



POWERED BY



RESILIENCE

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Download our full report

This executive summary is an overview of our full, in-depth integrated report for 2017.

For more details on our 2017 results and initiatives, visit our online integrated report and download the full report at usa.arcelormittal.com/sustainability

Photo courtesy of Ninth District Coast Guard



Power forward: A letter from the CEO

To understand where we are going, we must not lose sight of where we've been. Since the latter part of 2008, ArcelorMittal has weathered the most challenging economic times our industry has faced in decades. Our teams worked diligently to ensure our business will remain resilient, agile, lean and positioned for future success. ArcelorMittal USA has undergone significant transformation under the Action 2020 framework, setting our business on course for a stronger future, even while responding to the cyclical nature of our industry. The work completed thus far has shown signs of positive impact and realized financial improvement. That said, we haven't yet fully witnessed the fruits of our labor.

As we've navigated these challenges, I'm proud of the work our teams have done to emphasize sustainability in all we do. We have never backed down from our commitment to becoming the most sustainable steel company in the world. We have invested in environmental sustainability, emphasized strong partnerships with our communities, and engaged with our stakeholders through the good times and the tough times. We know financial sustainability and corporate responsibility go hand in hand. Maintaining our commitments to our stakeholders is not an option, it's a responsibility. This commitment to building a sustainable and resilient business sets our sights on a powerful future.

During difficult times, we ask a lot of our business and our people. They have risen to the challenge, and I am impressed with outstanding performance in many areas. As you review our third annual integrated report, I know you'll learn a great deal about our sustainability initiatives as well as key financial and market environment information that drive our success.

We are asking a lot of ourselves right now at ArcelorMittal USA, and we are asking a lot of our people. I know that. And I believe in our ability to achieve our goals. Our business is powered by resilience and we extend that energy and momentum to our customers and our communities. We will continue to do what is right for all of us.



John Brett

President and CEO
ArcelorMittal USA

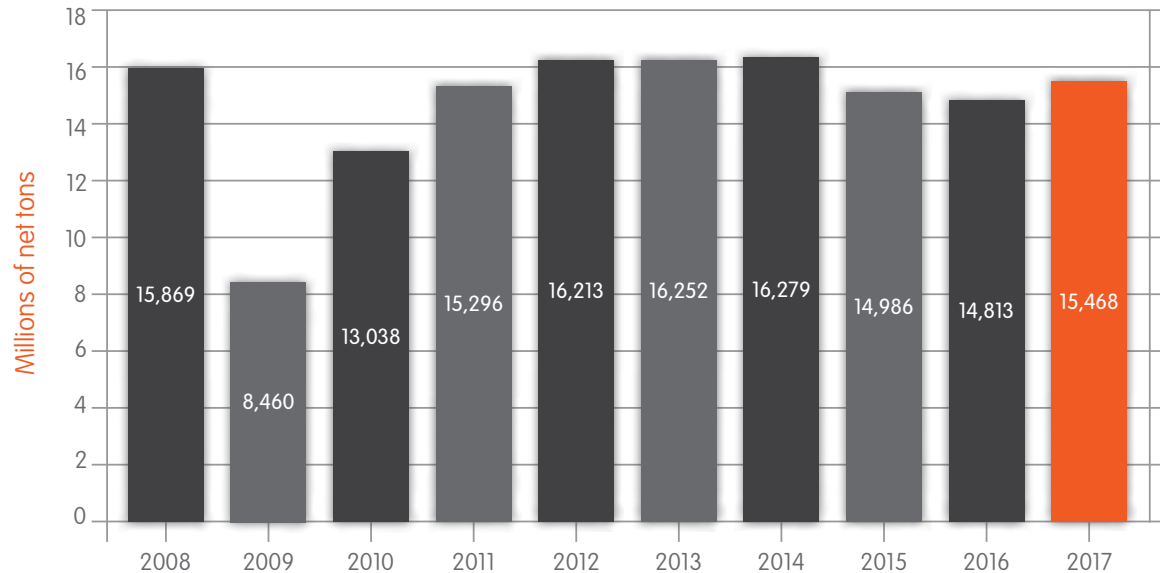
POWERED BY OUR BUSINESS

Steel production

In the United States, ArcelorMittal has seen a slow and progressive recovery year-over-year since the economic downturn of 2009. That recovery was dampened significantly by the flood of imports arriving the United States in recent years. While 2017 showed growth in steel production over 2016, we have not yet achieved sustainable pre-recession levels.

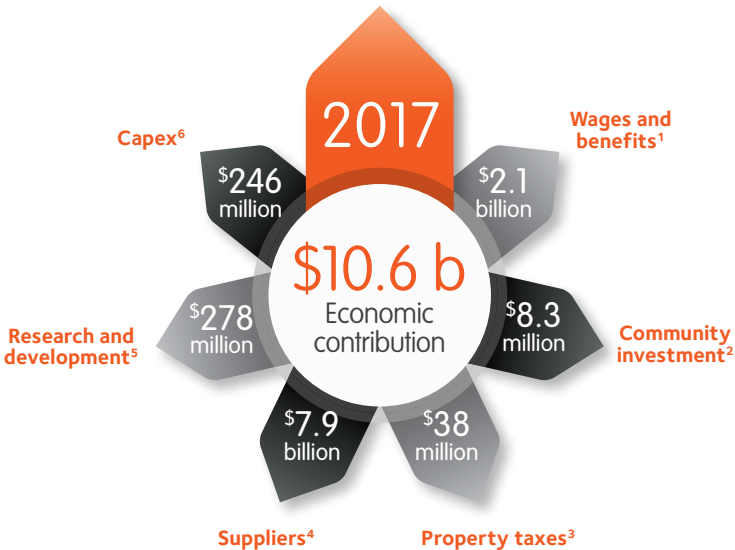
Raw steel production in the chart to the right refers to steel in the first state of melting, suitable for finishing. In 2017, ArcelorMittal produced 15.47 million tons of raw steel, with 98 percent of that production in our flat operations, primarily integrated steel production facilities.

Raw steel production, ArcelorMittal USA: 2008-2017



Creating long-term value through economic contribution

In 2017, our U.S. operations employed more than 18,000 individuals with a direct economic contribution of \$2.1 billion through wages and benefits. We also contribute \$38 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. In addition to providing highly competitive wages, 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.



1 Not including expenses related to active and inactive pension and retiree health care. Includes ArcelorMittal USA LLC wholly-owned facilities and includes I/N Tek and I/N Kote and AM/NS Calvert. Additional information on this calculation is detailed within this report's data table.

2 Includes cash grants, employee donations and company matching gifts

3 Includes ArcelorMittal USA LLC wholly-owned facilities and includes I/N Tek and I/N Kote and AM/NS Calvert

4 Includes ArcelorMittal USA LLC wholly-owned facilities and includes I/N Tek and I/N Kote

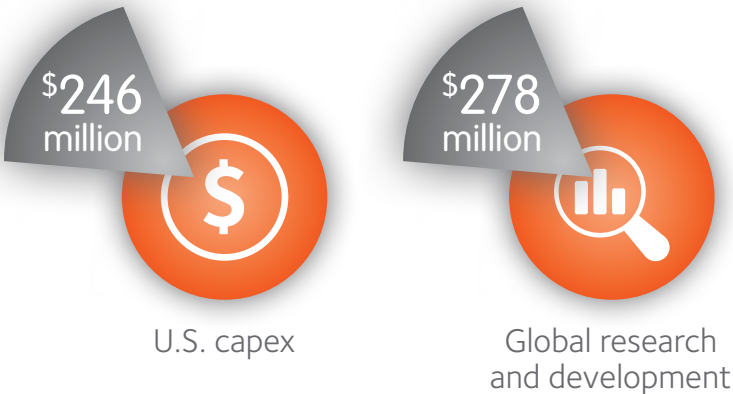
5 Includes global R&D spend

6 Includes ArcelorMittal USA LLC wholly-owned facilities and includes I/N Tek and I/N Kote

Investing in our business

In addition to our economic contribution to our communities, ArcelorMittal USA invests in our own business each year through both research and development and capital investment. For the last five years, our capital investment related to the ArcelorMittal USA business unit has averaged more than \$250 million per year to enhance our facilities' capabilities and extend the life of our assets. In 2017, ArcelorMittal also invested \$278 million globally towards research and development to keep our products cutting edge.

Business investment highlights in 2017



POWERED BY RESILIENCE: OUR OPERATING CONTEXT IN THE U.S.

ArcelorMittal's business context and operations are influenced heavily by external factors in the global economy. Since the latter part of 2008, ArcelorMittal has weathered the most challenging economic times to face our industry in decades. These economic circumstances continue to affect our business today.

Key influences on the ArcelorMittal operating context



Industry dynamics: In 2017, the steel industry continued to rebound from the Great Recession and the flood of imports affecting our market in the past few years. Pricing improved in 2017 over multi-year lows. Global economic effects on the steel industry cannot be overstated. In the United States, we continue to keep a watchful eye on economic changes domestically and internationally that can have significant impact on our business.



Auto sector performance: After seven consecutive years of growth since the Great Recession, automotive production slowed significantly in 2017. Though we expect that trend to continue, the automotive market will remain a key demand driver for the steel industry in the U.S. ArcelorMittal USA continues to emphasize the role our products, especially advanced high-strength steels, will have on the automotive market today and in the future.



The U.S. economy: The U.S. economy stabilized after the Great Recession, reaching 2.9 percent annual GDP growth in 2015. This growth slowed to 1.6 percent in 2016 but rebounded slightly to 2.3 percent in 2017. This modest pace of economic expansion contributed to a healthier demand for steel and other industrial products in 2017. The American iron and steel industry is a dynamic part of the U.S. economy, accounting for more than \$206 billion in direct economic impact in 2017.



Infrastructure development and construction recovery: The construction market in the U.S. continues to gain momentum and have a wide-reaching impact on steel demand from structural steels to construction equipment, appliances and more.



Effect of imports and trade: Overcapacity in the global steel industry coupled with continued slowdown in emerging markets mean imports remain a disruptive force in the U.S. market. In 2017, import volume fell one percent year-over-year, and significant progress was made in U.S. trade policy to level the playing field and combat unfair imports.



The regulatory environment: The steel industry's relationship with government regulators, both in our own business and for our customers, remains a key business driver. We continue to work with our customers to implement technologies to meet new standards and prepare ourselves and our customers for regulations today and in the future.



Industrial energy efficiency: In an energy-intensive business, monitoring and actively reducing our dependence on external energy sources are key to a thriving business. ArcelorMittal continues our partnership with ENERGY STAR® and the U.S. Department of Energy as part of our effort to further reduce our energy usage and provide industry leadership and benchmarking.

Our three-pronged approach to resilience

These external factors mean resilience is key to success in our business. Resilience means facing challenges head on, tackling issues quickly, and doing everything we can to rise to the occasion at every opportunity. It means continuing our work as a sustainable steel company even when that work isn't easy— for our business, our customers and our communities.



POWERED BY STRATEGY

Action 2020

In the United States, our business strategy guides our decision-making at every level. It is not enough just to perform well. We must consider the feedback we receive from our stakeholders and our impact on the larger community. This strategy emphasizes our ongoing commitment to sustainability, and from that our economic right to grow our impact.

Action 2020

In 2016, ArcelorMittal launched our global Action 2020 plan. This plan contains a strategic roadmap for ArcelorMittal's main business segments and seeks to deliver real financial and efficiency improvements in the business by 2020. 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.

In the United States, Action 2020 means:

World class assets: In an ever-competitive industry, it is critical to ensure every facility is operating in the most efficient and cost-productive manner possible. In 2017, we continued important strategic restructuring in our operations through our footprint optimization plan. In addition, we completed all scheduled plant-to-plant part transfers with zero customer impact. Overall, savings are tracking significantly ahead of schedule.

Emphasizing cross-functional, cooperation focused teams: Every individual working in the ArcelorMittal ecosystem in the United States is important to the long-term sustainability of our business. In 2017, our continued focus on Action 2020 and the execution of our footprint optimization plan was truly a cross-functional effort.

Creating high value-added products for our customers: Our customers continually look for deeper collaboration and the creation of value-added products and solutions from their suppliers. We are the largest producer of advanced high-strength steels in the world, and invest over \$200 million in R&D each year. Producing grades of steel no other steelmaker can produce will help insulate our U.S. business from the threat of imports over time, as well as improve our competitive advantage.

Technology-driven customer response capabilities: Launched in 2017, our delivery performance plan will help to create meaningful improvement in customer confidence, build transparency and trust throughout our supply chain and ultimately, increased volume opportunities for our company. This initiative marks the beginning of a new era at ArcelorMittal, one focused on strength in data and metrics necessary to meet our customers' needs through technology-driven response capabilities.

Maintaining a pipeline of talented employees to deliver 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 optimal productivity. 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.

United States Action 2020
strategy reinforced



POWERED BY SUSTAINABILITY

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



OUTCOME 1

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 zero accident workplace. 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 to create a positive working environment.

2017 highlights

23
percent

ArcelorMittal's U.S. **lost time injury rate for 2017 (.95) improved 23 percent over 2016** and is our best on record.

13
facilities

13 U.S. facilities, as well as our Global R&D center, **maintained their Occupational Health and Safety Assessment Series (OHSAS) 18001 certification.**

7,000
exams

In 2017, over 7,000 represented and salaried employees **received wellness/preventative exams or biometric screenings.**

OUTCOME 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.

2017 highlights

\$278
million

In 2017, ArcelorMittal committed **\$278 million towards global research and development** efforts.

21
products

ArcelorMittal globally launched **21 new products and conducted 23 life cycle analysis studies** that contribute to more sustainable lifestyles.

New
innovation
tool

Global R&D piloted a **new Sustainable Innovation (SI) tool in our automotive R&D portfolio** to ensure that we create a pipeline of products with proven sustainability benefits.



OUTCOME 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.



2017 highlights



In 2017, ArcelorMittal Global Research and Development launched **21 new products that create sustainable infrastructure.**



ArcelorMittal has **19 research and development programs in the pipeline that relate to sustainable infrastructure.**

OUTCOME 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.

2017 highlights



37 percent of each ton of steel produced by ArcelorMittal in the U.S. **is from recycled scrap steel.**



When steel is recycled, **74 percent of the energy that would be used to create steel purely from raw materials is conserved.**



Every ton of steel recycled conserves 2,500 pounds of iron ore, 1,400 pounds of coal and 120 pounds of limestone.




OUTCOME 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. Being a trusted user of air, land and water is a hallmark of our sustainability strategy in the U.S. and around the world.



2017 highlights

-  ArcelorMittal **maintained ISO 14001 certification for 100 percent** of our steelmaking facilities in operation in the U.S.
-  More than **20,000 students received environmental education programming** as a result of ArcelorMittal community investment initiatives.
-  ArcelorMittal is the sole corporate partner of Sustain Our Great Lakes, a public-private partnership that has resulted in **\$144 million of conservation and restoration investment** in the Great Lakes Basin since 2006.

OUTCOME 6



Responsible energy user that helps create a lower carbon future

Steelmaking is an energy-intensive industry. 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.



ArcelorMittal continues to serve as ENERGY STAR® and U.S. DOE partner.

2017 highlights

-  Over the past 4 years, ArcelorMittal has attained a **2.01 percent energy reduction** in the U.S.
-  In 2017, **36 energy projects were implemented** with an energy savings of more than \$17 million, the equivalent of powering 12,400 homes for a year.

OUTCOME 7

Supply chains that our customers trust

As a leading producer of steel, our operations depend on 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.



2017 highlights

\$7.9 billion

ArcelorMittal USA **spent \$7.9 billion on its supply chain** in 2017.

\$262 million

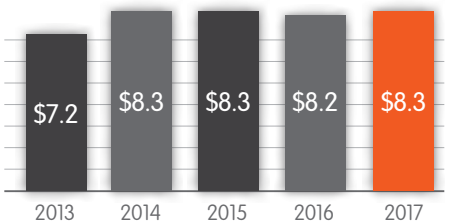
ArcelorMittal USA **spent \$262 million with Diversity Enterprises** in 2017.

OUTCOME 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.

Total community investment (in millions)*



*Includes cash grants, employee donations and company matching gifts

2017 highlights

\$6.9 million

ArcelorMittal awarded **\$6.9 million in grants and matching donations** in the U.S. to nonprofit partners working in our communities.

3,550 hours

In 2017, U.S. employees donated **more than 3,550 hours of their time to local nonprofit partners through ArcelorMittal-sponsored volunteer projects.** This included a 22% increase in skills-based STEM volunteerism since 2016.

OUTCOME 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.

2017 highlights

48
percent

In 2017, **ArcelorMittal committed 48 percent of our U.S. grantmaking to support STEM programming**, surpassing our corporate goal of 40 percent.

789,820
hours

ArcelorMittal provided 42,830 training hours for salaried employees and 746,990 training hours for hourly employees in 2017.

\$940
thousand

ArcelorMittal committed more than \$940,000 for tuition reimbursement for undergraduate and graduate programs for U.S. employees.

137
interns

During the summer of 2017, **137 interns worked in various roles at ArcelorMittal facilities across the country**. ArcelorMittal hired and placed 87 newly graduated employees at our USA facilities during the year.

OUTCOME 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 as we do in our annual integrated report.



All 10 sustainable development outcomes are underpinned by transparent good governance.

ArcelorMittal operations in the United States

Today, ArcelorMittal owns and operates 26 facilities in the United States, including mines, integrated steelmaking facilities, mini-mills and finishing operations. In the U.S., we employ more than 18,000 people with industrial operations in 12 states and a presence in 14 states and the District of Columbia.

In addition to our regional headquarters in Chicago, ArcelorMittal also operates one of 12 global research and development centers in East Chicago, Indiana and several offices and sales and distribution centers throughout the states, employing an additional 1,000+.

Key terms

Integrated: An integrated steelmaking facility transforms raw materials – coke, iron ore and limestone – into molten iron in a blast furnace. The molten iron is then charged in a basic oxygen furnace (BOF) to make steel.

Mini-mill: A mini-mill uses steelmaking technology, called an electric arc furnace (EAF), which recycles scrap steel into new steel.

Flat: Flat products include hot-rolled, cold-rolled and coated sheets; tin; carbon and alloy plates; and raw material facilities to support the production of these products. Flat products are typically produced in integrated steelmaking facilities.

Tailored blank: A tailored blank is created by welding together steels of various grades, thickness and/or coatings.

Tubular: Tubular products include mechanical steel tubing and seamless and welded precision tubes.

CATEGORY	STATE	FACILITY	CITY	TYPE OF OPERATION
Steelmaking	Illinois	ArcelorMittal Riverdale	Riverdale	BOF
	Indiana	ArcelorMittal Burns Harbor	Burns Harbor	Integrated
	Indiana	ArcelorMittal Indiana Harbor	East Chicago	Integrated
	Ohio	ArcelorMittal Cleveland	Cleveland	Integrated
	Pennsylvania	ArcelorMittal Coatesville	Coatesville	EAF
	Pennsylvania	ArcelorMittal Steelton	Steelton	EAF
Cokemaking	Ohio	ArcelorMittal Warren	Warren	Coke battery
	Pennsylvania	ArcelorMittal Monessen	Monessen	Coke battery
Finishing	Alabama	AM/NS Calvert ¹	Calvert	Finishing
	Indiana	I/N Tek and I/N Kote ¹	New Carlisle	Finishing
	Indiana	Burns Harbor Plate and Gary Plate	Gary	Heat treating and finishing
	Iowa	ArcelorMittal Tailored Blanks Delaco ³	Montezuma	Blanking and welding
	Michigan	ArcelorMittal Tailored Blanks Delaco ³	Dearborn	Blanking and welding
	Michigan	ArcelorMittal Tailored Blanks	Detroit	Blanking and welding
	Mississippi	Double G Coatings, L.P. ²	Jackson	Finishing
	New York	ArcelorMittal Tailored Blanks Delaco ³	Tonawanda	Blanking and welding
	North Carolina	ArcelorMittal Piedmont	Newton	Finishing
	Ohio	ArcelorMittal Columbus	Columbus	Finishing
	Ohio	ArcelorMittal Marion	Marion	Tubular
	Ohio	ArcelorMittal Shelby	Shelby	Tubular
	Ohio	ArcelorMittal Tailored Blanks	Pioneer	Blanking and welding
	Pennsylvania	ArcelorMittal Conshohocken	Conshohocken	Rolling/finishing
	West Virginia	ArcelorMittal Weirton	Weirton	Rolling/finishing
Mining	Minnesota	Hibbing Taconite Mine ⁴	Hibbing	Iron ore mine
	Minnesota	ArcelorMittal Minorca	Minorca	Iron ore mine - open pit
	West Virginia	ArcelorMittal Princeton	Princeton	Coal mine - surface and underground
Offices	District of Columbia	ArcelorMittal Government Relations	Washington, D.C.	* Combined hourly and salaried employment number based on February 2018 statistics.
	Illinois	ArcelorMittal Chicago Corporate Office	Chicago	
	Indiana	ArcelorMittal East Chicago Global R&D	East Chicago	
	Michigan	ArcelorMittal Detroit/Southfield	Southfield	
	Ohio	ArcelorMittal Richfield	Richfield	
	Tennessee	ArcelorMittal Nashville	Brentwood	
	Texas	ArcelorMittal Houston	Houston	
	Texas	The Woodlands	Spring	

	PRODUCT	MARKET(S) SERVED	PLANT MANAGER	HEADCOUNT ¹	LOCAL USW#
	Hot-rolled sheet	Distribution, strip converter	Mark Dutler	304	1010
	Hot-rolled sheet, cold-rolled sheet, hot-dipped galvanized sheet	Appliance, automotive, construction, converters, distribution, pipe and tube	John Mengel	3,301	6787
	Hot-rolled sheet, aluminized sheet, cold-rolled sheet, hot-dipped galvanized sheet	Appliance, automotive, contractor applications, distribution, strip converters, tubular	Wendell Carter	4,109	1010/1011
	Semi-finished slabs, hot-rolled, cold-rolled, hot-dipped galvanized sheet	Automotive, construction, converters, distribution	Mike Madar	1,890	979
	Steel plate: carbon, high-strength low alloy (HSLA), commercial alloy, military alloy, flame-cut products, ASTM grades	Aircraft and aerospace, construction, energy, heavy equipment, military, mold and tool, shipbuilding, distribution	Ed Frey	647	1165
	Railroad rails, specialty blooms, flat bars	Forging, railroad	Steven Taylor	473	1688
	Coke	ArcelorMittal Cleveland furnaces	Joe Magni	171	1375-07
	Coke	ArcelorMittal furnaces	Randy Shelton	183	3403
	Hot-rolled sheet, hot-rolled pickled and oiled, cold-rolled sheet, advanced coated products	Appliance/HVAC, automotive, construction, distribution, pipe and tube	Howie MacNair	1,600	--
	Hot-dipped galvanized and galvanized annealed, electrogalvanized coil, cold-rolled sheet, annealed sheet	Automotive, appliances, office furniture	Thomas Cayia	520	9231
	Steel plate: carbon, high-strength low alloy (HSLA), ASTM grades	Construction, distribution, energy, heavy equipment, infrastructure, military, pipe and tube, rail car and shipbuilding	John Battisti	614	6787
	Laser welded blanks	Automotive	Beth Gordon	12	--
	Laser welded alloys	Automotive	Beth Gordon	17	--
	Laser welded blanks	Automotive	Cory Mayo	83	--
	Hot-dipped galvanized sheet	Prepainted construction	Keith Mangum	77	00363L-01
	Laser welded alloys	Automotive	Beth Gordon	11	--
	Plasma-cuts plate products into blanks	Automotive, heavy equipment	Scott Gilfillan	12	--
	Hot-dipped galvanized sheet	Automotive	Pat Wallace	132	9309/2342.1
	Conveyor tube, specialty automotive tube, boiler tube	Automotive, boiler, conveyor, distribution	Chad Ousley	96	1949
	Seamless and welded precision tubes, drawn-over-mandrel (DOM), cold-drawn tubes	Automotive, construction, distribution, farm machinery, oil and gas tooling	Bill Chomic	682	3057
	Laser welded blanks	Automotive	Gale Jacobs	50	--
	Coiled plate, discrete plate	Construction, distribution, heavy equipment, military, mold and tool	Paul Waterman	228	9462
	Cold-rolled sheet, tin plate	Distribution, packaging	Brian James	880	2911
	Iron ore pellets	Furnaces at ArcelorMittal and U.S. Steel	Ed LaTendresse	745	--
	Iron ore pellets	ArcelorMittal Indiana Harbor furnaces	Robb Peterson	362	6115
	Coking coal, pulverized coal injection (PCI)	Primarily ArcelorMittal furnaces	Michael Day	647	N/A

¹ Joint ventures with Nippon Steel & Sumitomo Metal Corporation.

² Joint venture with US Steel.

³ Joint venture with Delacorte Steel Corp.

⁴ Joint venture with US Steel and Cliffs Natural Resources.



2017 HIGHLIGHTS

ArcelorMittal in the United States

26 steel producing and processing facilities

Presence in 14 states and the District of Columbia

15 million tons of raw steel produced

More than 18,000 employees

2.01 percent reduction in energy over 2013 baseline

ENERGY STAR® partner



Best year on record for lost time injury (LTI) frequency rate

Source: AISI

The steel industry in the United States

95 steel producing and processing facilities

91 million tons in shipments

\$110 billion in revenue

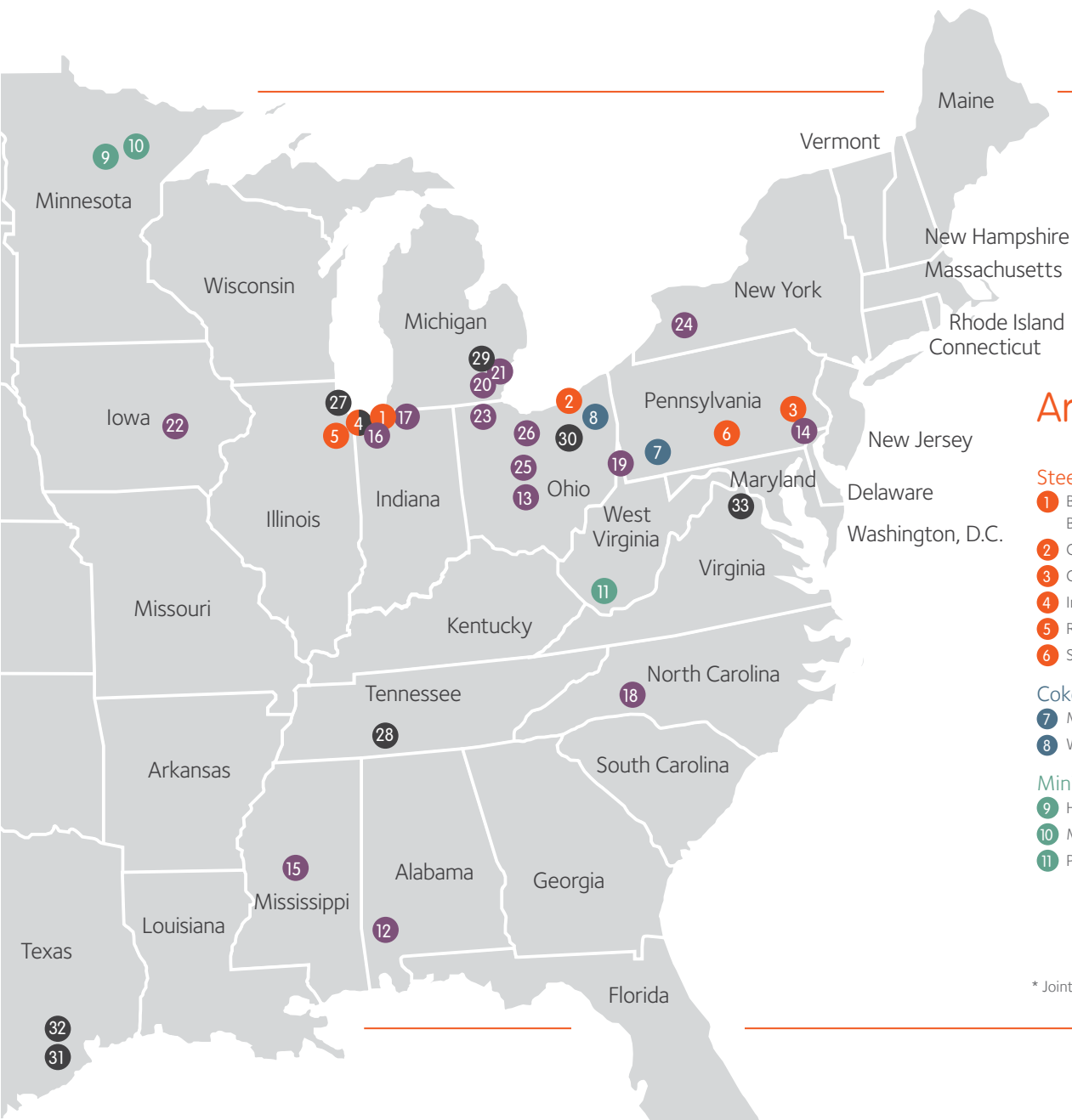
\$206 billion in direct economic impact from the iron and steel industry

60 million tons of steel recycled each year

71 percent reduction in health and safety cases since 2005

32 percent reduction in energy intensity since 1990

37 percent reduction in CO₂ emissions since 1990, per ton of steel shipped



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

Finishing

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

Tailored Blanks

- 20 Dearborn*
- 21 Detroit
- 22 Montezuma*
- 23 Pioneer
- 24 Tonawanda*

Tubular

- 25 Marion
- 26 Shelby

Offices

- 27 Chicago
corporate office
- 28 Nashville
- 29 Detroit/Southfield
- 4 East Chicago R&D
- 30 Richfield
- 31 Houston
- 32 The Woodlands
- 33 Washington, D.C.
(Government relations)

* Joint venture

