovering about 40 more gallons of oil each day that would have previously been landfilled. Now we are capturing it and the oil is being recycled in another operation," said Caprarese.

Also, with the overflow problem eliminated, regular contractor costs for the oil recovery system have been reduced to one-eighth of what they were with the old 10 tank system. The need to solidify this oil for landfill disposal has also been eliminated.

"This was a real team effort that was completed from start to finish safely with no injuries," said Rich McCullough, lead engineer, maintenance and project lead on the oil recovery project. "The successful completion of this project provides a significant environmental improvement and cost savings to Weirton."

CASE STUDY

A great environment for learning

Environmental professionals are very important to our business. They measure compliance, negotiate permits, and advocate for regulations that minimize the financial and operational impacts to our facilities, while still protectuing human health and the environment, all of which are critical for us to remain operational and avoid penalties. But they also look to the future to ensure that ArcelorMittal remains a trusted user of air, land and water and is a welcome member of the communities in which we work. That's where the new U.S. employee development program for environmental professionals comes in.

Back in 2011, the average age of environmental professionals in our company was late fifties. Keith Nagel, director of environmental affairs and real estate, ArcelorMittal USA, noticed this and began to work with human resources to make sure we would have trained environmental professionals to take over as our more experienced employees retired. "The plan is to consider hiring former environmental interns from the plants, or other qualified recent graduates into our environmental training program where we spend at least a year with them," says Nagel. "We want to start the careers of these young environmental professionals with a formal and on the job training mentorship program, which includes rotations through air, water, and waste management programs as well as our regulatory policy program. It's worked out very well."

Environmental engineer John Hill, a chemical engineering major from Michigan State University, was the first graduate invited to join the program four years ago. "In school, you're focused on very specific engineering concepts," says Hill. "This program was multi-faceted; a blend of engineering, strategic business thinking and regulations and laws that affect the company. If ArcelorMittal USA is negotiating a permit or meeting with the U.S. Environmental Protection Agency to reduce risks of emerging regulations, for example, a recent graduate wouldn't normally have access to those processes. And through this rotating mentorship program, I did. That kind of experience is helping me as my responsibilities have grown within the company."

CASE STUDY

Case study (continued)

Recent graduates don't necessarily understand how a steel mill works, but in order to be really effective at their jobs, that understanding is critical. This was another important aspect of the development program: to make sure these young environmental professionals knew about and were enrolled in special training courses. For example, research and development has an excellent blast furnace introduction training course. Because environmental regulations are so tied to our operations, our engineers on the environmental team have to have a technical understanding of the blast furnace process, so they can appreciate how regulations affect our ability to operate, and how much compliance costs the company.

"It's difficult to coordinate more than 30 environmental professionals who've come from six predecessor companies," says Nagel. "We've spent the last couple of years streamlining, sharing best practices and developing a real culture of superior environmental compliance. We want to grow the knowledge base in the environmental area within our ranks, and be leaders in the industry. I know it can be done."

Julianne Kurdila, who works for Nagel in environmental affairs and real estate, is charged with creating and coordinating an environmental portal through ArcelorMittal University (AMU). "Right now we have 'steel academy' and 'iron academy' programs through AMU," Kurdila says. "We're establishing an 'environmental academy' for the U.S. This one portal will provide access to all training, best practices, company procedures, and other important environmental information. The benefits of the portal are many: satisfying annual regulatory training requirements in a cost-effective manner, sharing clear expectations on roles and responsibilities, further coordinating our environmental team and highlighting sustainability practices across the U.S."

Nagel and his team are identifying interns each year with the intention of offering the special mentoring and training program to select individuals. Other sites around the globe are looking to the new employee development program for our environmental professionals as a best practice for how to provide proper environmental training to the professionals in their countries.

6

Responsible energy user that helps create a lower carbon future

Steelmaking is an energy intensive industry. Energy consumption has a negative impact upon the environment, and as a result, our goal is to decrease this impact by monitoring and minimizing our annual energy consumption. We continually work to identify and implement ongoing, innovative solutions to increase the sustainability of our operations, reduce greenhouse gas emissions and protect the environment, all while saving costs.

Why is this important to us?

Energy efficiency results in the reduction of air emissions as well as our operating costs. Both of these issues are central to our company's long-term sustainability. As a result, we have made energy efficiency a priority throughout our U.S. operations to ensure that we are responsible energy consumers.

The commercial imperative

What kind of challenges do we face?

We are a major consumer of energy, and exposure to a sometimes volatile energy market has a huge impact on the financial sustainability of our company. Factors ranging from aging infrastructure to extreme weather patterns can have a dramatic impact upon energy prices.

What do we need to do?

To address energy challenges, we need to promote efficiency through projects that improve our sustainability. This includes investing in energy-saving technology and utilizing more environmentally friendly energy sources when possible. In addition, we strive to become a more self-sufficient energy user by working to increase our capacity for self-generated energy.

What is the potential to create value?

Our energy efficiency initiatives have already resulted in massive decreases in our environmental impact and costs. In 2015, we invested approximately $42 million in energy projects that saved $39 million in energy costs and will continue to provide annual savings. Through partnerships such as the U.S. Department of Energy (DOE) in the Better Buildings, Better Plants Program, we are working with our stakeholders to further minimize our energy use.

2015 highlights

	Our commitments	Our progress	Next steps
Energy management	Reduce energy consumption by 1 percent per year and continue our partnership with ENERGY STAR® and the U.S. Department of Energy (DOE)	Attained a 2.04 percent energy reduction over 2013 baseline and continued to serve as an ENERGY STAR® and U.S. DOE partners	Continue to work towards goal of reducing energy intensity by 10 percent across in USA by 2023 (approximately a 1 percent reduction annually) and maintain ENERGY STAR® Partner status

Energy management

Our energy strategy is led by a team of dedicated professionals that includes a manager of continuous improvement, a manager of energy procurement, our USA energy committee and local facility energy champions.

The USA energy committee discusses priorities and shares best practices via a monthly conference call. They also meet in person at the annual Americas Energy Roundtable, where sites across the region come together to discuss opportunities and successes. As part of the 2015 roundtable, ArcelorMittal was selected to host a specialized training on fan energy optimization due to our leadership in the U.S. Department of Energy (DOE) Better Buildings, Better Plants Program. Guests from other Better Plants companies, such as Owens Corning and Dow Chemicals, joined our colleagues from ArcelorMittal sites around the Americas to focus on opportunities related to fan efficiency in all our plants.

Through the efforts of the plant employees and the support of management, 33 energy projects were developed and implemented in 2015 with an energy savings of more than $39 million annually, the equivalent of powering 28,500 homes for a year.

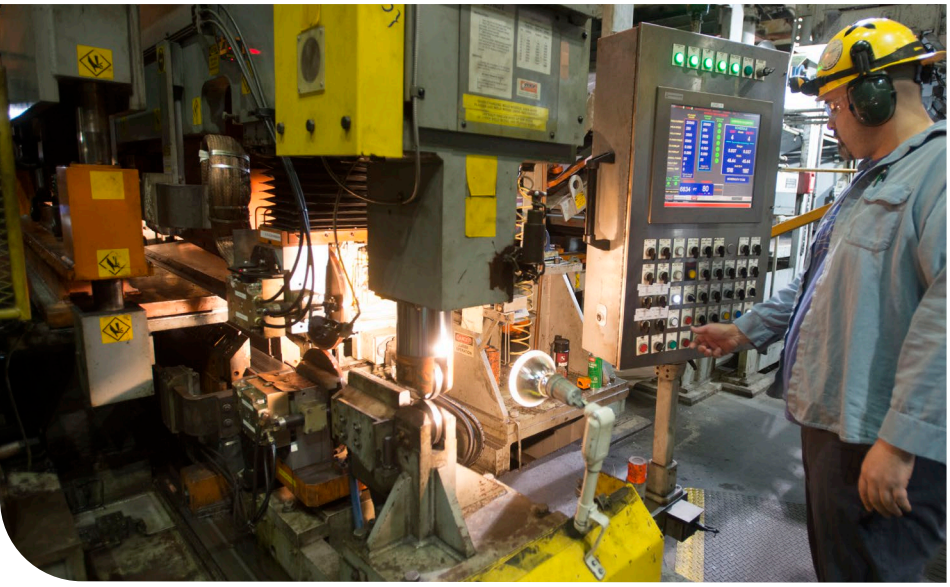
Our electric energy usage is monitored on a daily basis by each facility using a real-time energy usage software. Facilities are able to see their usage and adjust operations appropriately during peak times and seasons thereby minimizing the impact on the resource and managing internal costs. Through targeted energy improvement projects, ArcelorMittal USA works to improve energy efficiency in order to increase our sustainability performance.

Every facility plays an important role in energy management by identifying new ways to reduce energy use, costs and emissions. During 2015, our three integrated facilities – Burns Harbor, Cleveland and Indiana Harbor – our largest and most energy intensive operations, continued to update their 10-year energy roadmaps. Other facilities worked to develop five-year energy roadmaps. These energy roadmaps contain goals and projects designed to enable the plants to attain specific energy reductions. The roadmaps are updated and reviewed annually.

In October 2015, we participated in National Energy Awareness Month for the seventh year, showcasing employee projects and progress toward reducing energy use at work. To raise awareness of energy savings, we held our annual employee energy innovation contest, rewarding ideas for the identification of energy conservation projects.

Energy efficiency

ArcelorMittal is a major energy consumer, with 15 percent of our conversion cost – the cost to transform raw materials into finished steel products – directly related to energy. In total, 55.2 percent of the total electrical energy used in steel production at our integrated facilities was generated by capturing and reusing coke oven and blast furnace gas. In addition, ArcelorMittal continues to use natural gas in our blast furnaces in place of metallurgical coal or coke as commercially practical. Not only is natural gas more energy efficient, but it is also cleaner and helps to reduce our CO_2 emissions. In 2015, the economic climate for our industry resulted in a decrease of natural gas use in our furnaces from the previous year by 15 percent. We plan to increase natural gas use again when possible. Other energy solutions we have implemented include equipment upgrades, implementing efficient lighting and the installation of variable frequency drives to control electric motors.



We are continuing to identify and implement new, innovative solutions to increase the sustainability of operations, reduce greenhouse gas emissions and protect the environment and natural resources, all while saving costs.

In 2015, ArcelorMittal continued to work with the U.S. Department of Energy (DOE) in the Better Buildings, Better Plants Program, which supports the Obama administration's target to increase energy productivity in the United States. It is a nationwide, voluntary partnership initiative that offers companies support to achieve their energy goals through training, technical sharing and educational services along with national recognition. ArcelorMittal joined the program in 2013 and committed to reducing its energy intensity by 10 percent across 17 plants in the USA by 2023. We are the only integrated steel company to join the program and one of 160 DOE Better Plants Program Partners, representing more than 2,400 manufacturing facilities nationwide. To date, companies in the program have saved a combined $2.4 billion in energy costs. In 2015, a DOE in-plant training event was held at our facility in Cleveland, Ohio, that focused on fan system energy optimization.

In recognition of our efforts, we are the first and only steel company to be recognized as an ENERGY STAR® Partner of the Year by the U.S. EPA.

CASE STUDY

"Fishing trips" yield high energy savings for ArcelorMittal

When Larry Fabina, manager of continuous improvement, ArcelorMittal USA, says he's going fishing, he's not donning his waders and heading out to Lake Michigan. Instead, he's grabbing his personal protective equipment to look for energy-saving projects at one of ArcelorMittal's facilities that can result in major savings for the company's bottom line.

For the past 10 years, Larry has been on a mission to find a myriad of ways to reap substantial energy savings for ArcelorMittal. Because the steelmaking process is so energy-intensive, Larry's pool of energy projects never runs dry. Whether at his home facility at Burns Harbor, Indiana, or any of the other locations across ArcelorMittal, Larry enlists a team of fishing buddies of local operating and maintenance employees to find energy savings within their operations. ENERGY STAR® calls such excursions treasure hunts, but Larry refers to them as "fishing expeditions" – finding energy conservation projects that can lead to major cost savings.

"These fishing activities serve as a valuable continuous improvement tool that's used to "fish" for no or low investment initiatives to lower our energy consumption which leads to reduced costs," said Larry. "We've had some impressive results in the past few years since we began these intensive fishing trips looking for energy savings. In 2015, we completed fishing expeditions at Burns Harbor, Gary Heat Treat, Columbus Coatings and the Cleveland facilities."

At our facility in Cleveland, Ohio, $450,000 has been saved at the hot strip mill as a result of the fishing trips, with more savings expected in the near future. Such trips allow the facility to focus on some of the smaller, easier to achieve projects that can really add up to major savings. Additional projects at Cleveland have the potential to save another $50,000 a year. The most promising ideas include automating various fans and compressors so they only run when needed. Additional opportunities were uncovered in lighting configurations, fixing air and steam leaks, and diverting compressor heated air to help heat the shop during the cold weather months.

CASE STUDY

Case study (continued)

"The major reduction in energy is made through capital projects, but individual involvement by employees is extremely important," notes Larry. "This is where small improvements can be made day-by-day. It may be as simple as taking the extra effort to turn off a fan, a motor, a pump, lights, heaters or even a computer. These small actions are key because they can add up to huge savings."

In 2013, ArcelorMittal signed a voluntary agreement with the U.S. Department of Energy, stating our goal of reducing energy by 10 percent in 10 years for ArcelorMittal USA. Larry adds, "That's a huge amount of reduction and it may be a stretch goal. However, after two years, we are right on track. But to reach the final goal, it will take more projects and additional conservation efforts."

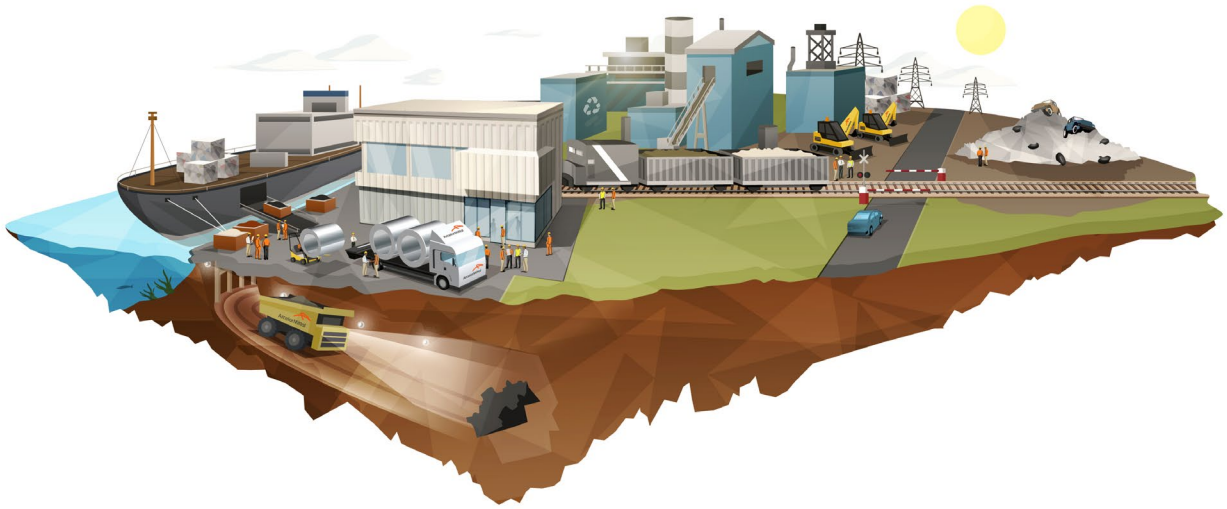
Larry also points out that any energy cost that's saved goes directly to ArcelorMittal's bottom line. "We can either hand over the amount of money that we're charged for energy to our local utility or we can reduce our costs through energy savings to become more competitive."

In 2016, other ArcelorMittal locations, including our facilities in Coatesville and Steelton, Pennsylvania; Warren, Ohio; and Weirton, West Virginia, will participate in fishing expeditions to seek opportunities that result in reducing energy costs. "Such energy savings directly add to our ability and focus to be a sustainable company moving forward," added Larry. "We want to ensure we capture these opportunities, so that we aren't left regretting 'the big one that got away."

7

Supply chains that our customers trust

As a leading producer of steel, our operations depend upon a vast supply chain. Our supply chain reflects who we are and is integral to the creation of our products. Furthermore, as a supplier to many industries ourselves, we recognize the importance of upholding strong supplier relationships and standards. As a vertically integrated business, our customers are dependent on the reliability of our internal supply chain to ensure they can meet their sustainability goals.



Why is this important to us?

We take responsibility for actively managing our supply chain. By incorporating social, ethical and environmental considerations into our sourcing decisions, we are positively contributing to a responsible supply chain that benefits the sustainability of our company and the planet.

The commercial imperative

What kind of challenges do we face?

We expect our suppliers to adhere to the same high standards of social, ethical and environmental performance that we require of ourselves. This includes meeting governmental supply chain regulations. Not only do we require this level of transparency ourselves, but our customers are also requesting higher levels of supply chain reporting and transparency. Due to the nature of our industry, we face the added challenge of drawing from a traditionally homogenous supplier base.

What do we need to do?

We created a code for responsible sourcing in 2010 and continue to implement its principles into the standard purchasing form used with our suppliers. The USA procurement and supply chain team adheres to all global sourcing rules and regulations required by ArcelorMittal Group supply chain practices. We will continue to thoroughly vet new suppliers and strengthen our current supplier relationships. We also have the opportunity to further grow our supplier diversity program to incorporate more qualified and certified Minority and Women Business Enterprises (M&WBEs) into our procurement process.

What is the potential to create value?

A responsible supply chain is more efficient, competitive and resilient. Our policies help us to reduce risk and ensure that we are following internal and external policies and regulations. By developing and expanding business relationships with M&WBEs, we are supporting the diversification of the industry through both financial support and expertise. This approach also creates a more diverse supplier base, which fosters increased competition and heightens performance.

2015 highlights

	Our commitments	Our progress	Next steps
Supplier diversity	Continue to accelerate our efforts in identifying opportunities in our supply chain where it is possible to enable qualified and certified Minority and Women Business Enterprises to participate in our procurement process	Spent $201 million on procurement with Minority and Women Business Enterprises	Continue to expand upon our efforts to identify opportunities in our supply chain where it is possible to enable qualified and certified Minority and Women Business Enterprises to participate in our procurement process

Supply chain

Product transportation

Our steel products are shipped by rail, barge, truck and ship to destinations across North America and the world. Our logistics department works to identify the most efficient, cost-effective, sustainable transportation solutions to deliver products to our customers in a timely and environmentally efficient manner.

Supply chain management

As a metals and mining company, we are both a supplier and customer and we take an active role in managing our participation in the supply chain. We believe that by incorporating social, ethical and environmental considerations into our sourcing decisions, we are making a positive contribution to society and the planet, helping make steel more sustainable. That is why we created a code for responsible sourcing in 2010 and have worked to implement its principles into the standard purchasing form used with our suppliers. The USA procurement and supply chain team adheres to all global sourcing rules and regulations required by ArcelorMittal Group supply chain practices. This includes adherence to our human rights and anti-corruption policies. Additional focus is concentrated on complying with U.S. Customs and Border Protection's Customs-Trade Partnership Against Terrorism (C-TPAT) regulations in dealing with foreign vendors to safeguard trade from terrorists and to maintain the economic health of the U.S.

Conflict minerals

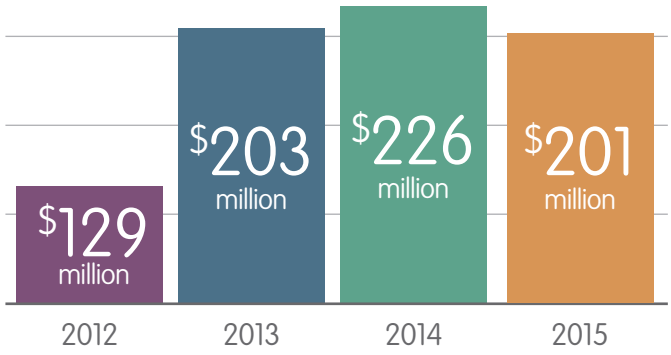
Along with our stakeholders in the international community, ArcelorMittal is committed to the use of conflict-free materials. Some of the raw materials used in our industry are sourced from regions experiencing civil war or other conflicts which have the potential to be funded by the trade of certain minerals. The 2012 U.S. Conflict Minerals Law (Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act) defines conflict minerals as gold, tin, tantalum and tungsten, including their derivatives, and sets forth disclosure regulations designed to eliminate the purchase of these minerals from conflict zones, being the Democratic Republic of the Congo (DRC) and adjoining countries. ArcelorMittal is compliant with the law, which requires companies to report the use of any such conflict minerals. In the U.S., we use tin and tungsten as additives in certain steel products. Our suppliers confirm annually that their materials do not originate in the DRC or adjoining countries.

Supplier diversity

We are committed to developing and maintaining supplier relationships that provide a source of competitive advantage. However, recognizing that the supplier base for the steel industry is traditional, we have a supplier diversity program in order to diversify our supplier relationships. We continue to accelerate our efforts in identifying opportunities in our supply chain where it is possible to enable qualified and certified Minority and Women Business Enterprises (M&WBEs) to participate in our procurement process. In 2015, we spent $201 million with Minority and Women Business Enterprises in the United States. A decrease in M&WBE spending over the previous year occurred due to reduced spending across the business. However, overall M&WBE spending has increased by 56 percent since 2012.

Developing and expanding business relationships with M&WBEs secures our position as an industry leader. We have actively identified and helped cultivate M&WBE relationships. This approach also creates a more diverse supplier base, which fosters increased competition. A relentless dedication to quality is the basis of our success. Our primary goal is to produce, provide and continuously improve products that meet customers' expectations for quality, delivery, cost and technology. As a result, we select only those suppliers who share our commitment to quality and can meet or exceed our requirements to provide superior quality products and services.

Spending with Minority and Women Business Enterprises



CASE STUDY

Diversity in supply chain fuels innovation, creates value

To operate efficiently, effectively and responsibly, ArcelorMittal relies on many other companies throughout the supply chain. Our success is directly linked to our suppliers' ability to provide the goods and services we need to run our mills and produce a quality product for our customers.

Promoting diversity in our base of suppliers not only generates economic opportunities in the communities where we operate, but it also creates real value for our business.

Women-owned enterprise Bulk Equipment Corp. is one example of how diverse supplier partnerships are helping ArcelorMittal be more sustainable. The company manages a large fleet of heavy industrial equipment – everything from the wheel loaders and haul trucks that transport raw materials to our furnaces to the magnetic stackers that safely move slabs and coils of steel.

Half a century ago, Bulk Equipment Corp. had a part in building northwest Indiana's steel industry, doing much of the "dirt work" to establish what is today our Burns Harbor facility.

Led by four female owners since 1994, the Indiana-based and nationally certified women-owned-enterprise has successfully adapted to a changing local steel industry and steadily grown its partnership with ArcelorMittal over the past several years. In 2015, Bulk Equipment Corp. did over $20 million in business with ArcelorMittal, managing more than 400 pieces of equipment working at any time in five of our facilities throughout the U.S.

The equipment we rent from Bulk Equipment Corp. is critical to our mining and steelmaking operations. But the new and innovative business solutions the company has brought to ArcelorMittal are equally important.

CASE STUDY

Case study (continued)

For example, in our industry, idling equipment costs money and negatively impacts productivity. Working in partnership with ArcelorMittal and other suppliers, Bulk Equipment Corp. has been a leader in introducing cost-saving tools such as GPS tracking, anti-idling systems and real-time productivity monitoring for all its vehicles.

Specifically, they developed a system to identify when equipment is running but not being productive, and they installed automatic shut-down technology on every vehicle in the fleet. At any moment, ArcelorMittal personnel can access real-time reporting to see a rental's location and its utilization. With this data at our fingertips, we are optimizing our fleet of rentals, saving money and reducing overall vehicle emissions.

"We grew up in the steel industry, and we are proud to play an important role in ArcelorMittal's business today," said Valerie Blumenfeld, president of Bulk Equipment Corp. "We view ourselves as more of a partner than a simple supplier. This approach, combined with being increasingly data-driven and transparent, has allowed us to collaborate with our customers in new ways to meet their goals while strengthening our business."

8

Active and welcomed member of the community

The communities where we operate are far more than just the physical locations of our facilities. These communities are made up of our neighbors and key stakeholders. They are also the places where our employees choose to live and raise their families, and where our future workforce is educated and trained. It is important to us to be both an active and a welcomed member of our communities.

Why is this important to us?

Often, we are the largest employer in the communities where our facilities are located. As a result, these areas are directly impacted by our operations. We are committed to being a responsible and sustainable corporate citizen by understanding and addressing the needs of our community stakeholders.

The commercial imperative

What kind of challenges do we face?

Our goal is to develop and maintain the trust of our local stakeholders, allowing us to be a welcomed member of each community. Operating under our legacy companies, our facilities have been a major presence in their respective communities for generations, in some cases over 100 or 200 years. ArcelorMittal is a relatively new brand in the steel industry, having been established in 2007. As a result, we must work even harder to build our stakeholders' trust. Our facilities make positive contributions to our local communities in many ways. From the economic contribution through employment and taxes to community investment programming and employee engagement, ArcelorMittal is a contributor to every community where we operate.

What do we need to do?

We must work in partnership with our community stakeholders to address local opportunities and challenges as they arise. We encourage open and transparent stakeholder dialogue through stakeholder meetings. We also engage with our stakeholders to affect positive change locally and believe in having 360-degree partnerships, including financial investments and employee volunteerism. Our grant and volunteer initiatives are strategically aligned with the community needs we have the ability and expertise to address. These initiatives include science, technology, engineering and math (STEM) education, environment, and health and safety initiatives.

What is the potential to create value?

By being an engaged member of our communities, we create value for our stakeholders and the company. Through our partnerships, we are able to respond to stakeholder issues and strengthen the overall community. As a company, we benefit through enhanced trust and a strengthened reputation.

2015 highlights

	Our commitments	Our progress	Next steps
Direct stakeholder engagement	Engage all facilities in the creation of a comprehensive corporate responsibility/ sustainable development plan	Held 661 meetings with stakeholders, including employees, peers, customers, local public officials, community members and nonprofit organizations	Continue to build upon each facility's corporate responsibility/sustainable development plan Continue tracking stakeholder engagement meetings monthly
Community investment	Maintain sustainable investments in our communities	Awarded $6.9 million in grants to nonprofit partners working in our communities	Identify qualified partners and investment opportunities both nationally and locally focused on STEM education, environment, and health and safety
Employee activity in the community	Ensure employees are able to proactively engage in their communities through collaboration with nonprofit organizations on key social issues	U.S. employees provided $2.2 million to our local communities through the company's Give Boldly employee matching gifts program	Continue participation in the Give Boldly matching gifts program and partnering with nonprofit organizations through financial grants and volunteerism

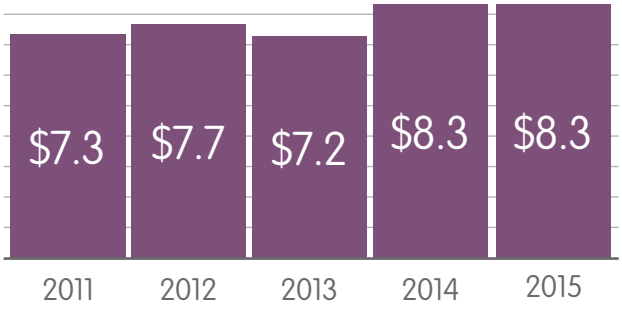
Community investment

In 2015, we provided $6.9 million in cash grants to support nonprofit organizations working in three key areas: science, technology, engineering and math (STEM) education, environment, and health and safety. By strategically focusing our giving on these three areas in the U.S., we are able to create deep partnerships with the nonprofit organizations we support and ensure those partnerships create measurable and long-lasting results. To us, supporting our communities and the nonprofits within them extends far beyond financial donations. We actively engage with our community partners to affect change locally and believe in having 360-degree partnerships that emphasize not only financial support, but also volunteer opportunities for ArcelorMittal employees.

Below you will find a short overview of our three major community investment areas in the United States. For more information on grantmaking and the process of community investment for nonprofit partners, please visit the community investment section of our website.

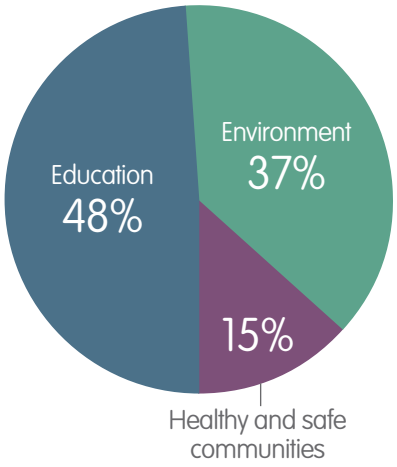
Total community investment (in millions)*

*Includes cash grants, employee donations and company matching gifts



2015 community investment per focus area*

*Includes cash grants



Our community investment focus areas

STEM education

The cornerstone of ArcelorMittal's global community investment program is supporting STEM education. In the U.S., we have a history of strong investment in STEM organizations and programming within our local communities. In 2015, 48 percent of our U.S. grant funding was allocated to educational nonprofits and 42 percent of our overall funding was invested specifically in STEM programming. Modern steelmaking is cutting-edge, exciting and globally competitive. Our ongoing success depends on the education of talented scientists and engineers who will become the next generation of leadership in our society and in this industry. ArcelorMittal invests in education within our communities with the knowledge that learning is essential to an individual's economic success, in developing future leaders and creating stronger communities. We invest in education partners who are implementing STEM curricula both within schools and out of school environments and are enhancing students' critical skill sets to solve future challenges in building sustainable lifestyles in our communities.

Environment

The support and conservation of our shared environment is one of our key priorities, accounting for 37 percent of our national funding in 2015. We partner with organizations protecting and restoring the environment through water and land restoration, environmental education and energy conservation. As sustainability is core to our business, we also fund programs that focus on the creation of green spaces, green infrastructure and green jobs.

Health and safety

Safe, healthy, quality working lives for our people is not only ArcelorMittal's number one sustainable development outcome, it is also the company's first major priority. Through our grantmaking and volunteerism programs, we work not only to improve employee health and safety, but also to extend this commitment to our communities with support tools, education and engagement opportunities, and trainings to make our communities healthy and safe. Health and safety funding accounted for 15 percent of our national grantmaking partnerships in 2015.

Employee engagement in our communities

ArcelorMittal prides itself on being a responsible partner in our local communities and making an impact beyond providing financial support. We encourage our employees to use their time, talents and leadership skills to make a difference in their communities.

Volunteerism at ArcelorMittal

Our employees donate time and talent year-round through coordinated volunteer activities with nonprofit partners. Whether tutoring a student, cleaning debris from a local river or working in a community garden, our employee volunteers are enriching the lives of many and developing their own skills in leadership, teamwork and communication. In 2015, ArcelorMittal employees in the U.S. completed 114 volunteer projects and donated more than 4,237 hours of their time to our local nonprofit partners. Over 800 of these hours were dedicated to STEM volunteer initiatives.

Looking ahead in 2016, we have made a commitment to double the number of skills-based volunteer hours our employees dedicate to our partner organizations' STEM initiatives. To meet this goal, we are working in partnership with a coalition of other leading STEM companies through the national STEM advocacy nonprofit, Change the Equation.

Matching gifts through Give Boldly

Just as we are strategic in how we invest our philanthropic giving, our employees are equally thoughtful in choosing the causes they support. Give Boldly, our employee giving program, enables our employees to make charitable gifts, both directly and through payroll deductions. As part of this program, we offer a corporate match to eligible organizations, increasing the impact of our employees' donations and supporting the organizations that matter most to them. Their generosity and the positive impact in our communities are tremendous. In 2015, our employees in the U.S. donated $1.4 million to 848 nonprofit organizations. During this time, we paid $750,000 in employee matches, supporting hospitals, schools and community-based nonprofit organizations.

Our Stakeholders

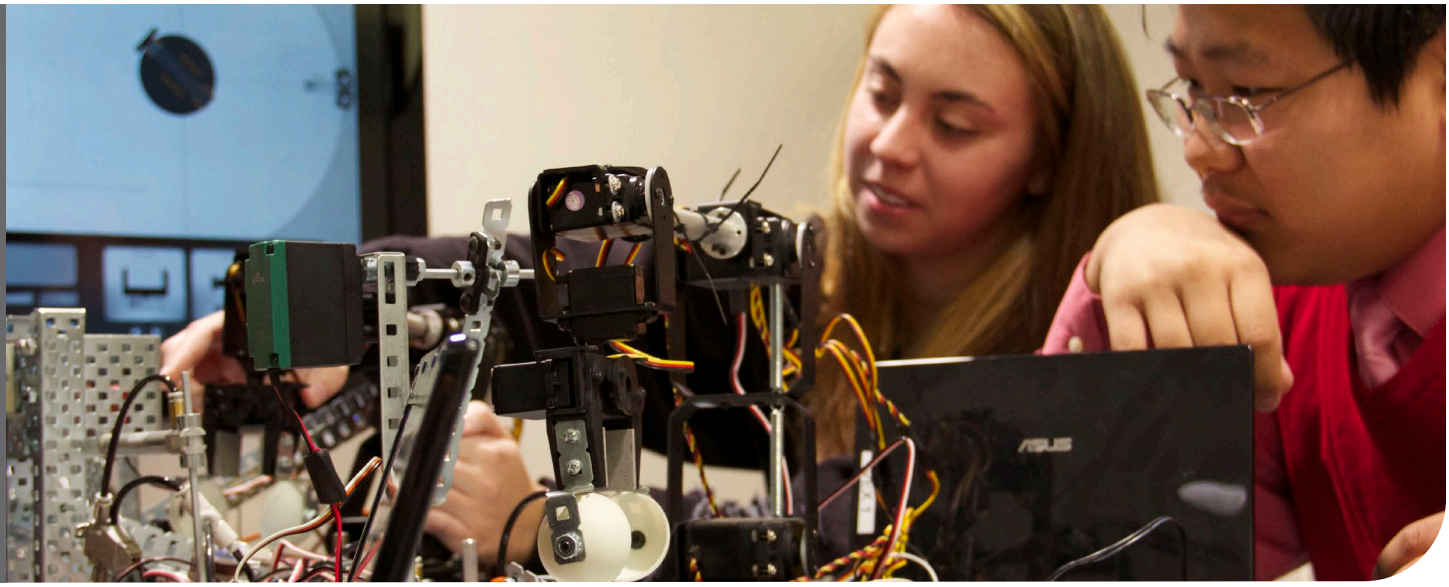
	Customers	Employees	government and regulators	Investors and lenders	Local communities	Media	Multilateral and business organizations	Non-governmental organizations	Non-governmental organizations
Stakeholder issues	• Quality of products • Ethical business practices • Safety in products • Renewable technologies, lightweight steel products	• Worker health and safety • Job security • Working conditions • Remuneration and rewards • Career development • Operational excellence	• Biodiversity conservation • Emissions control • Attracting investment • Employment opportunities • Social and economic development	• Corporate governance • Business performance • Employee health and safety • Climate change • Corporate responsibility management	• Community engagement processes and plans • Environment and emissions control • Social investment • Job security	• Industry challenges and developments • Health and safety • Environmental issues	• Long-term industry challenges • Human rights • Water, energy and waste • Health and safety • Responsible sourcing • Climate change	• Environmental protection • Social and economic development • Working conditions • Corruption and bribery • Health and safety • Human rights	• Code for responsible sourcing • Quality of products • Operational excellence • Ethical business practices
How we engage	• Site visits • Customer-oriented publications and events • Partnerships, e.g. our engineering teams in customers' plants	• Intranet • Meetings • Employee survey • Newsletters and publications • Training programs • Trade union relations	• Country-specific steering groups • Conferences and speaking engagements • 1:1 formal dialogues	• Road shows • 1:1 meetings, regular conference calls • Site visits	• Local engagement workshops • Local corporate responsibility reporting • 1:1 meetings	• Site visits • Press releases • Interviews • Internet • Twitter	• Active involvement in organizations, including WBCSD, CSR Europe, World Steel Association, EITI and UN Global Compact	• Partnership • Formal meetings • Correspondence and events • 1:1 meetings	• Dialogue through account management relationships • Regular engagement with our local management on-site
Our relationship	• Provide innovative partnerships for sustainable growth • Provide quality products at good value	• Central to the success of our business by demonstrating productivity, quality and leadership • Provide a safe and enriching work experience	• Generate economic growth through revenues, taxes, fees and product innovation • Key to providing fair and transparent competitive trading conditions	• Generate sustainable growth and shareholder returns • Improve our shareholder capital and boost financial performance	• Provide support for local economic development • Build trust with local communities	• Provide industry trends as well as social, environmental and economic information • Build and protect and raise awareness of our products and operations	• Add to the collective understanding of responsible business practices • Build capacity within our organization and understand and drive peer approaches	• Provide an insight into the needs of society and the environment • Monitor our performance in meeting the needs of stakeholders, vulnerable groups and society	• Secure delivery of good value and quality products and services • Meet responsible sourcing requirements • Provide fair access to business opportunities and appropriate payment conditions

Stakeholder engagement

Frequent meetings with our stakeholders are crucial to maintaining an open dialogue. In 2015, we held 661 meetings with our U.S. stakeholders that included employees, peers, customers, local public officials, community members, nonprofit organizations and others, providing an opportunity to ask questions, identify potential issues of significance and share ideas and expectations. Through these meetings, we identified material issues and determined thoughtful responses to questions and concerns from our stakeholders. This approach continues to promote our culture of transparency.

We also operate community information telephone lines for facilities in our primary communities. This practice ensures that community members have the ability to connect directly with their local facilities. Many facilities also offer email addresses for stakeholders to contact management. These multiple systems allow our staff to respond in a timely fashion to concerns, questions or comments from our communities.

CASE STUDY



New partnership brings cutting edge STEM curriculum into local classrooms

ArcelorMittal's signature community investment initiative is our support of science, technology, engineering and math (STEM) education programs. In 2015, 42 percent of our U.S. grant funding was invested in STEM nonprofit organizations and programs. This includes support to programs that are based within schools and in out of school settings and that span the educational continuum from elementary school through college.

We invest in STEM education because we know this funding is not only critical to the future sustainability of our business, but also to our communities. Not only do STEM workers earn more than individuals in non-STEM fields, but STEM careers also provide significant benefits to society, including the development of new technology and sustainability efforts that improve quality of life.

One of our largest STEM partnerships is with Project Lead The Way (PLTW). PLTW is a national nonprofit that provides transformative learning experience for K-12 students and teachers across the U.S. PLTW empowers students to develop in-demand, transportable knowledge and skills through pathways in computer science, engineering, and biomedical science. PLTW's teacher training and resources support teachers as they engage their students in real-world learning. Currently, more than 8,000 elementary, middle, and high schools in all 50 states and the District of Columbia offer PLTW programs.

ArcelorMittal's partnership with PLTW launched in the fall of 2015, making $300,000 in grants available to 16 middle and high schools for the 2016-17 school year. Specifically, 8 middle schools will be implementing or enhancing the PLTW Gateway program, while 8 high schools will be launching or enhancing the PLTW Engineering program. These competitive grants are being implemented in the communities surrounding our operations in Alabama, Indiana, Illinois, Ohio and Pennsylvania. It is anticipated that these grants will impact 1,000 children during the 2016-17 school year.

CASE STUDY

Case study (continued)

In early 2016, our partnership deepened with our commitment to be the Environmental Sustainability sponsor of PLTW's national conference – PLTW Summit 2016. The summit is a professional development opportunity for teachers and administrators implementing the PLTW curriculum in schools across the country. As part of this sponsorship, ArcelorMittal is making an additional $25,000 in grants available to schools that are implementing PLTW's Environmental Sustainability course within its high school engineering curriculum.

"ArcelorMittal recognizes the need to properly educate our young people and encourage careers in manufacturing as a step toward a sustainable future for our company, our employees and communities, and our nation's economy," said John Brett, chief executive officer, ArcelorMittal USA Flat Carbon. "We are proud to partner with Project Lead The Way to strengthen our efforts in developing a pipeline of talented young men and women who possess the skills and knowledge needed to deliver on our mission of producing safe, sustainable steel for generations to come."

"Project Lead The Way is grateful for the generous support of ArcelorMittal and their deep commitment to high quality educational experiences for our nation's students," said PLTW president and chief executive officer Dr. Vince Bertram. "Because of their support, thousands of students will have access to hands-on, rigorous curriculum that prepares them with the knowledge and in-demand, transportable skills that will help them thrive in our rapidly advancing, high-tech world."

CASE STUDY

Water monitoring engages public-private partners in Mobile Bay

In 2014, ArcelorMittal and joint venture partner Nippon Sumitomo Metals purchased an advanced steelmaking facility near Mobile, Alabama. Named AM/NS Calvert to represent each of the partners involved and the small town the facility is nearest to, the facility immediately began engaging in the corporate responsibility initiatives of ArcelorMittal, the joint venture's managing partner. ArcelorMittal has a long history of environmental sustainability work in our communities, and a record of success in creating public-private partnerships to achieve this work.

In the Mobile area, director of communications for AM/NS Calvert, Scott Posey, immediately suggested a partnership with well-known environmental nonprofit organization Mobile Baykeeper. With more than $30,000 in grantmaking in 2014 and 2015, AM/NS Calvert proudly funded the creation of Baykeeper's SWAMP program – short for Strategic Watershed Awareness and Monitoring Program.

SWAMP is an education and water monitoring program that seeks to broaden the understanding of watersheds, water quality and how citizens impact the two. The program educates both adults and high school students on the basics of water monitoring, and then provides concrete action steps to solve pollution problems after they are discovered.

The SWAMP program is partnering with the Mobile Bay National Estuary Program (MBNEP) and Alabama Department of Environmental Management (ADEM) to ensure volunteers are properly trained on water quality, shoreline and pollution monitoring. Volunteers will select convenient and strategically important points for monitoring and will be able to report data and upload data via a web tool accessible by mobile devices. The creation of this web tool and the mobilization of volunteers in the area will expand an extensive and complex water monitoring program administered by ADEM and help the government agency respond to key areas of pollution identified by volunteers more quickly.

CASE STUDY

Case study (continued)

As the SWAMP program grows, it also expands to drive increased interest in STEM education, specifically environmental science, for high school students. In various high schools in the Mobile School District, high school students are participating in the program and working both independently and with Baykeeper staff to learn about environmental management and pollution control in the Mobile Bay watershed.

Scott Posey of AM/NS Calvert says, "The SWAMP program is bigger than just watershed pollution. It solves that problem in many ways, but on an even larger scale, this program introduces the next generation to the importance of environmental sustainability and long-term goals for our watersheds. Programs like these ensure the Mobile Bay and the entire Gulf Coast will be healthy places to live and work for generations to come."

9

Pipeline of talented scientists and engineers for tomorrow

The future of our company depends on a strong pipeline of talented science, technology, engineering and math (STEM) professionals. We need STEM workers to fill an ever increasing number of open positions. These employees will also be responsible for driving the product innovations that will lead to a more sustainable future.

Why is this important to us?

Manufacturing in the United States faces a significant workforce challenge in the coming years. At ArcelorMittal, we know our aging workforce will retire and there will be a need for experienced workers to take their places. We need to hire, train and retain skilled workers to continue our mission to provide safe, sustainable steel for years to come.

The commercial imperative

What kind of challenges do we face?

In the U.S., more than 50% of our employees are over the age of 50. As our employees retire, we need to ensure that their expertise is transferred to the next generation. However, the U.S. is currently facing a STEM skills gap. Jobs in STEM related fields are growing at twice the rate of non-STEM fields. The U.S. Department of Commerce estimates that by 2018, the nation will have more than 1.2 million unfilled STEM jobs. This is due in particular to a lack of qualified workers in STEM fields.

What do we need to do?

We invest in the full continuum of the STEM education spectrum to ensure that students throughout the U.S. have access to STEM opportunities. In our communities we partner with local nonprofit organizations and schools to provide STEM experiences for youth. We partner with post-secondary institutions to engage and recruit talent through ArcelorMittal's Steelworker for the Future® community college program. We additionally support colleges and universities with our Campus Partnership Program. To retain and further the development of our current workforce, we provide educational reimbursement and training programs.

What is the potential to create value?

The workforce of tomorrow will have the opportunity to drive our technological innovations. This includes developing more sustainable production processes and developing new ways to use and reuse resources. We also want to work towards an increasingly diversified workforce.

2015 highlights

	Our commitments	Our progress	Next steps
Community investment in STEM	Increase total STEM grantmaking from 28% to 40% of total community investment budget	Committed 42% of our grantmaking in 2015 to support STEM programming	Continue to support STEM programming through financial grants and by encouraging employee volunteer opportunities with our partners
Training and leadership development	Provide salaried and hourly employees with training and development opportunities	Provided 25,571 training hours for salaried employees and 654,151 training hours for hourly employees	Further refine our reporting to capture all hours of employee training

Training and development

ArcelorMittal provides training and development opportunities for salaried employees through our global ArcelorMittal University and the USA learning and development department. We offer both online and in-person training to help employees expand the professional and position-specific skills required in today's workforce.

Our employees participate in the Global Employee Development Program (GEDP), a process that is widely used across the entire ArcelorMittal group. In 2015, more than 3,700 U.S. employees participated in the GEDP.

In 2015, salaried employees in the U.S. participated in 25,571 hours of training. Salaried employees also are eligible for a tuition reimbursement program that helps them complete general undergraduate or graduate degree programs directly related to their job functions. In 2015, we spent more than $1.2 million on tuition reimbursement for undergraduate and graduate programs.

Training of both our operating and maintenance workforce is a critical focus area for our company. In 2015, 654,151 hours were spent training our hourly employees, or upskilling those with basic craft knowledge. Our hourly employees receive training in five key areas: safety, operator training, line of progression, multicraft disciplines and upskilling. As the safety of our employees is our number one priority, we focus on training programs that ensure all of our employees are properly prepared for their daily tasks. Our employees working in operations participate in both lines of progression training: training to learn higher level assignments, as well as operator maintenance training to learn how to perform routine maintenance tasks including inspections. Traditionally, steel facilities employed individuals who were trained in specific crafts such as welders, crane repairmen, electrical repairmen, millwrights, HVAC repairman, boilermakers or carpenters. Due to the changing environment of the industry, we have been consciously working to expand the skill set of our current craft employees by training them in all skills that fall under our two main positions of maintenance technician electrical and maintenance technician mechanical.

Future employees

America's steel industry has evolved significantly over time. The skills, training and education necessary to create quality steel products are more advanced and the need for innovation is more critical than ever before.

In addition to building a diverse employee population, an important business priority is to ensure future employees are highly skilled and educated. Because our workforce has an average age of 49.1, we must have qualified, work-ready employees in our communities prepared to fill vacancies left by retirees. To address this challenge, in 2015 we both created and expanded several initiatives and partnerships with educational institutions and nonprofit partners.

One such program is ArcelorMittal's Steelworker for the Future®. Launched in 2008, the 2.5 year program combines classroom learning at a participating community college with paid, on-the-job training at an ArcelorMittal facility. At the completion of the program, students graduate with an associate in applied science degree in industrial technology with a concentration in electrical or mechanical maintenance, an education that can be used across the manufacturing industry. In total, 120 students are currently active in the Steelworker for the Future® program at 9 community colleges in 5 states across the U.S. As of December 2015, 95 percent of Steelworker for the Future® graduates work at ArcelorMittal. The average annual income of an ArcelorMittal maintenance technician is approximately $90,000 by their third year of employment, plus benefits.

In 2015, we continued to expand our outreach to high schools located close to our facilities, making them aware of this career opportunity as well as emphasizing the benefits of learning marketable, in demand skills through a program like Steelworker for the Future®. We also continued to conduct outreach to middle schools with an emphasis on the importance of math and science.

In addition to training skilled craftspeople, we seek to develop and recruit professionals in engineering, finance, business management and other areas. We have created partnerships with nine accredited four-year colleges and universities focused on engineering and business programs. Through our Campus Partnership Program, we focus on equipping students with the skills needed to succeed in the global marketplace and increasing opportunities for women and minority students.

Every summer, we fill internship positions with qualified students from our partner colleges and universities. During the summer of 2015, 222 interns worked in various roles at ArcelorMittal facilities across the country. Additionally, ArcelorMittal hired and placed 131 new employees from our partner colleges and universities at our USA facilities in 2015.

For more information, visit:

www.workforarcelormittal.com
www.steelworkerforthefuture.com

Steelworker for the Future® partner colleges

Cuyahoga Community College (Tri-C)
Ivy Tech Community College of Indiana
Lakeland Community College
Lorain County Community College
Moraine Valley Community College
Penn State York
Prairie State College
Purdue North Central
West Virginia Northern Community College

Campus Partnership Program colleges and universities

Colorado School of Mines
Indiana University
Michigan State University
Michigan Technological University
Missouri University of Science and Technology
Ohio State University
Pennsylvania State University
Purdue University
Rose-Hulman Institute of Technology

Community investment in science, technology, engineering and math (STEM) education

ArcelorMittal invests in STEM education because we know that it is not only critical to the operation of our business, but also to the communities in which we operate. According to the Brookings Institution, as of 2012, STEM workers earned 21 percent more than individuals employed in non-STEM positions. Jobs in STEM related fields are growing at twice the rate of non-STEM fields. STEM education is central to the country's economic development goals and our ability to compete in a global economy. In addition, STEM careers provide significant societal benefits, including the development of new science, technology and sustainability efforts that improve our quality of life.

However, companies throughout the country report significant difficulty in filling these lucrative STEM positions. The U.S. Department of Commerce estimates that by 2018, the nation will have more than 1.2 million unfilled STEM jobs. This is due in particular to a lack of qualified workers in STEM fields. According to the Business Higher Education Forum, only 44 percent of twelfth graders in the United States are proficient in math. Of those, 61 percent are not interested in pursuing careers in STEM fields. That leaves a very small number of our youth – a mere 17 percent of all twelfth graders – who are both proficient and interested. This is especially an issue for ArcelorMittal, as in order for advanced manufacturing companies to compete in a highly competitive global marketplace, the industry needs an educated workforce with the knowledge and skills required to adapt and change as new technologies are developed in this fast-moving industry.

As a result, ArcelorMittal invests in the full continuum of the STEM education spectrum to ensure that students throughout the United States have access to STEM opportunities. Our goal is to increase student STEM skills while simultaneously fostering a lifelong love of STEM. We accomplish this through our programmatic-based grantmaking, employee volunteerism and mentoring and advocacy at the local and national level.

In 2015, we invested $2.9 million in STEM education programming across the U.S., accounting for 42% of our total grant budget. STEM grants ranged from after school STEM programs and competitions, to in school STEM curricula and advocacy initiatives. Our partnerships also emphasize support to programs that encourage STEM education for traditionally underrepresented groups, especially girls and minorities. To enhance our STEM partnerships, our employees serve as program volunteers and mentors. In 2015, our employees in the U.S. contributed over 800 STEM-related volunteer hours to our partner organizations, a 117% increase over 2014.

CASE STUDY

Developing the leaders of tomorrow: increasing STEM opportunities for girls and minorities

ArcelorMittal believes in cultivating and supporting a workforce for the future. The future STEM workforce is crucial to the USA economy. STEM workers will make our country more competitive in the global market. Jobs in STEM related fields are growing at twice the rate of non-STEM fields. The U.S. Department of Commerce estimates that by 2018, the nation will have more than 1.2 million unfilled STEM jobs. This is due in particular to a lack of qualified workers in STEM fields. Compounding this issue is lack of diversity in STEM fields. U.S. News and World Report issued statistics about minorities and girls in STEM careers. Of all engineers, 24 percent are women and 12 percent are African American and Latino. Of all workers in advanced manufacturing, only 16 percent of workers are women and 15 percent are African-American and Latino. Research shows that the key to increasing these numbers lies in access to STEM curricula. Students need exposure to possible career paths in STEM and mentors in STEM fields.

ArcelorMittal's Girls and Minorities in STEM initiative addresses these gaps for key populations. Launched in 2014, this initiative engages nonprofit organizations with robust STEM programming. We focus funding on those organizations working with underrepresented populations. The program began by identifying five nonprofit organizations in Greater Chicago and Northwest Indiana. Each of these five organizations engaged girls and minorities in STEM subjects. In 2015, this group of partners grew to seven. Each organization serves a unique population and age group. This strategic partnership approach ensures funding spans first grade through college. With continued funding committed in 2016, ArcelorMittal's investment in this program totals $635,000. Partners include the Girl Scouts of Greater Chicago and Northwest Indiana, Project SYNCERE, the Society of Women Engineers, Step Up, Embarc, Chicago Architecture Foundation and the YWCA of Metropolitan Chicago. These organizations served more than 2,000 youth with STEM programming during 2014-2015 school year.

CASE STUDY

Case study (continued)

Nancy L. Wright, chief executive officer, Girl Scouts of Greater Chicago and Northwest Indiana, stated of the initiative, "Our partnership with ArcelorMittal allows us to provide robust, immersive experiences in science, technology, engineering and math for girls who may not otherwise have these opportunities. We spark an interest in the girls who will no doubt become the game-changing workforce we need. We are grateful to ArcelorMittal for supporting our efforts to foster the brilliance of our girls, celebrate their potential and invest in a better future for all of us."

10

Our contribution to society measured, shared and valued

We contribute to society in a variety of ways, through the taxes we pay, the employment of our workforce, our support of local economies and through our sustainability initiatives. It is important that we measure and highlight these contributions.

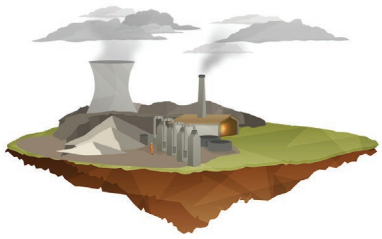
Why is this important to us?

We know that we make vital financial and social contributions to our communities. However, it is easy to overlook these contributions without metrics demonstrating our substantial impact. As a result, it is our goal to promote our current metrics and develop better measurements moving forward to best demonstrate the value we create.

The commercial imperative

What kind of challenges do we face?

Our stakeholder relationships are critical to the operation of our business. These relationships are strengthened by demonstrating the value our company creates for these stakeholders. However, measuring economic and social value for a company of our size and scope can be a challenge.



What do we need to do?

Our corporate responsibility governance structure is critical to monitoring and measuring our impact. In 2015, our Sustainable Development Council (SDC) was officially formed with the charge of assigning metrics and progress around our 10 sustainable development outcomes. The SDC will continue to lead this work and refine the measurement of our impact. We will also continue to analyze our economic contribution data and highlight this impact with our stakeholders. The creation of our first integrated report is an important step towards holistically representing both our social and financial contributions.

What is the potential to create value?

We already know that our contributions are significant. However, our ability to fully demonstrate these contributions will strengthen our relationships with our stakeholders, thereby strengthening our overall operations.

2015 highlights

	Our commitments	Our progress	Next steps
Corporate responsibility governance	Establish a U.S. Sustainable Development Council (SDC) charged with leading U.S. sustainability initiatives	Established in 2015, the U.S. SDC met quarterly and began implementation of processes for driving measurement and metrics around the 10 sustainable development outcomes	Continue to refine measurement and metrics around the 10 sustainable development outcomes

Corporate responsibility governance

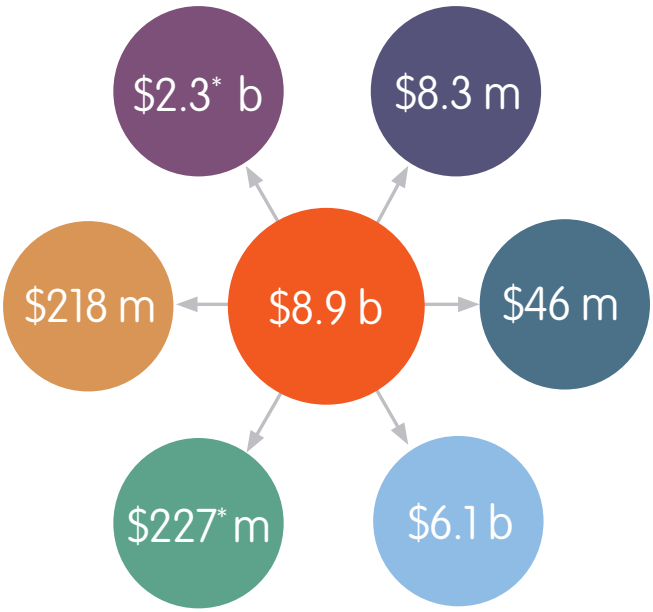
A Sustainable Development Council exists at the national level to oversee both corporate responsibility and sustainable development initiatives. The governance of this important area of the business is key to our commitment to transparency across functions of the company. Councils for Stronger Communities are formed in each of our U.S. facilities and include diverse leadership from key departments within each facility as well as the local United Steelworkers (USW). These Councils meet regularly to discuss national and local sustainability initiatives, implement community investment initiatives and build partnerships with key community stakeholders both internal and external. By empowering local groups of employees to strengthen their communities, we experience an enhanced connection to the areas in which we operate. In 2015, the Sustainable Development Council as well as facility level Councils for Stronger Communities met regularly for a total of 85 formal meetings.

The SDC is responsible for driving measurement and metrics around the 10 sustainable development outcomes. This work is critical to demonstrating our societal contributions. For example, in 2015, we launched our first internal and external U.S. stakeholder survey. The goal of this survey was to garner feedback and measure progress on our sustainability initiatives. The survey was distributed to over 9,000 stakeholders and received an 11.5 percent internal stakeholder response rate and a 25 percent external stakeholder response rate. The results are being used to inform our activities and to set a baseline for future measurements. Also in 2015, our U.S. leadership conducted our first nationwide self-assessment, measuring our performance against each of the 10 sustainable development outcomes. The self-assessment is being used as a management tool to measure our progress and develop metrics. It will be updated annually. The publication of our first Integrated Report for 2015 is also a major advancement towards the goal of publicly highlighting our measurements and metrics around social and financial value creation.

Economic contribution

In 2015, our U.S. operations employed approximately 20,000 individuals with a direct economic contribution of $2.3 billion through wages and benefits (not including expenses related to retirement funding). We also contribute more than $46 million each year in property taxes, providing significant funding for schools and local governments that would otherwise face significant challenges in terms of long-term sustainability. Often, ArcelorMittal is the largest employer in the communities in which our facilities are located. In Indiana, Ohio and Pennsylvania – where the majority of our USA workforce is located – our entry-level hourly pay is significantly higher than the local minimum wage. This allows our employees to earn a livable income, provide for their families and contribute to the local economy. In addition to providing living-wage jobs, we seek to engage local businesses in fulfilling our supply chain, multiplying our economic contribution in our communities. To ArcelorMittal, being a good employer and community partner are all part of being a responsible corporate citizen.

ArcelorMittal economic contribution



- **Economic contribution through wages and benefits**
  *Not including expenses related to retirement funding
- **Community investment**
- **Property taxes**
- **Suppliers**
- **Research and development**
  *Includes global R&D spend
- **Capex**

CASE STUDY

On Capitol Hill: Communicating ArcelorMittal's contribution through government relations

ArcelorMittal's government relations department is critical to our work in outcome 10. This team communicates our societal contributions to many important stakeholder groups, most notably local, state and national government officials. Their work often involves sharing our societal contributions with these stakeholders as they consider policies that may impact our work. Multiple important issues made 2015 an especially notable year for the department, seeing success on important trade legislation that provides enhanced tools for the U.S. government to combat trade practices that negatively impact the company and industry. Below is an overview of their work in ensuring that ArcelorMittal's contributions are recognized and valued.

How does the government relations department communicate ArcelorMittal's impact?
Ultimately, sustainability is at the core of the government relations department's work. They focus on the sustainability of our company and the sustainability of the steel industry as a whole. Because ArcelorMittal was created through a merger 10 years ago and our name is relatively new in the market, we must make an extra effort to communicate our brand, contributions and impact to our government stakeholders. This is both a challenge and an opportunity. Employment statistics are one of the key measurements that the government relations team uses to convey our impact, especially with legislators. This includes our employment data and economic contribution through wages, benefits and taxes.

Who are the stakeholders the government relations department works with most often?
First and foremost, the government relations team works directly with local, state and federal government officials to convey and enhance our company's societal impact. However, they also work closely with employees at ArcelorMittal to help them understand governmental interests and the impact of key legislation or regulations on our business. The team also collaborates with customers and suppliers on issues that jointly impact our sustainability goals.

CASE STUDY

Case study (continued)

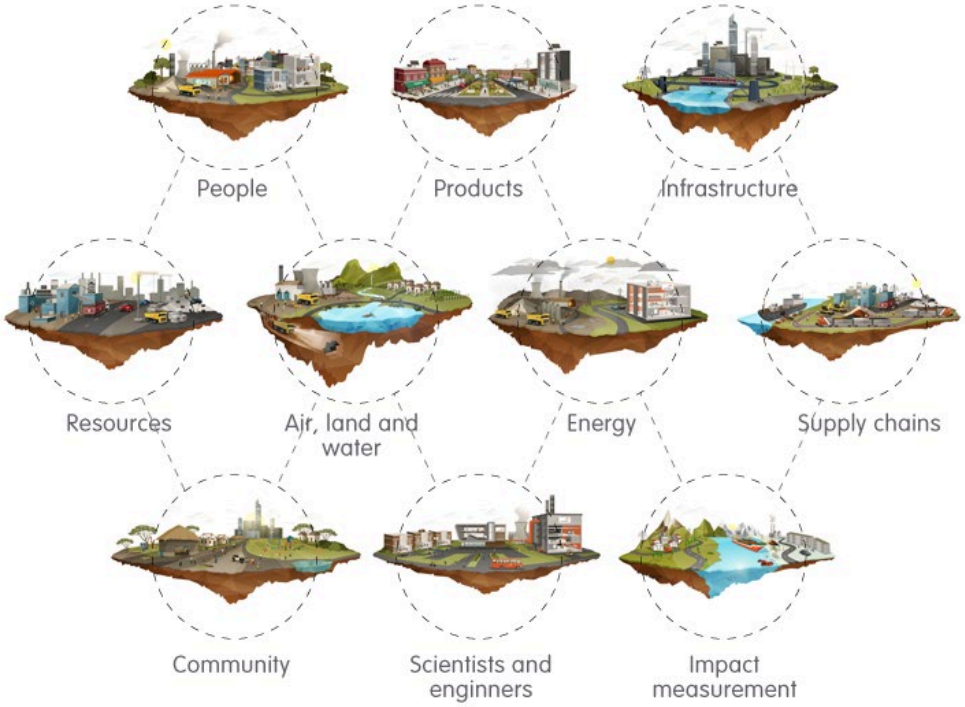
How does the government relations team use ArcelorMittal's sustainable development narrative to communicate our impact to our stakeholders?
Our new sustainable development narrative and 10 SD outcomes are the next evolution in the work ArcelorMittal has been doing for years. ArcelorMittal is an industry leader in transparency and sustainability efforts. We believe in the circular economy and incorporating life cycle analysis into our work. We are committed to transparency and participate in voluntary programs and reporting initiatives to advance our efforts. We are actively involved in the U.S. Department of Energy's Better Buildings, Better Plants Program and we are a partner of U.S. Environmental Protection Agency's ENERGY STAR® program. In addition, we have a long history of sustainability reporting and transparency both through our internal reporting mechanism and the Climate Disclosure Project. Our government relations team communicates all of these actions and initiatives to our governmental stakeholders as appropriate.

What were the "hot topics" for our government relations team in 2015?
Areas that are always a focus for the team include trade, infrastructure, environment, energy, defense, tax policy and employment law. Trade is a major issue in the steel industry, but due to an unprecedented influx of imports and harsh economic conditions in recent years, the issue was at the forefront of our government relations efforts. Unfairly traded imports have a dramatic impact on our ability to command a fair price for our products and operate our facilities at sustainable levels. Imports that are sold in the U.S. at dumped or government-subsidized prices are considered unfairly traded. Imports are dumped if, among other criteria, they are sold at prices below their home market prices or the producer's cost to manufacture.

In the summer of 2015, ArcelorMittal joined other steel producers in the United States to petition the U.S. government for relief from unfairly traded imports of flat-rolled steel. The petitions charged that imports of dumped and subsidized hot-rolled, cold-rolled and corrosion-resistant steel from certain countries were injuring the U.S. industry. The petitions covered approximately eight million tons of imports that entered the United States in 2015. Under U.S. law, two agencies are charged with investigating industry allegations of unfair trade and the injury caused by that trade, the Commerce Department and the U.S. International Trade Commission. Both agencies conduct extensive investigations and announce their findings first as preliminary decisions, followed by final determinations, taking approximately 12 months to complete. In 2015, numerous trade cases followed a similar path. The final outcomes of these cases will have an enormous impact on ArcelorMittal, the steel industry and the country.

Transparent good governance

We operate under the highest standards of business ethics and governance. These standards are essential to every aspect of our company and underpin the 10 sustainable development outcomes.



Why is this important to us?

Compliance with ethics regulations and upholding good governance is fundamental to being a responsible business. It is also critical to the successful fulfillment of our 10 sustainable development outcomes. Without strong ethics and governance structures, transparency and stakeholder relationships can be compromised.

The commercial imperative

What kind of challenges do we face?

As a leading employer in the U.S., it is vital that we are clear about the standards of behavior we expect from our directors, officers, employees and anyone else who acts on our behalf. We need to ensure that these individuals act in accordance with our code of business conduct and policies at all times. Every employee has the ability to either positively or negatively impact the integrity of our business.

What do we need to do?

We must continue to uphold the highest standards of business practice through our policies and employee trainings. Governance structures, both for the company and for corporate responsibility, are responsible for overseeing this important business function. We also continue to encourage open and transparent relations with our stakeholders to address any concerns and maintain their trust.

What is the potential to create value?

Companies with robust and transparent oversight benefit from stronger relationships with all of their stakeholders, including customers, employees, investors and lenders, local communities, non-governmental organizations and government and regulators. This results in a lower likelihood for business disruptions and a stronger corporate culture.

2015 highlights

	Our commitments	Our progress	Next steps
Human rights	Train all employees on their rights and responsibilities	88 percent of salaried employees completed the human rights training*	Conduct human rights policy trainings for remaining salaried employees in 2016
Business ethics	Implement corporate policies and codes that require employees to be trained and abide by those policies in their daily work	90 percent of salaried employees completed the code of business conduct training* 83 percent of obligated employees completed the anti-corruption training*	Conduct code of business conduct and anti-corruption trainings for remaining salaried/ obligated employees in 2016

*Percentage reflects number of employees current in their required three-year training cycle.

Human rights

For ArcelorMittal, our employees are our greatest asset. We maintain and enforce a comprehensive, company-wide human rights policy based upon the United Nations Universal Declaration of Human Rights; the International Covenants for Civil and Political Rights, and Economic Social and Cultural Rights; and the International Labour Organization. In the United States, our human rights policy ensures employees are protected and valued, focusing upon the areas of workplace harassment and inclusion. ArcelorMittal is an equal opportunity employer and has a zero tolerance policy for inappropriate conduct, workplace discrimination or harassment of any kind.

In 2015, 88 percent of salaried employees have completed training on our human rights policy, with the goal of training the remaining salaried employees in 2016.

Ethics

Our performance is guided by a code of business conduct and an anti-corruption policy. In 2015, 90 percent of salaried employees were current in their business conduct training. In addition, 83 percent of obligated employees completed the anti-corruption training. In accordance with our three-year re-training cycle, the remaining employees will be trained during 2016.

Corporate responsibility governance and stakeholder relations

In the United States, our corporate responsibility efforts are governed locally by facility-level Councils for Stronger Communities (CSCs) and overseen by the Sustainable Development Council (SDC). These groups are responsible for driving ArcelorMittal's sustainable development outcomes. Both CSCs and our SDC are made up of diverse leadership from our facilities and the local United Steelworkers union, as well as personnel from health and safety, environment, human resources, finance and legal.

The CSCs at each of our facilities work in collaboration with a corporate responsibility manager to implement global, national and local initiatives as well as to build sustainable stakeholder partnerships. CSCs are currently in place at 18 USA facilities, providing valuable perspectives on corporate responsibility. This structure embeds corporate responsibility into each facility and encourages employees to embrace individual actions that contribute to our overall corporate responsibility objectives and company culture. In 2015, the SDC as well as facility level CSCs met regularly for a total of 85 formal meetings. Discussions centered on sustainability and corporate responsibility initiatives at their facilities and nationally, plans for engaging with communities, financial contributions to nonprofit organizations and responses to issues submitted via grievance mechanisms or community response lines.

As part of our corporate responsibility governance, we have a detailed stakeholder engagement process that begins annually with identifying key stakeholders at local, regional and national levels, and developing a strong understanding of those stakeholders' expectations of ArcelorMittal. Driven by corporate stakeholder engagement guidelines, corporate responsibility leaders and members of country SDCs and local CSCs work to manage stakeholder expectations appropriately.

We encourage open and transparent relations with stakeholders and address any questions or concerns. We work closely with all of our stakeholders, both internal and external, to deepen our engagements and move the needle on material issues. This spirit of collaboration drives our business forward and allows us to set a strong foundation of leadership in our communities. We must lead, facilitate and participate in the conversations that affect our communities. This approach ensures we work collaboratively to address important issues and goals that we share.

In 2015, we engaged with our stakeholders through 661 formal meetings, including community forums and one-on-one meetings. These meetings were held between company representatives, site management, and local and national stakeholders.

CASE STUDY

Engaging for the environment: ArcelorMittal stakeholder engagement reaches new heights in 2015

Meaningful stakeholder engagement and collaboration are central to the transparent governance of our company. This is especially true of our environmental partnerships. In North America, 11 ArcelorMittal facilities are located directly adjacent to the Great Lakes. We have been involved in various public-private partnerships and spearheaded stakeholder engagement to ensure the Great Lakes region is a global leader in land and water conservation strategies.

Since its inception, ArcelorMittal has been the sole corporate partner with Sustain Our Great Lakes (SOGL), a consortium of key regulatory agencies and government environment services. Administered by the National Fish and Wildlife Foundation, we began as and remain the program's only corporate partner. ArcelorMittal has invested $5.6 million in SOGL since 2008, and continues to increase our investment each year. Together with our partners, SOGL has provided nearly $55 million in grants and leveraged nearly $59 million in matched giving, totaling more than $113.6 million in conservation investments in the region.

SOGL is important to ArcelorMittal for many reasons. First and foremost, it invests in protecting and restoring key land and water habitats around the Great Lakes. Since 2008, we have restored more than 33,000 acres of wetland, coastal and upland habitat and connected more than 1,600 stream miles. Equally as important are the relationships ArcelorMittal builds with key stakeholders and our communities through the work of this program. By supporting the environmental interests of the Great Lakes region, we work to build trust with our stakeholders and demonstrate leadership in tackling the issues that matter to them.

Being part of SOGL has created positive and helpful working relationships with a number of stakeholder groups and ensures we have regular communications with important organizations, such the U.S. Environmental Protection Agency, the U.S. Fish and Wildlife Service, the National Oceanic and Atmospheric Administration and others throughout the year.

CASE STUDY

Case study (continued)

The SOGL model has proved so successful that we have continued to partner with the National Fish and Wildlife Foundation on a more localized model of the program in the form of the Chi-Cal Rivers Fund. Specific to the Chicago and Calumet regions of Illinois and Indiana, Chi-Cal Rivers Fund has leveraged more than $11 million in funding in this region since 2013. Here, we partner not only with public entities and private foundations, but also with other corporations invested in conservation in the Calumet region.

Programs like SOGL and Chi-Cal are just two of the public-private partnerships key to our work in the Great Lakes region. Other examples include:

- The Calumet Land Conservation Partnership was launched by ArcelorMittal and foundation partner the Gaylord and Dorothy Donnelley Foundation (GDDF). These two partners brought together nonprofit organizations from both Illinois and Indiana to collaborate on land conservation issues around the region. Together, ArcelorMittal and GDDF have invested more than $1.5 million in funding for the partnership since 2013.

- In 2015, ArcelorMittal worked to convene stakeholders in Northwest Indiana at our research and development center in East Chicago, Indiana. Joining us were companies like ExxonMobil and Praxair. This meeting was assembled by non-profit partner Wildlife Habitat Council (WHC) as part of a grant from the Indiana Department of Natural Resources Coastal Program and the National Oceanographic and Atmospheric Administration. Daniel Goldfarb, senior manager, conservation partnerships at WHC, said of this meeting, "More than ever before, industry is recognizing the vital role they can have in not only restoring land on their property, but opening it up to students as a living laboratory."

In addition to engaging in public-private partnerships externally in the region, ArcelorMittal extends our commitment to conservation and stakeholder collaboration on our own lands. At our facility in Burns Harbor, Indiana, we are uniquely positioned adjacent to the Indiana Dunes National Lakeshore. Since 2011, we have actively worked to restore 40 acres of key portions of a rare dune and swale habitat on our site. This location was recertified as a WHC Corporate Lands for Learning site in 2015. Through a partnership with the Field Museum and the Nature Conservancy, dune and swale habitat is also being restored on more than 10 acres of our ArcelorMittal research and development center site.

To further engage our community, we have regularly opened our doors to school children to participate in environmental stewardship activities on both of these sites. In partnership with nonprofit organizations Dunes Environmental Learning Center, The Field Museum and Shirley Heinze Land Trust, a program for elementary school students called Mighty Acorns regularly brings students onsite to learn about environmental restoration and conservation. Projects like this one bring our community stakeholders into our facilities and increases awareness of the projects we care about both internally and externally.

"We are very excited to have an opportunity to enhance the natural areas on our property, and share what we've learned with other industry in Northwest Indiana," said Gregory Ludkovsky, vice president, Global Research and Development. "The team in East Chicago should be very proud for taking the initiative to open the property to students and to collaborate with nearby companies. ArcelorMittal is known worldwide as an innovative supplier of steel products, but I believe we are also becoming known throughout Northwest Indiana as an innovator in relationship building."

DATA TABLE

United States Integrated Report

2015 Data table

Outcome	Topic	Description	Indicator	2011 Data	2012 Data	2013 Data	2014 Data	2015 Data
1	Lost time injury frequency rate percent change (per million hours worked)	Number of injuries which resulted in employee or contractor having to miss at least one day of work as a result of the accident, per million hours worked	GRI G4-LA6 SASB NR0302-18	2.4% increase (3.35)	42% reduction (1.92)	18% reduction (1.58)	1% reduction (1.57)	15% reduction (1.33)
1	Percentage of employees covered by collective bargaining agreements	The percentage of employees covered by collective bargaining agreements	GRI G4-11 SASB NR0302-19	78%	78%	77.50%	70%	69%
1	Average hours of training per year per employee by gender and by employee category	Average hours of training per year per employee by gender and by employee category	GRI G4-LA9	Salaried avg: 12.3 hours Salaried total: 50,054 Hourly avg: 50.4 hours Hourly total: 717,236	Salaried avg: 12.6 hours Salaried total: 51,293 Hourly statistics not available for 2012	Salaried avg: 12.5 hours Salaried total: 43,450 Hourly avg: 46.6 hours Hourly total: 238.654	Salaried avg: 36.1 hours Salaried total: 147,672 Hourly avg: 41.1 hours Hourly total: 584,587	Salaried avg: 6.48 hours Salaried total: 25,571 Hourly avg: 49.16 hours Hourly total: 654,151
1	Number of operations certified to the Occupational Health and safety Assessment Series, OHSAS 18001	OHSAS 18001 is an international assessment series for health and safety management systems	KPI	13	17 facilities + R&D (18)	17 facilities + R&D (18)	17 facilities + R&D (18)	17 facilities + R&D (18)
1	Number of social dialogue interactions	Formal worker representation meetings and interactions at the corporate level, including annual partnership meetings and joint health and safety meetings	KPI	6	4	4	4	4
1	Number of employee newsletters or other communications distributed regularly; number of recipients	Number of newsletters published detailing pertinent company matters; number of recipients per issue	KPI	6: 18,300	6: 17,858	9: 18,000	7: more than 20,000	6: more than 20,000
1	Employees by employment contract and gender	Employees by employment contract and gender	GRI G4-10	---	---	---	---	Total workforce in 2015: 20,298 [1] Gender: M – 89.1% F – 10.9%
1	Workforce breakdown by employment duration	Duration of employment in years by total employee percentage	KPI	<10: 34.41%, 10- 19: 14.17%, 20-29: 7.94%, >30: 43.39%, no service date: .09%	<10: 35.7%, 10-19: 14.4%, 20-29: 8.3%, >30: 41.5%, no service date: .1%	<10: 38.2%, 10-19: 13.5%, 20-29: 8.5%, >30: 37.5%, no service date: 2.3%	<10: 46.3%, 10-19: 12.7%, 20-29: 8.3%, >30: 30.7%, no service date: 2.0%	<10: 47.3%, 10-19: 13.2%, 20-29: 9.3%, >30: 28.4%, no service date: 1.8%
1	Number of biometric screening participants	Number of employees who have undergone voluntary biometric health screenings provided by ArcelorMittal USA employee health initiative	KPI	2,399	2,170	2,326	3.109	3,590

Outcome	Topic	Description	Indicator	2011 Data	2012 Data	2013 Data	2014 Data	2015 Data
1	Percentage of total workforce represented in formal joint management worker health and safety committees that help monitor and advise on occupational health and safety programs	The percentage of the total workforce represented in formal joint management worker health and safety committees The level(s) at which the committee(s) typically operates	GRI G4-LA5	100% Monthly	100% Monthly	100% Monthly	100% Monthly	100% Monthly
4	Percentage of materials used that are recycled input materials	The weight or volume of recycled input materials as a percentage of the total input materials used	GRI G4-EN2	16.59%	18.93%	18.31%	19.31%	21.50%
4	Total amount of waste by type and disposal method. Using European metrics and calculations.	The total amount of materials (hazardous and non-hazardous) in tonnes by type for reuse The total amount of materials (hazardous and non-hazardous) in tonnes by type for recycling The total amount of materials (hazardous and non-hazardous) in tonnes by type for disposal The total amount of materials (hazardous and non-hazardous) in tonnes by type for deep well injection disposal	GRI G4-EN23	2,398,291 11,871,698 616,259 33,629	2,883,994 12,673,765 855,276 26,274	2,804,167 13,377,516 848,903 38,996	2,969,683 11,745,989 833,941 37,477	2,989,867 9,500,479 1,299,788 20,904
4	Amount of scrap steel recycled per amount of steel produced	Tons of scrap steel recycled per amount of steel produced	KPI	37.00%	34.00%	35.00%	39.00%	34%
4	Environmental liabilities [2]	Future environmental liabilities related to studies and remediation of environmental impact from our operations and the operations of predecessor companies.	KPI	$217 million	$205 million	$191 million	$194 million	$195 million
5	Greenhouse gas emissions	Direct greenhouse gas emissions	GRI G4-EN15 SASB NR0302-01 and NR0301-01	USEPA 40CFR98: 27.5M tonnes CO2 direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations	USEPA 40CFR98: 26.4M tonnes CO2 direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations	USEPA 40CFR98: 25.9M tonnes CO2 direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing	USEPA 40CFR98: 26.2M tonnes CO2 direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations	USEPA 40CFR98: 24.5M tonnes CO2 direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations

Outcome	Topic	Description	Indicator	2011 Data	2012 Data	2013 Data	2014 Data	2015 Data
5	Nox, Sox, and other significant air emissions by type and weight. Using European metrics and calculations.	The weight of significant air emissions (in kilograms or multiples such as tonnes) for Nox	GRI G4-EN21 SASB NR0302-03 and NR0301-03	11,864 metric tonnes	14,478 metric tonnes	16,048 metric tonnes	13,553 metric tonnes	14,756 metric tonnes
		The weight of significant air emissions (in kilograms or multiples such as tonnes) for SOx		12,626 metric tonnes	16,072 metric tonnes	18,435 metric tonnes	15,852 metric tonnes	15,633 metric tonnes
		The weight of significant air emissions (in kilograms or multiples such as tonnes) for volatile organic compounds (VOC)		1,765 metric tonnes	1,490 metric tonnes	1,392 metric tonnes	1,829 metric tonnes	1,794 metric tonnes
		The weight of significant air emissions (in kilograms or multiples such as tonnes) for particulate matter (PM)		2,637 metric tonnes	2,162 metric tonnes	2,293 metric tonnes	2,806 metric tonnes	2,630 metric tonnes
5	Total carbon emissions per ton of steel produced	Total CO2 emitted per ton of steel produced	KPI	1.80	1.63	1.59	1.61	1.63
5	Number of emergency release/spill response exercises conducted	Number of drills performed to prepare for potential emergency spills/releases	KPI	30	30	45	20	25
5	Total water withdrawal by source.	Total volume of water in m3 withdrawn from any water source that was either withdrawn directly by the reporting organization or through intermediaries such as water utilities by source type including surface water, including water from wetlands, rivers, lakes and oceans	GRI G4-EN8	1,168,569,862	1,253,496,712	1,159,808,812	1,181,829,894	1,231,262,229
5	Percentage of steelmaking facilities operational during the fiscal year certified to the Environmental Management System ISO 14001	ISO 14001 is an international standard for environmental management systems	KPI	100%	100%	100%	100%	100%
6	Direct energy consumption by primary energy source	Total energy consumption in joules or multiples	GRI G4-EN3 SASB NR03020-04 and 301-04	Total energy: 266,319,937 GJ	Total energy: 352,516,735 GJ	Total energy: 362,518,770 GJ	Total energy: 402,011,203 GJ	Total energy: 385,790,359 GJ
		Total energy consumption in joules or multiples by non-renewable primary source		Renewable data not calculated at this time	Renewable data not calculated at this time	Renewable data not calculated at this time	Renewable: 288,879,923 GJ	Renewable: 285,169,083 GJ
6	Energy saved due to conservation and efficiency improvements	Percent change in energy intensity per ton of steel compared to the previous year; amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples	GRI G4-EN6	2.91%	1.87%	0%	0.365% [3]	2.04% [3]
7	Procurement policy in place	The code for responsible sourcing outlines corporate level requirements and expectations for suppliers regarding ethical and responsible behavior	KPI	Implemented in 2010	Implemented in 2010	Implemented in 2010	Implemented in 2010	Implemented in 2010

Outcome	Topic	Description	Indicator	2011 Data	2012 Data	2013 Data	2014 Data	2015 Data
8	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Percentage of operations with implemented local community engagement	GRI G4-S01	100%	100%	100%	100%	100%
8	Number of stakeholder engagement meetings	Number of recorded stakeholder engagement meetings	KPI	197	170	206	499	661
8	Direct community investment by focus area	Philanthropic giving completed through ArcelorMittal corporate responsibility in the United States by main giving focus areas	KPI	Education 32%, Environment 26%, Health and Safety 33%, Disaster Relief: 8%, Other: 1%	Education 29%, Environment 26%, Health and Safety 43%, Disaster Relief: 1%, Other: 1%	Education 37%, Environment 38%, Health and Safety 34%, Other: 1%	Education 36%, environment 35%, health and safety 29%	Education: 48%, Environment: 37%, Health and Safety: 15%
8	Total volunteer hours contributed by employees to U.S. nonprofit organizations	Number of hours contributed to nonprofit organizations by ArcelorMittal employees in the United States	KPI	131 projects 3,087 hours	Nearly 100 projects and more than 3,000 hours	More than 70 projects, over 2,000 hours	99 volunteer projects and more than 2,800 hours	More than 100 volunteer projects and 4,200 hours
8	Total skills-based volunteer hours contributed by employees to U.S. nonprofit organizations [2]	As a segment of total hours, this number represents the total number of hours contributed by ArcelorMittal employees to nonprofit organizations that are considered skills-based	KPI	---	---	---	---	Percentage of total volunteer hours that were skills based: 26.16% Total skills-based hours: 1,103
8	Total invested in conservation efforts in the Great Lakes Basin through Sustain Our Great Lakes	Total invested in conservation efforts in Great Lakes Basin through Sustain Our Great Lakes, a bi-national, public-private partnership. ArcelorMittal is the sole private partner; the total invested reflects ArcelorMittal contributions, federal funds, and local match.	KPI	$16.0 million	$16.1 million	$16.2 million	$23.0 million	$12.7 million
8	Number of significant incidences reported through grievance mechanisms	Number of complaints or incidences from the public or other stakeholders reported through grievance mechanisms	KPI	16	11	15	12	15
8 and 9	Number of STEM (science, technology, engineering and math) beneficiaries	Number of beneficiaries of Untied States based grantmaking programs specifically related to STEM education	KPI	---	---	---	---	1,735,494 [2]
10	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Direct economic value distributed: employees wages and benefits Direct economic value distributed: community investments Indirect economic value distributed through property and other taxes	GRI G4-EC1	$1.72 billion; wages and benefits $7.3 million ---	$1.82 billion; wages and benefits $7.7 million ---	$1.98 billion; wages and benefits $7.2 million ---	$2.12 billion; wages and benefits $8.3 million ---	$2.3 billion; wages and benefits $8.3 million More than $46 million [2]

Outcome	Topic	Description	Indicator	2011 Data	2012 Data	2013 Data	2014 Data	2015 Data
GG	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percents	Total number of hours devoted to training on policies and procedures concerning aspects of human rights that are relevant to operations Percentage of salaried employees who have completed training in policies and procedures concerning aspects of human rights that are relevant to operations	GRI G4-HR2	---	--- 84%	--- 92%	2,668 87%	3,578 [4] 88%
GG	Percentage of obligated employees receiving anticorruption training	Percentage of obligated employees who are required to receive anti-corruption training who had completed it by year end 2014	GRI G4-S04	96.50%	72%	87%	93%	83% [4]
GG	Number of local governance structures in place	Governance structures are Councils for Stronger Communities (CSCs), comprised of management and union representatives, that lead programs related to internal and external governance	KPI	16	16	17	18	18
GG	Number of local governance meetings	Total number of CSC and USA Foundation Governance Board meetings across all locations	KPI	83	66	44	94	85
GG	Percentage of employees receiving code of business conduct training	Percentage of salaried employees who have completed formal training about issues outlined in the code of business conduct, such as ethics and accountability	GRI G4-S04	96.50%	72%	87%	93%	90% [4]

[1] Reporting for the first time in 2015

[2] Includes all U.S. sites except Princeton

[3] In 2014, ArcelorMittal USA began calculating energy based on U.S. DOE reporting guidelines, using baseline year 2013. Data for 2014 and 2015 reflects this change.

[4] 2015 includes Calvert: Also, due to a change in training platforms and inability to access training history as previously possible, training numbers reported for Q4 2015 reflect last available data as of Q2 2015.

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