

transformingtomorrow



ArcelorMittal

DRIVING BUILDING SOLUTIONS

United States Integrated Report Executive Summary

2015

Welcome to ArcelorMittal's
2015 **United States Integrated Report** Executive Summary

Over the past two years, ArcelorMittal developed and implemented what we believe is the most ambitious sustainability narrative in the steel industry. We asked ourselves, “What would it mean if ArcelorMittal were the most sustainable steel company in the world?” Our integrated report and this executive summary provide an overview of our results.

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**DOWNLOAD
OUR FULL
REPORT**

Our executive summary is an overview of our in-depth integrated report for 2015. If you are looking for more detail on our 2015 results and initiatives, visit our online integrated report and download our full report at

usa.arcelormittal.com/sustainability

**BUILDING
DRIVING SOLUTIONS**

14 STATES

27 FACILITIES

20,000 hardworking
men and women

15 MILLION
tons of steel

\$8.9 BILLION
total economic contribution

MESSAGE FROM OUR 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.

This executive summary document provides a brief overview of our 2015 United States Integrated Report. I encourage you to read the full report online at usa.arcelormittal.com/sustainability.

“To weather today’s market conditions, 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 challenges at hand directly in our local operations and communities.”

John Brett
Chief executive officer,
ArcelorMittal USA Flat Carbon

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.

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



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.

Production and investments

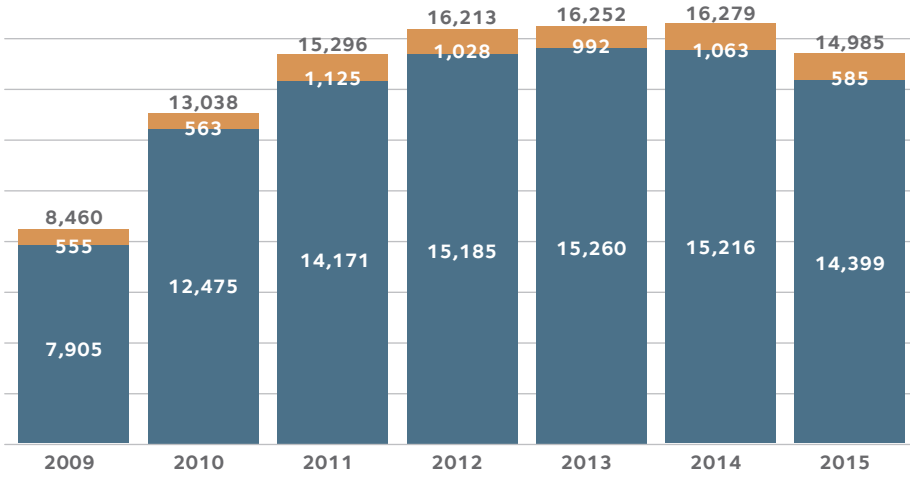
At ArcelorMittal in the United States, we have seen a slow and progressive recovery year-over-year since the economic downturn of 2009. Raw steel production in the chart below refers to steel in the first solid state after melting, suitable for finishing. In 2015, ArcelorMittal produced nearly 15 million 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 through capital expenditure.*

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

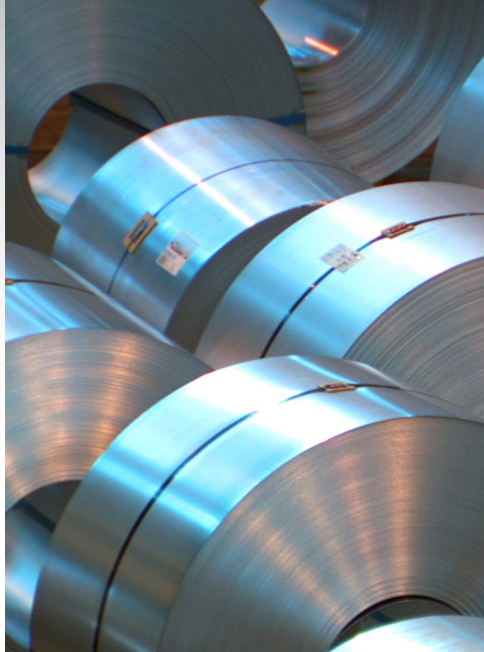
■ Flat
(raw steel production in 000s of net tons)

■ 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	\$146.2	\$302.1	\$361.7	\$214.5	\$247.8	\$287.0	\$218.0

*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.



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

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. 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. In 2016, the steel industry continues to operate in a challenging environment related to both pricing and the threat of imports.

Resiliency in the U.S. economy

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, the second largest steel-consuming market, expanded for the sixth consecutive year in 2015, and though growth may slow in 2016, it will continue to drive demand in our industry.

OUR BUSINESS

2015 highlights

ArcelorMittal in the United States

- 27 steel producing and processing facilities
- Presence in 14 states and the District of Columbia
- 15 million tons of steel produced
- Approximately 20,000 employees
- 2.04 percent reduction in energy over 2013 baseline
- ENERGY STAR® Partner
- 60 percent improvement in lost time injury (LTI) frequency rate since 2011

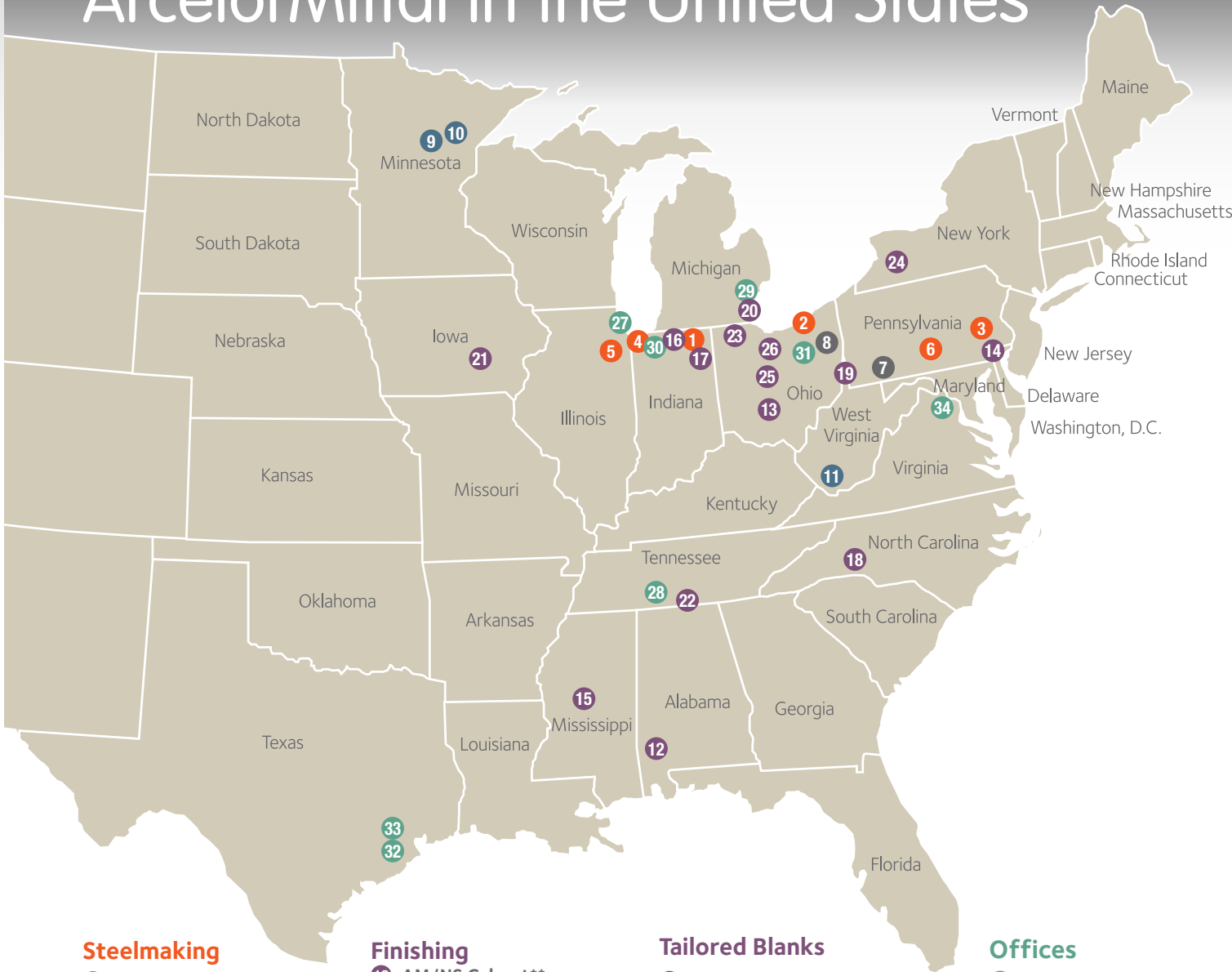
The steel industry in the United States

- 100 steel producing and processing facilities
- 87.8 million tons in shipments
- \$75 billion in revenue
- 1 million direct and supported U.S. jobs
- 60 million tons of steel recycled each year
- 31 percent reduction in energy intensity
- 36 percent reduction in CO₂ emissions since 1990, per ton of steel shipped
- 50 percent improvement in health and safety records since 2005

Source: AISI

OUR BUSINESS

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**
- 17 I/N Kote**
- 18 Piedmont
- 19 Weirton

* Joint venture
** Joint venture, managing partner

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)

2016 ArcelorMittal in the United States

CATEGORY	STATE	FACILITY	CITY	TYPE OF OPERATION	PRODUCT	MARKET(S) SERVED	PLANT MANAGER	HEADCOUNT*	LOCAL USW#
Steelmaking	Illinois	ArcelorMittal Riverdale	Riverdale	BOF	Hot-rolled sheet	Distribution, strip converter	Mark Dutler	322	1010
	Indiana	ArcelorMittal Burns Harbor	Burns Harbor	Integrated	Hot-rolled sheet, cold-rolled sheet, hot-dipped galvanized sheet	Appliance, automotive, construction, converters, distribution, pipe and tube	John Mengel	3,341	6787
	Indiana	ArcelorMittal Indiana Harbor	East Chicago	Integrated	Hot-rolled sheet, aluminized sheet, cold-rolled sheet, hot-dipped galvanized sheet	Appliance, automotive, contractor applications, distribution, strip converters, tubular	Wendell Carter	4,825	1010/1011
	Ohio	ArcelorMittal Cleveland	Cleveland	Integrated	Semi-finished slabs, hot-rolled, cold-rolled, hot-dipped galvanized sheet	Automotive, construction, converters, distribution	Eric Hauge	1,825	979
	Pennsylvania	ArcelorMittal Coatesville	Coatesville	EAF	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	770	1165
	Pennsylvania	ArcelorMittal Steelton	Steelton	EAF	Railroad rails, specialty blooms, flat bars	Forging, railroad	Steven Taylor	626	1688
Cokemaking	Ohio	ArcelorMittal Warren	Warren	Coke battery	Coke	ArcelorMittal Cleveland furnaces	Jeff Foster	172	1375-07
	Pennsylvania	ArcelorMittal Monessen	Monessen	Coke battery	Coke	ArcelorMittal furnaces	Randy Shelton	179	3403
Finishing	Alabama	AM/NS Calvert ¹	Calvert	Finishing	Hot-rolled sheet, hot-rolled pickled and oiled, cold-rolled sheet, advanced coated products	Appliance/HVAC, automotive, construction, distribution, pipe and tube	Robrecht Himpe	1,525	--
	Indiana	I/N Kote ¹	New Carlisle	Finishing	Hot-dipped galvanized and galvanized, electrogalvanized coil	Automotive	Thomas Cayia	260	9231
	Indiana	I/N Tek ¹	New Carlisle	Finishing	Cold-rolled sheet, annealed sheet	Automotive, appliance, office furniture	Thomas Cayia	260	9231
	Indiana	Burns Harbor Plate and Gary Plate	Gary	Heat treating and finishing	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	667	6787
	Iowa	ArcelorMittal Tailored Blanks Delaco ³	Montezuma	Blanking and welding	Laser welded blanks	Automotive	Beth Gordon	12	--
	Michigan	ArcelorMittal Tailored Blanks Delaco ³	Dearborn	Blanking and welding	Laser welded alloys	Automotive	Beth Gordon	12	
	Mississippi	Double G Coatings, L.P. ²	Jackson	Finishing	Hot-dipped galvanized sheet	Prepainted construction	Mark Chrislip	69	00363L-01
	New York	ArcelorMittal Tailored Blanks Delaco ³	Tonawanda	Blanking and welding	Laser welded alloys	Automotive	Beth Gordon	12	--
	North Carolina	ArcelorMittal Piedmont	Newton	Finishing	Plasma-cuts plate products into blanks	Automotive, heavy equipment	Scott Gilfillan	12	--
	Ohio	ArcelorMittal Columbus	Columbus	Finishing	Hot-dipped galvanized sheet	Automotive	Pat Wallace	139	9309/2342.1
	Ohio	ArcelorMittal Marion	Marion	Tubular	Conveyor tube, specialty automotive tube, boiler tube	Automotive, boiler, conveyor, distribution	Chad Ousley	88	1949
	Ohio	ArcelorMittal Shelby	Shelby	Tubular	Seamless and welded precision tubes, drawn-over-mandrel (DOM), cold-drawn tubes	Automotive, construction, distribution, farm machinery, oil and gas tooling	Bill Chomic	588	3057
	Ohio	ArcelorMittal Tailored Blanks	Pioneer	Blanking and welding	Laser welded blanks	Automotive	Craig Wroblewski	110	--
	Pennsylvania	ArcelorMittal Conshohocken	Conshohocken	Rolling/finishing	Coiled plate, discrete plate	Construction, distribution, heavy equipment, military, mold and tool	Paul Waterman	287	9462
	Tennessee	ArcelorMittal Tailored Blanks	Murfreesboro	Blanking and welding	Laser welded blanks	Automotive	Brian Brown	7	--
Mining	West Virginia	ArcelorMittal Weirton	Weirton	Rolling/Finishing	Cold-rolled sheet, tin plate	Distribution, packaging	Brian James	900	2911
	Minnesota	Hibbing Taconite Mine ⁴	Hibbing	Iron ore mine	Iron ore pellets	Furnaces at ArcelorMittal and U.S. Steel	Santi Romani	691	--
	Minnesota	ArcelorMittal Minorca	Minorca	Iron ore mine - open pit	Iron ore pellets	ArcelorMittal Indiana Harbor furnaces	Jonathan Holmes	355	6115
	West Virginia	ArcelorMittal Princeton	Princeton	Coal mine - surface and underground	Coking coal, pulverized coal injection (PCI)	Primarily ArcelorMittal furnaces	Jennifer Austin	478	N/A
Offices	District of Columbia	ArcelorMittal Government Relations	Washington, D.C.	<div>ArcelorMittal operations in the United States</div> <div>Today, ArcelorMittal owns and operates 27 facilities in the United States, including mines, integrated steelmaking facilities, mini-mills and finishing operations. In the U.S., we employ approximately 20,000 people with industrial operations in 13 states and a presence in 14 states and the District of Columbia.</div> <div>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+.</div>					
	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						

* (based on March 2016 statistics)

¹ Joint ventures with Nippon Steel & Sumitomo Metal Corporation. Managing partner: ArcelorMittal.
² Joint venture with US Steel. Managing partner: ArcelorMittal.
³ Joint venture with Delaco Steel Corp. Managing partner: ArcelorMittal.
⁴ Joint venture, US Steel and Cliffs Natural Resources. Managing partner: Cliffs.

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.

Action 2020

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 further 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.



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

1. World class assets

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.

2. Effective utilization of financial resources

We are making financial investments to ensure that our most cost competitive assets run at peak productivity and utilization. Combining these investments with long-term maintenance and operating costs, our U.S. business will see higher productivity and increased financial viability.

3. Productivity

Productivity of our assets rests largely on our facilities' capacity utilization rates. For example, our hot strip mills 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. Utilizing these operations more efficiently will increase overall productivity and drive success in a high fixed cost business.

4. Long-term asset investment

To ensure productivity and long-term sustainability, ArcelorMittal must invest in continuous improvement and ensure our business is utilizing its most cost competitive assets.

5. Delivering high value-added products for our customers

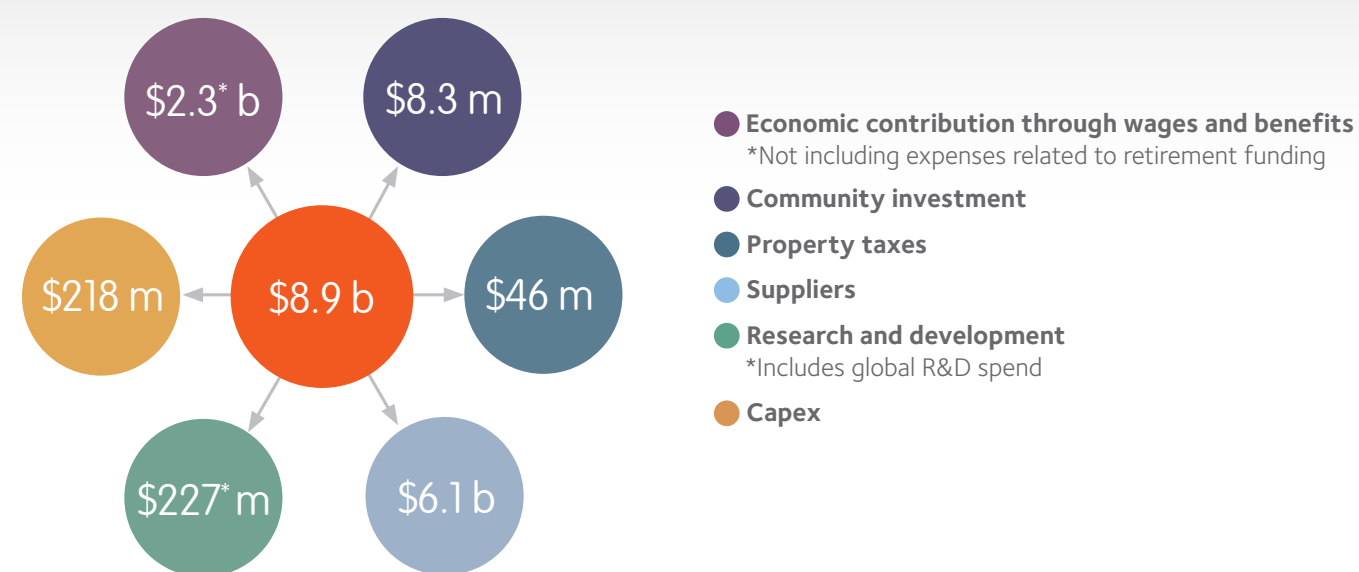
Customers continually look for deeper collaborations and the creation of value-added products and solutions from their suppliers. Producing grades of steel no other steel maker can produce will improve our competitive advantage.

6. Talented employees delivering world class productivity

To drive continuous improvement and asset optimization, ArcelorMittal must also employ the best operators and engineers to keep our facilities running at optimum productivity. While technology advances allow steel mills to operate with fewer employees than ever before, those advances also make it imperative for ArcelorMittal to attract the best talent in our industry.

OUR STRATEGY

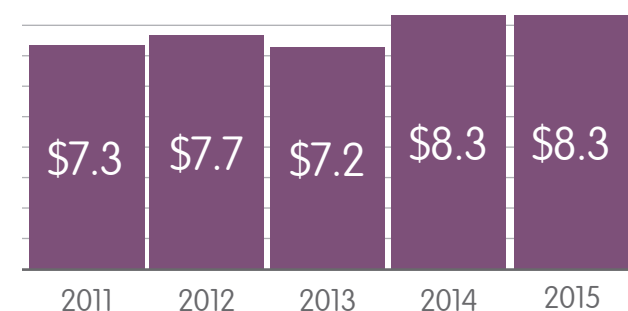
Our economic contribution



Community investment in the United States

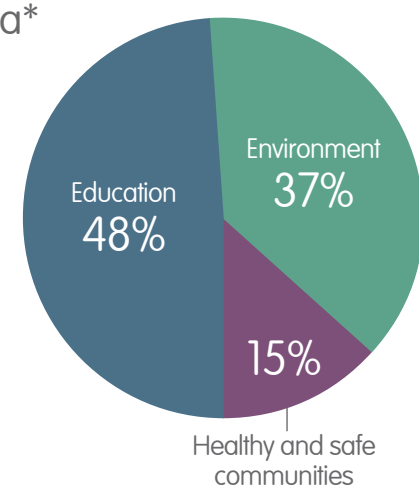
Total community investment (in millions)*

*Includes cash grants, employee donations and company matching gifts



2015 community investment per focus area*

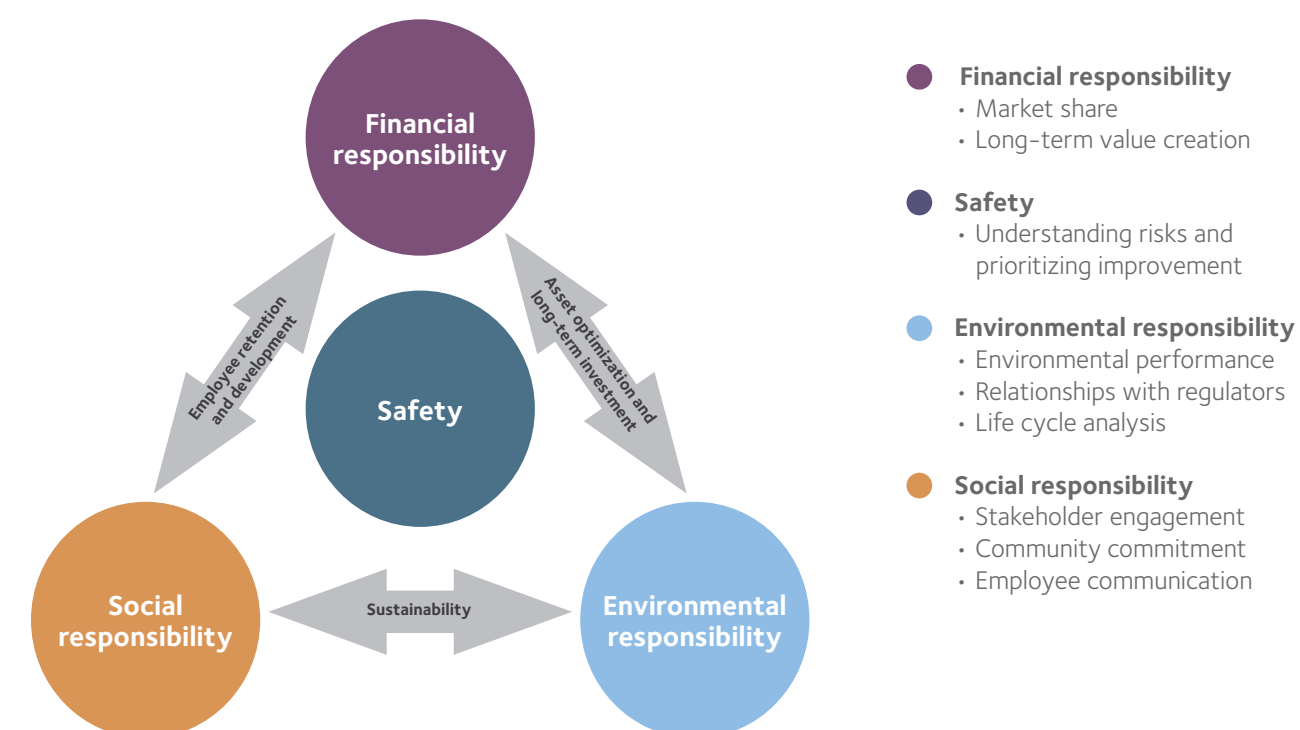
*Includes cash grants



The triple bottom line at ArcelorMittal

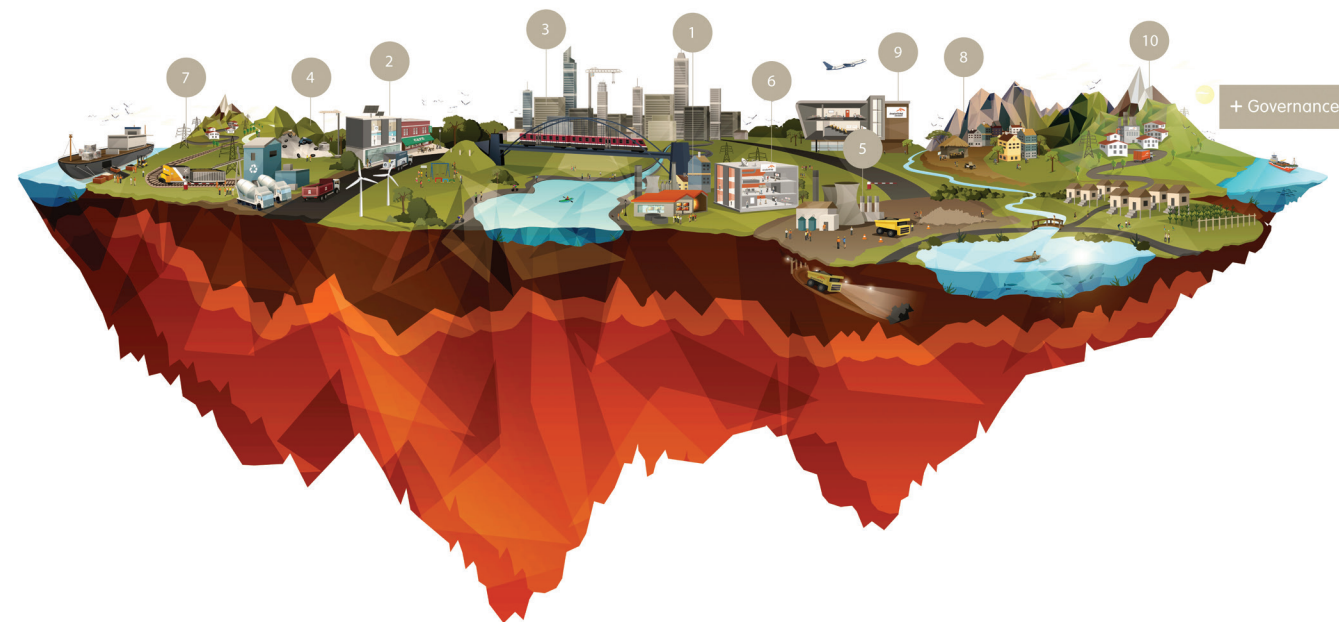
ArcelorMittal is the world's leading steel and mining company. We are guided by a philosophy to produce safe, sustainable steel. In the United States, ArcelorMittal boasts a market share of 23 percent in raw steel capacity, the largest in the U.S. industry. We recognize in the United States and around 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.

Globally, the "triple bottom line" refers to three dimensions of business—social, environment and finance. At ArcelorMittal, we believe this measure of success is unrealistic without recognizing safety is at the core of our work. We take these four levels of responsibility into consideration at every level.



OUR STRATEGY

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**.

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.



OUR STRATEGY

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 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.



Outcome 1 2015 highlights

60 percent improvement in lost time injury (LTI) frequency rate since 2011

Participation from 3,590 employees in biometric screening program

\$266 million in medical costs for enrolled represented employees, a 9 percent increase over 2014

17 ArcelorMittal USA facilities and R&D center maintained OHSAS 18001 certification

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.



Outcome 2 2015 highlights

Selected as Supplier of the Year by GM

Received a number one supplier rating from Ford

Selected by Nissan as 2015 Regional Supplier: Bulk/Raw Material

Developed 195 innovative technical solutions and committed \$227 million to global research and development efforts

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.



Outcome 3 2015 highlights

Provides steel for wind turbines in Iowa, Indiana, North Dakota and Texas

The only producer in the U.S. of tram rails, providing materials for the new Kansas City streetcar system

Supported the military by supplying steel to two world class Navy vessels – the USS Illinois and the USS Zumwalt

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.



Outcome 4 2015 highlights

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

Reused 38,000 tons of steelmaking oxide in our own facilities

Sold 33,000 tons of byproducts to the cement industry

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.



Outcome 5 2015 highlights

Reduced overall CO2 emissions by 11 percent since 2011

Burns Harbor site **certified by Wildlife Habitat Council: Corporate Lands for Learning and Wildlife at Work**

100 percent of our steelmaking facilities in operation maintained their **ISO 140001 certification status**

1,698 miles of aquatic connectivity restored

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.



Outcome 6 2015 highlights

Attained a **2.04 percent energy reduction** over 2013 baseline

Continued to serve as **ENERGY STAR® and U.S. DOE partner**

Completed **33 energy projects** saving enough energy to **power 28,500 homes** for a year

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.



Outcome 7 2015 highlights

Spent **\$201 million** on procurement with **Minority and Women Business Enterprises**

Maintain a best practice **code for responsible sourcing** in our industry

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.



Outcome 8 2015 highlights

Awarded **\$6.9 million in cash grants** to nonprofit partners working in our communities

Held **661 meetings** with stakeholders in our communities

Completed over **100 volunteer projects** and employees donated **4,237 volunteer hours** to local nonprofit partners

Employees donated **\$1.4 million** to **848 nonprofit organizations** and ArcelorMittal **matched \$750,000** in donations through the Give Boldly program

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.



Outcome 9 2015 highlights

120 active students in the Steelworker for the Future® program

Campus Partnership Program secured 162 interns and 119 full-time associates

25,571 training hours for salaried employees

654,151 training hours for hourly employees

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.



Outcome 10 2015 highlights

Established a U.S. Sustainable Development Council (SDC) to drive implementation of sustainability initiatives across the business

The SDC and facility-level Councils for Stronger Communities met regularly for a total of 85 formal meetings

All underpinned by transparent good governance

Founding member and sole corporate partner in Sustain Our Great Lakes, which has in total invested **\$113.6 million** in the Great Lakes region since 2008:

33,184 acres restored

1,698 miles of aquatic connectivity restored

246 fish passage barriers removed



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