



2010 Corporate Responsibility Report



About Us

ArcelorMittal is the world's leading steel and mining company with a presence in more than 60 countries. In the U.S., ArcelorMittal employs more than 18,000 men and women across 20 integrated, steel producing, finishing and mining facilities, with our USA and Americas' headquarters in Chicago.

ArcelorMittal is the leader in all major global steel markets, including automotive, construction, household appliances and packaging, with leading R&D and technology, as well as sizeable captive supplies of raw materials and far-reaching distribution networks.

Through our core values of Sustainability, Quality and Leadership, ArcelorMittal commits to operating in a responsible way with respect to the health, safety and well-being of its employees, contractors and the communities in which we operate. We take a leading role in the industry's efforts to develop breakthrough steelmaking technologies and we are actively researching steel-based technologies and solutions that contribute to combat climate change.

In 2010, ArcelorMittal had global revenues of \$78.0 billion and crude steel production of 90.6 million tons, representing approximately 6 percent of world steel output.

USA Locations



ArcelorMittal is transforming tomorrow by...

Investing in our people

Making steel more sustainable

Investing in our communities

...all this is underpinned by **Transparent governance**

Did you know?

1 in 4 cars

throughout the world contains steel from ArcelorMittal, automakers are ArcelorMittal USA's largest customers

9 U.S. states

are home to major ArcelorMittal operations

12,000 of our employees

live and work in the U.S. Great Lakes basin

About the cover images

On the cover we demonstrate the sustainability of steel through an intersection of our people, our products and our stakeholders.

Letter from USA Leadership

Despite the evolving market conditions, we continued to integrate corporate responsibility (CR) into our business philosophy by seeking ways to enhance our performance in all four of our **CR pillars: investing in our people, making steel more sustainable, enriching our communities and transparent governance.** Our commitment to these pillars during the recession and slow and progressive recovery demonstrates our belief that CR is intertwined with producing **Safe Sustainable Steel.**

In 2010, ArcelorMittal continued to demonstrate cautious optimism for an improving economy, as steel sales and capacity utilization at many of our USA facilities increased. The improving economic climate allowed us to bring people back to work and restart parts of our plants that were idled due to the recession.

We monitor our progress in each CR pillar through Key Performance Indicators (KPIs), globally established metrics that provide a quantifiable means for setting targets and monitoring success. As you read this report, you will notice KPIs that have been called out to reflect the composition and performance of ArcelorMittal USA.

Our people are our most valuable resource, and this is reflected in our first pillar. Our first priority is each employee's **Health and Safety.** We are pleased to report a **7 percent improvement in lost time injuries in 2010**, but continue to work tirelessly towards no injuries on our Journey to Zero. We are also proud to say **that three USA facilities are now OHSAS 18001 certified**, a key system for monitoring and improving our safety performance. Nine additional facilities are scheduled to complete the certification by the end of 2011.

Environmental sustainability is also a critical component of our overall goal of producing safe sustainable steel, and our second pillar encompasses the strides we are making in environmental performance. We earned an **ENERGY STAR® Sustained Excellence Award**

from the U.S. EPA and Department of Energy, marking the third year in a row for this accomplishment and recognizing our continued actions towards energy use reduction. We also continued to make progress on several improvement projects and upgrades, such as the **Indiana Harbor Energy Recovery & Reuse: 504 Boiler Project**, which will allow us to capture blast furnace gas to generate electricity for other operations while reducing our emissions.

With steel producing operations in 20 communities across the USA, ArcelorMittal takes our leadership role to enrich these communities seriously. In 2010, we provided **\$4.9 million in cash grants to non-profit organizations** in our three focus areas for corporate giving: environment, education, and health and safety. We also announced the launch of **Give Boldly**, a new employee giving program that allows our employees to receive a corporate match, dollar-for-dollar, on donations they make to qualifying nonprofits. The program **greatly increased our employees' community impact and giving choices – amounting to total contributions of more than \$1.6 million in charitable donations.**

We recognize that being transparent with our stakeholders is critical to being a responsible company, and we have increased transparency measures to further improve our performance in the fourth pillar. We currently have community grievance mechanisms in place across all major USA production sites and **participated in formalizing a Corporate-wide Human Rights Policy** that is being further rolled out in 2011. This past year also marked the launch of **Safe Sustainable Steel**, an employee engagement program, in which workforce input is actively sought by management as a way to improve our business operations and increase the sustainability of our USA operations.

ArcelorMittal may be the largest steel company in the world, but we are young as a globally combined organization. The rich heritage of predecessor businesses that formed our company gives us unique strengths. We have been able to implement local best practices, born from historical sites and shared across our group. The diversity of backgrounds and experiences within ArcelorMittal allows for greater creativity and innovation. We continue to integrate and standardize our diverse operations, and this evolution will be reflected in our CR reporting.

As we increase alignment and reporting processes, our CR reporting will continue to progress and grow. We hope you will notice that this 2010 report delves deeper than last year's report, and we plan to continue this trajectory as we strive for transparency in our quest to produce safe sustainable steel.

Table of Contents	
2	Key Performance Indicators
4	Message from the CR Governance Board and the USA Foundation
5	Investing in our people
9	Making steel more sustainable
13	Enriching our communities
17	Transparent governance
20	Additional Resources



Michael Rippey

Michael Rippey
President & CEO, ArcelorMittal USA



P.S. Venkat

P.S. Venkat
CEO, Long Carbon North America, ArcelorMittal

Key Performance Indicators

Key Areas	Key Performance Indicator	Definition
Investing in our people	Workforce breakdown by age group	Percentage of total employees per age group
	Workforce breakdown by ethnic group	Percentage of total employees per ethnic group
	Workforce breakdown by gender	Percentage of total employees per gender group
	Workforce breakdown by employment duration	Duration of employment in years by total employee percentage
	Total annual payroll	Total amount paid to salaried and hourly employees
	Number of biometric screening participants	Number of employees who have undergone voluntary biometric health screenings provided by ArcelorMittal USA employee health initiatives
	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
	Number of operations certified to the Health & Safety Management System standard, OHSAS 18001	OHSAS 18001 is an international standard for health and safety management systems
	Number of hours of full-time employee training at the ArcelorMittal University	Total number of hours full-time employees spent training through the ArcelorMittal University (excludes Health and Safety training and local, formal and on-the-job training)
	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
Making steel more sustainable	Percentage of workforce that is unionized	Percentage of total employees represented through collective bargaining agreements
	Total carbon dioxide (CO ₂) emissions per ton of steel produced	Pounds of CO ₂ emitted per ton of steel produced
	Percentage of electricity used internally that originated from recycled blast furnace gas	The percentage of electricity generated from captured blast furnace gas that is then used in ArcelorMittal USA operations
	Percentage of energy use reduction per ton of steel produced	Amount by which energy used per ton of steel produced has been reduced
	Amount of scrap steel recycled per amount of steel produced	Tons of scrap steel recycled per amount of steel produced
	Recycling rate	Percentage of by-products that is recycled into our processes or sold for reuse by another industry
	Number of emergency release/spill response exercises conducted	Number of drills performed to prepare for potential emergency spills/releases
	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
Enriching our communities	Environmental liabilities	Projected amount that we will invest to conduct studies and take actions to remediate our environmental impact
	Total philanthropic giving	Total charitable donations from USA Foundation and corporate giving
	Philanthropic giving by ArcelorMittal focus areas	Total charitable donations categorized by program focus
	Total invested in conservation efforts in 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
	Number of grievance mechanisms in place	Methods in place to receive and respond to local community complaints and grievances
	Number of significant incidents reported through grievance mechanisms	Number of complaints or incidents from the public or other stakeholders reported through grievance mechanisms
	Number of stakeholder engagement meetings	Number of recorded meetings with any stakeholders
	Number of community engagement plans	The ArcelorMittal Community Engagement Standard sets minimum community engagement requirements that subsidiary operations must meet. As a subsidiary operation, ArcelorMittal USA must undertake stakeholder mapping exercises to identify stakeholders and issues, establish accessible methods of communication, and document engagement activities
Transparent governance	Beneficiaries impacted by ArcelorMittal's philanthropic investments	Number of beneficiaries who are reached through programming supported by ArcelorMittal community investments
	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
	Number of local governance meetings	Total number of CSC meetings across all locations
	Percentage of employees receiving Code of Business Conduct training	Percentage of employees who have received formal training about issues outlined in the Code of Business Conduct, such as ethics and accountability
	Percentage of obligated employees receiving anti-corruption training	Percentage of employees who are required to receive anti-corruption training who had completed it by year end 2010
	Procurement policy in place	The Code for Responsible Sourcing outlines corporate level requirements and expectations for suppliers regarding ethical and responsible behavior
	Number of employee newsletters or other communications distributed regularly; number of recipients	Number of newsletters published detailing pertinent company matters; number of recipients

Progress		Progress Update
2009	2010	
*	20-29: 7.0%; 30-39: 13.4%; 40-49: 18.0%; 50-59: 44.1%; 60-69: 17.2%; 70-79: 0.3%; (in years)	While we have a maturing workforce, we have implemented multiple programs to recruit new people to ensure a sustainable employee population.
*	African American: 12.5%; Asian: 1.2%; Caucasian: 76.0%; Hispanic: 9.1%; Mixed Race: 0.4%; N/A: 0.9%	We continue to support programs that have a mission to increase diversity in manufacturing fields.
*	Female: 9.8%; Male: 90.2%	We have multiple programs in place to promote engineering for women.
*	0-9: 31.0%; 10-19: 16.3%; 20-29: 9.0%; 30-39: 33.9%; 40-54: 9.8%; (in years)	We have a high percentage of employees who have been with us for significant time. While this is a strong indicator of employee satisfaction, we are working towards recruiting less experienced workers to allow for knowledge transfer and build the future generation of workers.
*	Approximately \$1.3 billion	We pay competitive compensation and benefits.
*	1,617	In 2010, we began Transforming YOU, a USA wellness program that includes health screenings and promotes wellness for all interested employees.
*	7% reduction	Heavy manufacturing industries face unique challenges in safety. ArcelorMittal USA has a goal of 20% reduction in lost time injuries for 2011.
1	3	We have nine additional facilities on track for OHSAS certification by 2012.
*	17,325 hours	ArcelorMittal University offers employees educational and professional development opportunities in their respective fields, preparing them for leadership and career advancement.
*	6	In the USA, ArcelorMittal partners with the United Steelworkers (USW).
*	>75%	Many of our employees are represented by the USW.
*	1.5 tons CO ₂ per ton steel	Globally, we have set a goal to reduce CO ₂ by 8% by 2020.
*	99%	Multiple projects this year have implemented methods of recycling blast furnace gas, decreasing emissions while creating energy in-house.
*	5% reduction	Reducing our energy consumption is a priority for our facilities. Because not all USA facilities were in full operation during both 2009 and 2010, this number does not include every steelmaking operation, but does include every facility for which data is available.
*	38% recycled steel used/ton of steel produced	Recycling scrap steel represents a significant portion of our production process. Because not all USA facilities were in full operation during both 2009 and 2010, this number does not include every steelmaking operation, but does include every facility for which data is available.
*	48%	Recycling by-products is common practice.
*	21	We conduct drills to be prepared in the event of any spill or release incident.
100%	100%	All steelmaking facilities operating in 2010 were ISO 14001 certified.
*	\$206 million	We continue to assess our remediation duties, and we continuously invest in carrying out the proper actions to lower our environmental impact.
\$4.2 million	\$4.98 million	We conduct philanthropic donation efforts through grants to non-profit partners and direct gifts.
Education: 32%, Environment: 26%, H&S: 32%, Other: 2%	Education: 45%, Environment: 22.7%, H&S: 30.9%, Other: 1.9%	All donations primarily fall within our three main giving focus areas.
\$4.4 million	\$13.5 million	Sustain Our Great Lakes provided 25 grants in 2010, increasing the total conservation investment by more than 300% from 2009.
9	11	In accordance with ISO 14001 standards, we maintain dedicated phone lines and e-mail accounts to receive and respond to stakeholder grievances. We now have them at all major operating facilities.
*	9	All grievances were responded to in a satisfactory manner.
300	352	Teams at each facility are involved with events and meetings to garner stakeholder feedback and respond to stakeholder suggestions and concerns.
*	14	All primary USA facilities are required to have community engagement plans.
9 million	4 million	We changed the process by which we report this KPI in 2010 to more accurately reflect our impact. Nonprofits that we support previously gave us data for total beneficiaries impacted by any program we fund, even if we do not support 100% of the program. We now ask that the beneficiary number provided only reflect the number of people impacted by our portion of the funding, reflecting our efforts to more accurately capture direct beneficiaries of our giving.
12	16	We expanded CSCs to all major operating facilities in 2010.
64	78	CSCs meet several times a year, typically each month.
*	96% of salaried employees	All employees are required to complete this training.
*	99%	All officers and upper management, including employees from most departments, are required to complete this training.
No	Implemented	We expect suppliers to operate in accordance with our social and environmental responsibility standards.
*	6; 18,000	We send out newsletters to inform employees of pertinent company initiatives and activities occurring throughout the company.

* In this 2010 report, we are seeking to greatly increase our transparency. Much of the data reported for 2010 was not available in 2009 or has been newly benchmarked in 2010 to more clearly communicate KPIs moving forward. The 2009 data is therefore not included in this year's KPI table. In future years, we hope to show year-to-year progress by building on the information we have published for 2010.

Message from the CR Governance Board and the USA Foundation

Corporate responsibility goes beyond being a good corporate citizen – it extends to sustaining our communities as well. The communities in which our facilities operate support our business, and it is therefore our duty to support their advancement and well-being.

In the USA, we have a shared value approach to philanthropy, seeking to support initiatives where community needs intersect with our business, as we see the greatest opportunity where we have shared goals and can bring forth not just financial resources but time, talent and appropriate leadership. Our grants are primarily focused in three areas: **Education, Environment, and Health and Safety.**

We are proud of our many community partnerships and the outcomes of our 2010 giving. Some of the highlights are:

- Education – We approach education as a continuum with specific focus on Science, Technology, Engineering, and Math (STEM). Through *STEM Futures*, **we support STEM education in 24 partner elementary schools**, providing a foundation for secondary and higher education programs.

- Environment – We are the sole corporate partner in the bi-national, public-private collaborative, *Sustain Our Great Lakes*, a grant-making effort that contributed **more than \$7.5 million towards restoration and conservation initiatives in the Great Lakes Basin** in 2010. We continue to participate in this partnership and support additional environmental projects in our local communities.
- Health and Safety – Through *Creating Safer Communities*, **a national partnership with the American Red Cross**, we have supported safety training, emergency relief and health initiatives for both our employees and our greater communities.

In 2010, ArcelorMittal donated more than \$4.9 million towards charitable efforts within our communities. This support reflects a combination of our corporate giving, USA Foundation grants and corporate match dollars.

ArcelorMittal's philanthropic efforts do not end with dollars; they extend to the time, money, and resources donated by our employees who also want to enrich their communities. To further leverage employees' giving spirit, **ArcelorMittal USA launched a matching gifts program in 2010.** This program provides a dollar-for-dollar corporate match on employee donations made to eligible nonprofits. Providing matching gifts is one element of our *Give Boldly* employee giving program, which also includes the ability to make charitable gifts through payroll.

In the first year of the program, *Give Boldly* **resulted in \$1.6 million in charitable contributions**, and in 2011, we increased the maximum match amount from \$500 to \$1,500 per employee to further increase positive community impact.

Beyond providing donations, our employees take the lead in local volunteer activities. Each year the ArcelorMittal Foundation recognizes International Volunteer Day. In 2010, 500 USA employees participated in 17 projects, volunteering more than 1,500 collective hours.

Through the important philanthropic and volunteer support, ArcelorMittal and our USA Foundation are pleased to help the communities where we live and operate.



Bill C. Steers

Bill Steers

President, USA Foundation
General Manager, Communications and Corporate Responsibility, Americas, ArcelorMittal

Giving by Focus Area



The above graph depicts the percentage of giving made by ArcelorMittal USA within each of our focus areas: Education, Environment and Health and Safety.

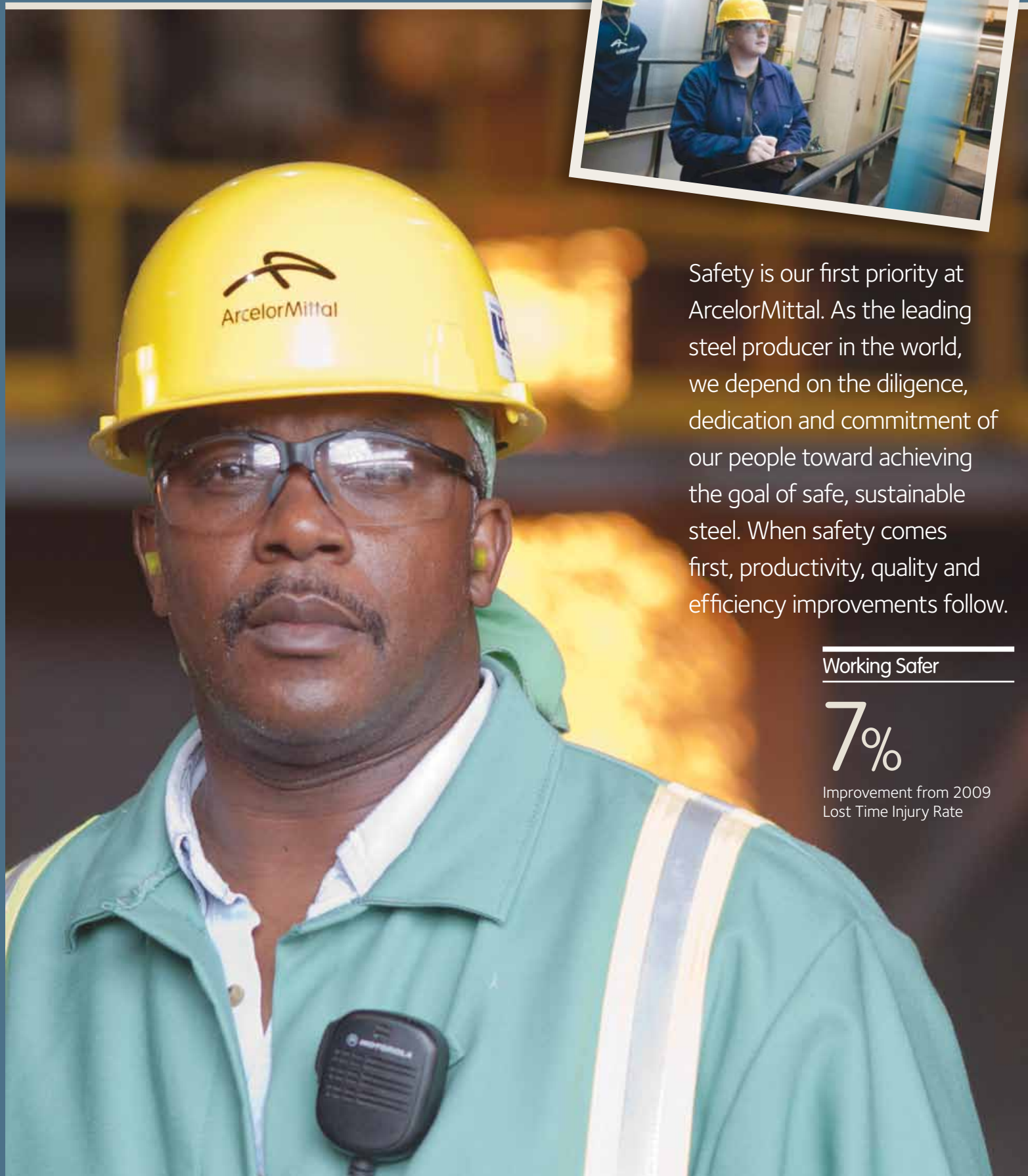


Heather Loebner

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Executive Director, USA Foundation
Manager, Corporate Responsibility, Americas, ArcelorMittal

Investing in our people



Safety is our first priority at ArcelorMittal. As the leading steel producer in the world, we depend on the diligence, dedication and commitment of our people toward achieving the goal of safe, sustainable steel. When safety comes first, productivity, quality and efficiency improvements follow.

Working Safer

7%

Improvement from 2009
Lost Time Injury Rate

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Health and Safety: Leading the Journey to Zero

We aim to not only be the world's leading steel company, but also the safest, and therefore the health and safety of our employees is our highest priority. In accordance with this philosophy, we launched **Journey to Zero** in 2008 to focus our efforts toward the goal of zero accidents.

In 2010, the frequency of serious injuries which resulted in a Lost Time Injury (LTI) by employees or contractors working at ArcelorMittal facilities in the USA **improved by 7 percent when compared to 2009**. ArcelorMittal USA continues to work towards a collective 20 percent improvement in all safety metrics during 2011.

We will only complete our Journey to Zero by engaging employees through concrete, tangible initiatives. The progress of the following initiatives are driven through joint health and safety committees with the United Steelworkers.

Golden Rules

Most serious workplace injuries result from a failure to follow basic health and safety protocol. Therefore, we introduced the Golden Rules of Safety in 2010 at all USA sites as guidelines for the safety practices we expect from our employees. The Golden Rules emulate our philosophy that safety should be prioritized over

all other tasks, and violations of the rules can result in suspension or dismissal.

Golden Rules

-  1. I will come to work in a "fit and able" condition
-  2. I will use fall protection or prevention whenever and wherever required according to our standards
-  3. I will follow the lockout/isolation procedure when working on equipment
-  4. I will follow the confined space entry procedure before entering as well as during the full duration of the task
-  5. I will respect the rules of load handling at all times and never stand under a suspended load
-  6. I will respect all traffic and vehicle rules
-  7. I will respect rail priority and stay out of close clearance areas without proper precautions being taken
-  8. I will respect the rules for entering and/or working in hazardous gas areas
-  9. I will not disable safety devices
-  10. I will respect all the Health & Safety basic rules, standards and signals and I will wear the required PPE

Health and Safety Day

Integral to accomplishing our goal of zero accidents is the continual education and advancement of health and safety principles and practices. On April 28, 2010, ArcelorMittal, in conjunction with the International Labor Organization's "World Day for Safety and Health

at Work," held our annual global "Health and Safety Day" themed "Leading by Example."

Events across all sites included presentations, workshops, and discussions about workplace safety, such as fall protection demonstrations at our Weirton facility, shop floor and layered audits at LaPlace, and CPR, ladder safety and chain inspection classes at our Coatesville plant.

"Safety is in everyone's heart. We need to make sure it is also in everyone's head," said Mark Granakis, President, Cleveland USW Local 979. "Health and Safety is not just a program at ArcelorMittal. It's a culture and a mindset."

OHSAS certification

Three ArcelorMittal USA facilities have achieved Occupational Health and Safety Assessment Series (OHSAS) 18001 certification – ArcelorMittal Coatesville, Vinton, and Steelton. **All of our USA operating facilities are currently in the process of obtaining this certification**, which demonstrates continual safety improvements. Nine additional facilities, including our three largest – Burns Harbor, Cleveland and Indiana Harbor – are scheduled to be OHSAS certified by the end of 2011.

STOP Work Card

As part of our philosophy of Shared Vigilance in workplace accident prevention, ArcelorMittal rolled out the STOP Work Card in early 2011. This card allows for an employee to stop work if he or she feels that an unsafe action is taking place, and work can be continued once the situation has been resolved. Every employee may carry this card with them while working, reinforcing the importance of constant shared vigilance and caution in the workplace.



Steelton Safely Executes Outage

During an extensive maintenance project, Long Carbon facility Steelton achieved zero recordable incidents despite two major projects requiring 200 contractors and 20,000 man-hours. As Devin Trentini, Health & Safety Engineer at ArcelorMittal Steelton explained "During the shutdown, we set forth a zero-tolerance approach. Any job that appeared unsafe was stopped. We counted on every employee and contractor to take ownership, and together, we can be proud of our accomplishment."



Contractors at ArcelorMittal Steelton install a mounting bracket for a hydraulic cylinder that is used to tilt the combustion chamber ductwork away from the electric arc furnace (EAF). A "0" sticker was worn by all project participants to demonstrate their commitment to "zero" incidents and to help keep safety top of mind.

Wellness and Diversity

Beyond safety, ArcelorMittal employees bring the leadership, creativity and innovation that allow us to transform tomorrow. Through training, wellness and career development initiatives, ArcelorMittal strives to create the best possible opportunities and environment for our employees.

Offering wellness opportunities

We proudly announced the launch of a formal wellness program in the USA – Transforming YOU. Beyond this, we made progress on additional initiatives to enhance the health of our people.

Partnering with the United Steelworkers (USW), ArcelorMittal launched Transforming YOU in July of 2010. The program strives to improve employee health and wellness through multiple strategies. To provide a baseline and fundamental health data to employees, the program began by offering free, confidential biometric screenings and Health Risk Assessments. In 2010, **more than 1,600 biometric screenings were performed, for a total participation rate of nearly 10 percent.**

In 2011, we've enhanced the program to include online tools and challenges, as well as monthly seminars related to personal health.

In addition, our Employee Assistance Program (EAP), which is available to ArcelorMittal USA employees, provides mental health and substance abuse counseling to workers in need through the health care offering. Many local site EAPs also offer professional guidance for stress associated with family conflicts, physical illness and financial problems. ArcelorMittal recognizes the importance of supporting employees

through difficult circumstances, and the EAPs are especially designed to provide this aid.

Workforce diversity

We seek to create opportunities and programs for improving diversity and development of our people. In 2010, ArcelorMittal employed approximately 18,000 hourly and salaried employees across the U.S. with a total annual payroll of over \$1.3 billion.

More than 50 percent of our employees have been with us for 20 years or longer. We are proud of our employee retention, and our current employee population demonstrates a wealth and breadth of knowledge. We also recognize the necessity of recruiting new workers to manage the required knowledge transfer and build a sustainable workforce for the future.

ArcelorMittal is an equal opportunity employer and encourages and values a diverse workforce. We are committed to opening the door to careers in the steel industry for everyone, including women, minorities, disabled individuals and veterans.

Through partnerships with organizations such as the Association of Women in the Metal Industries, ArcelorMittal seeks to expand opportunities for women in the company and increase the diversity of our workforce. Due to the historic and current nature of the industry and the high rate of employee retention, we make a proactive effort to increase the diversity of our employee population through recruitment. Through these partnerships and support of educational initiatives, ArcelorMittal hopes to cultivate and promote a more diverse workforce for the future.

ArcelorMittal recognized by Women in Science and Engineering Institute



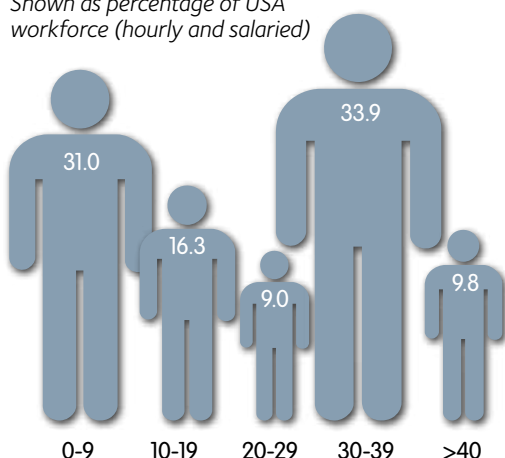
Our commitment to encouraging women in the steel industry was recognized in 2010 when we received the Corporate Award from the Women in Science and Engineering Institute (WISE) at Pennsylvania State University for our efforts in promoting women's science, engineering and math education and creating opportunities for women in our industry. ArcelorMittal was the only company of over 50 attendees to be recognized at the 5th Annual WISE Recognition Awards Reception.

"As an industry leader, ArcelorMittal prides itself on offering diverse opportunities for all its employees to lead bold careers in the steel industry. Our commitment to developing our people is reflected through our continued involvement and support of the Association of Women in the Metal Industries. This group has been critical to promoting and supporting the advancement of women in the metal industries."

– Mike Rippey, President and CEO of ArcelorMittal USA

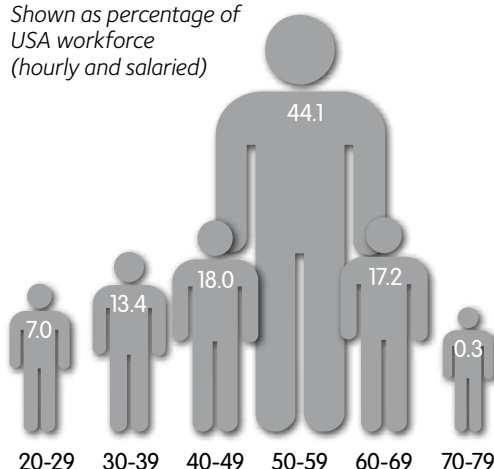
Years with ArcelorMittal USA

Shown as percentage of USA workforce (hourly and salaried)



Age of Employees

Shown as percentage of USA workforce (hourly and salaried)



Collective bargaining

ArcelorMittal USA recognizes and respects the right of our employees to unionize and collectively bargain. More than 75 percent of our employees are unionized. We maintain active dialogue with the United Steelworkers and offer ongoing opportunities for employee involvement. In 2010, we conducted our annual partnership meeting with union leadership, and two meetings took place between CEOs and the heads of United Steel Workers. Additionally, three joint health and safety meetings occurred at the country level. During these meetings, health and safety and union leadership from facilities across the nation came together to address issues related to improving safety performance.

Investing in our people

Recruitment and Training

ArcelorMittal has implemented several recruitment and training programs to address new job placement as well as replacing the retiring portion of our workforce.

We address and support **an education continuum approach - from elementary through post secondary education** - via sustainable, whole system change. This includes enhancing high school and post-secondary education overall, and especially programs focused on technical skill development. Formal programs include our **Campus Partnership Program and Steelworker for the Future.**

"ArcelorMittal needs employees with the skills and knowledge required to deliver on our critical mission to supply quality products to our customers. We also believe that a workforce reflective of different cultures, generations, genders, ethnic groups, and nationalities creates a work environment where employees are exposed to continuous learning and growth opportunities. A diverse workforce with a variety of talent is important to us."

— Lu Ann Uremovich, Director of Human Resources, ArcelorMittal USA



ArcelorMittal USA President and CEO Mike Rippey recently addressed graduates of the MBA program at Indiana University's Kelley School of Business, one of ArcelorMittal's Campus Partnership Program schools.

Campus Partnership Program

Through the **Campus Partnership Program (CPP)**, we forge connections between our company and the universities from which future professionals will come. **Teams of ArcelorMittal leaders are partnered with 11 selected universities** with the purpose of providing students the skills and knowledge necessary to launch a successful and rewarding career. This is achieved through the integration of academic programs with experience from different ArcelorMittal business units, ranging from engineering to finance.

We donate steel to student projects, support curriculum development, conduct facility tours, and host an array of other initiatives to both enhance student learning opportunities and

ArcelorMittal USA On Campus

11



Universities we partner with through the Campus Partnership Program.

strengthen our image on campus. CPP has enabled us to recruit promising graduates from leading universities, strengthening our future at the forefront of the steel industry while promoting and improving the educational experience for university students.

Steelworker for the Future

ArcelorMittal partnered with the United Steelworkers and community colleges in Northwest Indiana and Illinois in 2008 to launch the **Steelworker for the Future** program, a training program consisting of four semesters of classroom learning and optional paid training at the ArcelorMittal facility. Steelworker for the Future provides individuals interested in the manufacturing industry with the unique opportunity to learn in a hands-on environment and, by doing so, recruits new workers with a stellar and modern technical education.

"Steelworker for the Future was presented to me at a time in my life when I was seeking a career, not just a job," said Mike Fish, Electrical Maintenance Technician, ArcelorMittal Burns Harbor. "I have always been interested in electrical maintenance, but never pursued it, and this program made it an even more attractive opportunity with hands-on experience."

Since the launch, we have hired our first program participants, like Mike Fish, at our Northwest Indiana facilities. In 2011, the program will expand to Pennsylvania, Ohio and West Virginia in partnership with the United Steelworkers.

Internship and Associates Program

We have developed an internship and associates program to provide college students the opportunity to enter the steel industry early in their careers. Undergraduate interns work for summers in their respective areas of specialization, whether it be engineering, finance, information technology or communications. In 2010, **ArcelorMittal's Associates Program hired 111 recent college graduates, and the Intern Program employed 93 students during the summer.**



ArcelorMittal USA has programs in place to train and upskill our current employees while also working to recruit new college graduates like Brandon LaSota, Mechanical Engineer, ArcelorMittal Burns Harbor.

Making steel more sustainable



ArcelorMittal recognizes that making steel has an impact on the environment. As the industry leader, it is our responsibility to set an example for improving the sustainability of our product, both by reducing our environmental impact and enhancing our products' environmental performance. Steel is the most widely recycled material worldwide, with approximately 500 million tons of scrap recycled each year. We create a product that has potentially infinite value to add to future products. Through continuous improvement and innovation, we can protect our environment to ensure its existence for future generations.

CO₂ Per Ton of Steel Produced

1.5 tons

In 2010, 1.5 tons of CO₂ emissions were created per ton of steel produced at ArcelorMittal USA facilities. This performance is 17 percent below the global industry average of 1.8 tons of CO₂ per ton of steel produced.*

*Based on "World Steel In Figures 2011" report by the World Steel Association.

Making steel more sustainable

ArcelorMittal recognizes that making steel has an impact on the environment. As the industry leader, it is our responsibility to set an example for improving the sustainability of our product, both by reducing our environmental impact and enhancing our products' environmental performance. Steel is the most widely recycled material worldwide, with approximately 500 million tons of scrap recycled each year. We create a product that has potentially infinite value to add to future products. Through continuous improvement and innovation, we can protect our environment to ensure its existence for future generations.

Environment: Managing and Reducing Our Footprint

Environmental Policy

As part of an expansive, global corporation, ArcelorMittal USA has access to knowledge and best practices that can be considered and utilized to ensure continual advancement in environment management. Through focused compliance and proactive execution of new environmental practices, ArcelorMittal USA is constantly working toward our commitment to protect and improve the environment.

Released in 2007, ArcelorMittal's corporate environmental policy outlines our priorities and basic tenets in being a sustainable company. We are committed to becoming ISO 14001 certified at all production facilities, complying with environmental laws, using natural resources

Did you know?



More steel is recycled worldwide annually than all other materials put together. More than 500 million tons of scrap is melted each year.

Energy

90%



In 2009, ArcelorMittal formalized an Energy Management System Model, and in 2010 90 percent of our USA facilities were diligently using the model.

as efficiently as possible and minimizing our CO₂ footprint whenever feasible. We expect and work towards an equivalent environmental commitment from all employees, suppliers and contractors and maintain open communications with our stakeholders to gather input and be transparent about our environmental initiatives and impacts.

Managing environmental liability

ArcelorMittal is committed to using resources wisely and managing our waste and emissions effectively. Over the last five years, ArcelorMittal USA has spent more than \$100 million on environmental and remediation activities and has reduced its recorded obligations for environmental liabilities by over \$50 million.

Achieving ISO 14001 certification

All of our USA steelmaking facilities achieved ISO 14001 certification by 2010. The implementation of this voluntary environmental management system indicates our facilities' commitment to responsible environmental practices. It includes the attainment of proper permits, the conservation of resources and the maintenance of community relations.

Reducing our energy use

Reducing the energy intensity of the steelmaking process is the primary strategy to reducing the environmental footprint of our USA operations. In 2010, ArcelorMittal was named ENERGY STAR® Partner of the Year for Energy Management. **We were recognized for implementing \$18.75 million in non-capital energy saving projects** and were recognized for our formal procedure – "Energy Management at Reduced Production or Shutdown" – which was shared globally as a best practice. This marked the third consecutive year that ArcelorMittal USA has received an ENERGY STAR award, having become **the first steel company** to be recognized in 2008.



Saving energy across USA facilities

- Through upgrades to its steelmaking ladle preheaters, ArcelorMittal Steelton reduced its energy use by 23 percent.
- ArcelorMittal Coatesville replaced incandescent bulbs with compact fluorescent bulbs and replaced light switches with occupancy sensors and timers. The savings seen by replacing incandescent bulbs with compact fluorescent and adding occupancy sensors is equivalent to permanently removing 70, 60-Watt lightbulbs while still maintaining the same lighting levels. Enhancements to the Ingot Conditioning Area's efficiency resulted in reducing energy use by 42,000 MMBTU of natural gas, or the equivalent to the amount of natural gas used by 430 households annually.
- ArcelorMittal Cleveland added anti-idling technology to 19 of its diesel-powered locomotives. Funded largely by a grant from the State of Ohio's Diesel Emissions Reduction Program, the project will save approximately 88,000 gallons of diesel fuel each year and reduce emissions.

"ArcelorMittal's long term leadership and commitment to energy efficiency demonstrates the types of accomplishments that we can all achieve in reducing greenhouse gas emissions and protecting our global environment. We look forward to their continued partnership and leadership."

– Elizabeth Craig, Acting Director of EPA's Office of Atmospheric Programs

Reducing Emissions through Strategic Projects

Realizing our responsibility to reduce our environmental footprint, ArcelorMittal has set a target of reducing carbon emissions by eight percent globally by 2020. In addition to greater efficiency, alternative energy creation and utilization of wasted energy sources is integral to reaching this target. Through innovation and tenacity, our facilities are implementing energy efficiency projects based on best available technology. In 2010, 1.5 tons of CO₂ emissions were created per ton of steel produced at ArcelorMittal USA facilities. This performance is **17 percent below the global industry average** of 1.8 tons of CO₂ per ton of steel produced.*

Blast furnace gas recovery and reuse project breaks ground

In 2010, ArcelorMittal took important steps toward the Indiana Harbor Energy Recovery & Reuse: 504 Boiler Project, breaking ground in October. The \$63.2 million project is one of only nine industrial technology projects in the country to receive a grant, valued at \$31.6 million, from the United States Department of Energy. The facility seeks to recycle blast furnace gas (BFG) from the No. 7 blast furnace for electricity generation.

The project will create an amount of **energy equivalent to powering 30,000 American homes per year, saving 340,000 tons of greenhouse gas emissions annually** while creating hundreds of jobs.

Once completed in 2012, BFG will be transferred to a new boiler for the cogeneration of electricity and steam. Through the addition of a high-efficiency, energy recovery BFG boiler to the No. 5 Boilerhouse, the flaring of surplus gas into the atmosphere will be almost eliminated. It is estimated that this gas-to-electricity recycling program will generate 38 megawatts of electricity, which will not only greatly reduce the facility's reliance on purchased energy, it will also make the steelmaking process at the Indiana Harbor plant much more sustainable.

Electricity Use from Blast Furnace Gas

99%

of electricity generated from captured blast furnace gas that is then used in ArcelorMittal USA operations.



In October 2010, ArcelorMittal Indiana Harbor broke ground on its Energy Recovery & Reuse: 504 Boiler Project which will reduce blast furnace gas flare to 5 percent or less and produce electricity to help power other areas at the facility.

Cleveland saves energy

ArcelorMittal Cleveland increased its recycled energy usage through the design and construction of a new "C" generator, which was rebuilt from a salvaged turbo-generator. The generator, which uses blast furnace gas to create electricity, was also configured to control the facility's steam pressure during blast furnace outages. This task was previously handled by a natural gas powered generator, and the use of the "C" generator for this specific operation is expected to save \$1.1 million annually for a total of \$3 million in energy savings per year.

Recycling: Making Old Steel New Again

Steel is the most widely recycled material in the world, with 80 million tons recycled annually from North America alone. ArcelorMittal USA facilities continually recycle steel into the basic oxygen furnaces and electric arc furnaces used at our operations to make new steel.

At ArcelorMittal Burns Harbor, one million tons of scrap steel are recycled annually, representing a diversion of approximately 151,000 tons of greenhouse gas emissions per year.

ArcelorMittal Vinton operates an electric arc furnace which can utilize up to 100 percent of steel scrap as feedstock in the melting process. **Approximately 264,000 metric tons of scrap steel are recycled per year at the Vinton facility.**



Reusing Old Steel

38%

recycled steel used per ton of steel produced at USA facilities.



Indiana Harbor Hazardous Waste Collection Day

ArcelorMittal Indiana Harbor held its annual Hazardous Waste Collection Day in June. Each year the facility pays for the proper disposal of hazardous materials brought by employees and community members. In 2010, approximately \$8,000 worth of paint, automotive parts, electronic waste and batteries were received from 220 individuals. Through this event, ArcelorMittal hopes to prevent the improper discarding of hazardous waste by offering a free and accessible avenue for its disposal.

Forty-five volunteers sorted items brought in by more than 220 individuals in the annual Hazardous Waste Collection Day at ArcelorMittal Indiana Harbor.

**Based on "World Steel In Figures 2011" report by the World Steel Association.*

Making steel more sustainable

Providing Sustainable Steel Solutions

ArcelorMittal has thousands of researchers around the world and one of our global Research and Development (R&D) Centers is located in East Chicago, Indiana. We are a global and U.S. leader in providing sustainable steel solutions.

Innovating lighter, stronger automotive steels

As the leading provider of automotive steel in the world, we have the ability to lower the environmental footprint of automobiles by improving steel technology. The result of a two-year study by ArcelorMittal's Global R&D group, S-in motion presents concepts for automakers that seek to build lighter, safer automobiles. The S-in motion product catalog includes **43 parts designed for a typical C-segment vehicle that are ready to be implemented in today's production lines.**

Although lighter, these automotive steels are stronger and cost competitive too, making them a realistic and appealing option for car manufacturers. If the entire concept is applied to a vehicle, a **14 percent weight reduction can be achieved**, leading to higher gas mileage and lower life cycle CO₂ emissions. This will enable automakers to meet new regulatory standards and improve environmental sustainability without substantial costs. Our S-in motion concept demonstrates ArcelorMittal's ongoing commitment to improving the sustainability of steel while helping reduce the environmental footprint of our customers' products.

Leading in sustainable construction

By implementing ArcelorMittal's construction steel technology, builders can greatly improve the efficiency of buildings. The use of steel in framing can maximize usable space and reduce transportation costs. Steel roofing, currently used in seven percent of U.S. houses, can be sold with embedded solar panels to improve energy efficiency.



High-strength, lightweight steels produced by ArcelorMittal make it possible to increase the sustainability of structures.

Angelina beams, introduced by ArcelorMittal a few years ago, maximize usable space by allowing for a reduction in story height and total steel use. The beams have holes for duct work and HVAC, thus enabling thinner floor and ceiling systems to be constructed. This improves buildings' overall efficiency and gives architects greater flexibility in their designs.

ArcelorMittal prioritizes this type of R&D to lower the environmental impact of our customers' activities and products.

We recognize we are a major supplier to many other industries. Therefore, we hold ourselves to a high standard and actively engage with companies that we supply to ensure we meet their expectations. Last year, Larry Fabina, USA Energy Team Coordinator, attended **Nissan's Supplier Energy Conference** to discuss energy sustainability within the automotive supplier sectors.



Ken Roden, Energy Team Facilitator for Nissan (pictured above on right) with USA Energy Team Coordinator, Larry Fabina, ArcelorMittal Burns Harbor.

"Nissan and ArcelorMittal's energy programs have grown and had many accomplishments since we partnered our energy programs through ENERGY STAR in 2007. It's great to have ArcelorMittal share best practices and demonstrate how managing energy is not only good business, but vital throughout the supply chain. This type of commitment by our suppliers helps Nissan to deliver a higher quality and more cost competitive product to our customers."

– Ken Roden, Energy Team Facilitator, Nissan

BLUEGREEN ALLIANCE

Membership in the BlueGreen Alliance

ArcelorMittal is a founding member of the BlueGreen Alliance, a partnership between environmental groups and industrial unions, including the Sierra Club, National Resources Defense Council, United Steelworkers, Communications Workers of America and the United Auto Workers. The BlueGreen Alliance works to "green" our economy by promoting renewable energy, energy efficiency, mass transit and other solutions to prevent global warming and move towards energy independence. In the process, millions of jobs can be created and maintained for industrial workers. We recognize the importance of participating in such an alliance as it supports our workers and drives toward a sustainable future.

Environmental Education

For ArcelorMittal to advance our sustainability objectives, we must educate our people so that they can apply knowledge to our current processes, provide ideas for improvements and implement new initiatives. Through a **\$4.6 million Energy Training Partnership grant from the U.S. Department of Labor** to the Institute for Career Development (ICD) and in partnership with the United Steelworkers, ArcelorMittal is offering environmental and energy education to employees at facilities in Cleveland, northwest Indiana, and southeastern Pennsylvania.

With the aim of increasing the sustainability skill set of our workforce, training sessions were held in 2010. In Coatesville, a diverse group of employees, from shop floor technicians to management, participated in the 40-hour Green Specialist Program, which consisted of a variety of classroom and hands-on learning, including a "dumpster dive" to understand waste stream reduction and an H₂O Conservation Workshop exercise.

"I personally attended this course and found it very informative. I have started to look at how waste material, and in particular waste material I generate, affects the global ecosystem. The instructors were very knowledgeable and presented the material in a way that made you think about how the choices you make every day, both at work and at home, can affect the environment," said Bill Kane, Training Coordinator, ArcelorMittal Coatesville.

Enriching our communities

Companies and communities can achieve mutual benefit when they work together. With this in mind, ArcelorMittal USA helps enrich the lives and environment of people in the local communities in which we operate. We focus on partnership, seeking to enhance the resources and opportunities of our stakeholders that intersect with those of our business.



Beneficiaries

4 million

Through our philanthropic efforts, focused on Education, Environment and Health and Safety, ArcelorMittal grants supported more than 4 million direct beneficiaries in 2010.

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We support and enrich our communities in many ways: grants from the ArcelorMittal Foundation, corporate giving, in-kind gifts and employee volunteerism. Our USA philanthropic efforts primarily focus on advancing Education, Environment, and Health and Safety.

Education: Transforming Tomorrow through STEM

It is through education that individuals are able to access the opportunities essential to fulfilling both their personal and career potential. ArcelorMittal recognizes that **high-quality and readily accessible education is essential** to the success of both individuals and communities. We therefore support a continuum of educational initiatives at the primary school level through higher education.

STEM Futures

Having a solid foundation in early and primary education provides the building blocks to developing necessary skills for life and work.

ArcelorMittal Cleveland honored for corporate citizenship



ArcelorMittal Cleveland received recognition as "Corporate Citizen of the Year" by the Boys & Girls Clubs of Cleveland for its continual commitment to the community. "This past year, in a time when many companies could have turned their backs on the community, ArcelorMittal did not," attested Gregory Johnson, Boys & Girls Clubs of Cleveland Board Chairman. The company was honored not only for its financial support of the club, but also for the substantial time and services donated by employees.

Young minds learn while having a blast at ArcelorMittal Minorca Mine

If ArcelorMittal is to survive and prosper, it will be essential to promote young people's interest in the steel industry. For the last 20 years, the crew at our Minorca Mines in Virginia, Minnesota, has invited a classroom of fifth graders to the facility to witness a mine blast. Requiring 250,000 pounds in dynamite, it is an experience that leaves an explosive impression on these youngsters.



Reflecting national curricula goals and the specific needs of the steel industry, ArcelorMittal provides support for Science, Technology, Engineering and Math (STEM) education for students in grades kindergarten through eight. Effective STEM education programs have become increasingly valuable to both students and communities as more career opportunities become available or evolve toward technological fields. This has elevated the expectation of students to have STEM skills and for communities to educate young people to succeed in these areas. ArcelorMittal recognizes the benefit of supporting STEM educational programs as both a way to assist individuals and communities and a way to promote preparation for careers in our industry.

Through financial grants and employee engagement, **we support STEM learning at 24 partner primary schools** in our U.S. communities. Our support includes the provision of classroom materials, professional development and student mentoring by employees.

Some examples of *STEM Futures* projects in 2010 include:

- ArcelorMittal Weirton supported **Colliers Primary School** with a grant that funded smartboards for several classrooms to aid students requiring remediation in math and reading
- ArcelorMittal LaPlace employees constructed a greenhouse, stocked the school's science labs, participated in education fairs, and volunteered at **Emily C. Watkins Elementary School** as a partner in education
- ArcelorMittal Chicago provided a grant to **Cameron Elementary School** that built laboratories for the school's science classrooms

More than 75 classrooms have been assisted through ArcelorMittal's *STEM Futures* program, and we look forward to continuing to support future generations' development of these skills to transform tomorrow.

Supporting STEM throughout the community

ArcelorMittal extends its support of STEM learning outside of the classroom. These local grants support the development of STEM education in non-school settings, including community centers, museums and after-school support programs:

- ArcelorMittal Riverdale provided a grant to **Children's Home + Aid** in support of community youth volunteer projects and STEM programming
- ArcelorMittal Steelton supported the construction of the *Move It!* exhibit gallery at the **Whitaker Center for Science and the Arts** with a permanent gallery containing exhibits about transportation and manufacturing
- ArcelorMittal Warren assisted the **Warren Family Mission** to purchase computer workstations for tutoring disadvantaged children at afterschool programs
- ArcelorMittal Conshohocken funded the **Schuylkill Center for Environmental Education** to help create a Technology Library which will enable more experiential learning in environmental education programs for area schoolchildren

Bridging the gap: Council for Adult and Experiential Learning

In late 2010, we initiated a dialogue with the **Council for Adult and Experiential Learning** to identify STEM education gaps in local high schools. Our goal is to work with school leaders to improve the connection between STEM skills, work readiness and real job opportunities for high school students. This project will progress in 2011 – specifically in Northwest Indiana where a significant portion of our U.S. operations are located – with the hope of improving career guidance and options for high school students. We look forward to reporting on its progress in the future.

Environment: Protecting and Restoring

While our first environmental priority is responsible management and minimization of our environmental footprint, it is also important to protect and conserve natural areas and resources in our surrounding communities and regions. We recognize that our internal environmental efforts must complement the implementation of sustainable practices in the greater community.

Sustain Our Great Lakes program announces \$7.6 million in grants

Water is an essential resource to the steelmaking process, and it is therefore no coincidence that many of ArcelorMittal's largest facilities border the Great Lakes. Recognizing the pressing need for conservation and restoration of this amazing and essential natural resource, ArcelorMittal joined with four federal agencies and the National Fish and Wildlife Foundation in 2007 as the sole private partner. **Since its inception, this public-private collaborative has provided a total impact of \$26.1 million in conservation efforts.**

Our participation in *Sustain Our Great Lakes* demonstrates ArcelorMittal's sustainability commitment to our stakeholders, especially those within the Great Lakes region, strengthening our reputation and maintaining our license to operate in the region. *Sustain Our Great Lakes* has helped protect an immense yet delicate ecosystem – one vital for the success of our business and the livelihood of our communities.

In April of 2010, with *Sustain Our Great Lakes* partners: **National Fish and Wildlife Foundation, U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service, National Oceanic and Atmospheric Administration and U.S. Forest Service**, we were proud to announce \$7.6 million in grants for preservation and restoration projects in the region, with the total investment for 2010 equaling \$13.5 million.

To date, *Sustain Our Great Lakes* has provided support to the restoration of:

121 miles of aquatic connectivity
(475 total to be completed)

27 miles of stream and riparian habitat
(55 to be completed)

4,114 acres of wetland, coastal, and other habitat
(9,058 to be completed)

SUSTAIN OUR GREAT LAKES

A Partnership between ArcelorMittal and a Federal Agency Taskforce

"ArcelorMittal's contributions to *Sustain Our Great Lakes* have been critically important to the program's growth and continued success. As a private partner, ArcelorMittal has significant resources that have proven invaluable to the leadership, communications and financial needs of this collaborative effort."

– Jeff Trandahl, Executive Director and CEO,
National Fish and Wildlife Foundation

ArcelorMittal Cleveland spurs growth among urban garden

With 950 acres of land around our Cleveland plant, several species of native plants grow on the ArcelorMittal property. In 2010, these plants were transplanted to an urban garden in the nearby Stockyard neighborhood in collaboration with **NatureHood**, an initiative to transform abandoned urban spaces in Cleveland into naturescapes.

"Purchasing plants and soil can be the most expensive costs in a garden project like this. By salvaging plants, cuttings and seeds from ArcelorMittal, the cost of the project was significantly reduced," explained Garrett Ormiston, Natural Areas Specialist at the **Cleveland Museum of Natural History** and NatureHood partner. Through innovative collaborations such as these, ArcelorMittal is constantly working towards the betterment of neighborhoods in which we operate.



NatureHood volunteers use native plants from ArcelorMittal property to transform vacant lots into beautiful neighborhood gardens.

I/N Tek and I/N Kote help local parks reach environmental goals

The I/N Tek and I/N Kote team in New Carlisle, Indiana, assisted the **St. Joseph County Parks** in both habitat management and public programming in 2010.

"As a parks and recreation agency faced with reduced operating budgets, we are continually challenged to find resources to conduct habitat management projects, as well as provide programs and activities for the public. The environmental grant from I/N Tek and I/N Kote helped us inventory two of our parks to locate invasive species, conduct a Bio Blitz with area natural history experts to inventory flora and fauna, and work on several habitat management goals including conducting a prescribed burn at the prairie at Spicer Lake Nature Preserve. Without the grant, we would not have been able to achieve these projects," said Evie Kirkwood, Director, St. Joseph County Parks.



ArcelorMittal Vinton employees improve their local environment through a partnership with Keep Vinton Beautiful.

ArcelorMittal Vinton lends a hand to Keep Vinton Beautiful

ArcelorMittal Vinton employees double as board members of **Keep Vinton Beautiful**, a group organized to combat the graffiti and litter in the village of Vinton. ArcelorMittal sponsors clean-ups and gives quarterly grants to support this effort. In 2010, we partnered with Keep Vinton Beautiful to sponsor four river clean-ups, four highway clean-ups and four bulk waste clean-ups. **The results of these clean-ups included the removal of almost 8,000 pounds of highway litter, nearly 170 tons of bulk waste and the proper disposal of more than 1,500 gallons of used oil.**

Enriching our communities

Health and Safety: In our Minds, in our Hearts, in our Communities

It is not only our priority to protect the health and safety of our employees; we also develop programs and training to help protect the health and safety of our families and neighbors.

Creating Safer Communities

In the second year of our national partnership with the **American Red Cross** – *Creating Safer Communities* – we added six local programs throughout USA communities. Through *Creating Safer Communities*, ArcelorMittal USA and the American Red Cross educate community members in safety training, emphasizing emergency preparation and response.

Much of our funding goes to local ArcelorMittal communities with the remainder supporting the Disaster Relief Fund. More than 5,000 community members have received disaster, CPR or other forms of emergency preparedness education as a result of this program.



"ArcelorMittal's number one priority is the health and safety of our workforce. This commitment extends beyond our facilities to the neighborhoods in which we operate. By partnering with the American Red Cross we are able to promote important messages about safety throughout our local communities."

– Gary Lefko, Chief Technology Officer,
ArcelorMittal Long Carbon North America



From left: ArcelorMittal Riverdale General Manager of Operations Gary Norgren and Michael Brennan, Manager, Health, Safety and Environmental, present a check to Joe Moser, Vice President, Ingalls Development Foundation and Dr. Sharon James, Chicago Metro-Obstetrics/Gynecology. Looking on is Healthy Baby Network participant Jalissa Robinson and daughter, Kennedy, and Lisa Lowe, HBN Nurse Navigator.

Local partnerships focus on commitment to community and safety

ArcelorMittal USA supports local hospitals and other first responders to build capacity. For example, through a partnership with **Ingalls Memorial Hospital** in Riverdale, Illinois, we funded the purchase of approximately 80 infant car seats for new mothers in need.

In Pennsylvania, through a grant provided by ArcelorMittal Conshohocken, the **Plymouth Fire Company** educated community residents on how to prepare their homes and families for potential disasters, such as fires and floods. This training included teaching participants how to create a home evacuation plan.

Building a Spirit of Volunteerism and Philanthropy

Our employees represent an incredibly rich source of initiative, skill and talent, and we encourage them to utilize these assets.

International Volunteer Day 2010

Employees from ArcelorMittal USA facilities across the country donated their time and talent to give back to our communities on our third annual International Volunteer Day held on December 3, 2010, hosted globally by the Foundation.

At ArcelorMittal Burns Harbor in Northwest Indiana, employees led a winter clothing drive for the local **Boys & Girls Club**. In addition, ArcelorMittal Indiana Harbor and Burns Harbor teamed together to hold a family volunteer event at **Taltree Arboretum**. I/N Tek and I/N Kote volunteers hosted a holiday bowling party for children from the **Rolling Prairie Elementary School and New Prairie United School Corporation's Activity Center**.

The center focuses on improving math and literacy skills. Many other facilities also held volunteer projects, including mentoring and restoration efforts.

Give Boldly

We know that our employees give their personal time, talent and money to important causes and organizations. To support their generosity, ArcelorMittal USA launched its first matching gift program in 2010, providing a dollar-for-dollar match of employee contributions to eligible nonprofits. The program has evolved into a comprehensive employee giving program – *Give Boldly*.



Employee charitable donations made to any qualified non-profit organization can be matched dollar-for-dollar. **In 2010 alone, \$1.6 million was donated across 355 different non-profit recipients**, including hospitals, schools and other organizations. We are proud to support the independently chosen charity work of our employees, together increasing our overall community impact.

Steel Manufacturers Association Recognizes Steelton

ArcelorMittal Steelton received the 2010 award from the Steel Manufacturers Association for "Achievement in Community Involvement," recognizing its "reflect[ion of] the corporate responsibility goals of the corporation as a whole and setting an example for the steel community."

Transparent governance



Engaging with our stakeholders, both internal and external, is essential to fulfilling our goal of being a transparent and ethical company. ArcelorMittal USA has established a variety of policies, training and two-way communication vehicles to better connect with our stakeholders.

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Governance: Ensuring Transparency

USA Foundation and CR Board

The USA Corporate Responsibility team works under the oversight of the ArcelorMittal USA Foundation and CR Governance Board. The board, constituted of a cross-functional group of USA employees, meets a minimum of four times annually. The USA Foundation Board reviews grants and the CR Board then reviews USA CR objectives, stakeholder engagement and corporate giving.

Councils for Stronger Communities

In 2010, we continued to grow the number of Councils for Stronger Communities (CSC) across our USA operations **with five created for a total of 16 active committees**. These local employee-led councils serve as the primary CR governance at the plant level and guide our engagement with local communities.

"The Burns Harbor CSC has built new partnerships and strengthened others. The cross-departmental team is key in helping to improve internal and external processes when handling stakeholder engagement with elected officials, neighbors and community organizations."

— Madhu Ranade, Vice President, ArcelorMittal USA and General Manager, Burns Harbor



Chicago CSC members discuss potential grant recipients and volunteer opportunities.

CSCs are comprised of a diverse team of employees, representing facility and union leadership, health and safety, human resources, and environment personnel. Their mission is to build and sustain community partnerships, manage stakeholder engagement and identify or improve local corporate responsibility programs. There were **more than 75 governance meetings** held in 2010.

Engaging with Our Stakeholders

Across the global organization, ArcelorMittal has an established, formal stakeholder engagement process to better understand and monitor our impact with those potentially affected by our company. In 2010, **ArcelorMittal coordinated or participated in more than 350 formal meetings with our stakeholders**.

Meeting with our stakeholders is critical to an open dialogue. ArcelorMittal USA meets with stakeholders of all types – employees, community members, public officials, peers and others – to provide them the opportunity to ask questions, identify potential concerns and relate ideas and expectations. In turn, we are able to listen, understand and respond to their inquiries and thoughts. This helps create a culture of transparency and demonstrates our commitment to fully engage with those who may be impacted by our operations.

"In today's world, a company's long-term success has inextricable links to being a responsible company. Our continued viability requires focus on sustainability and commitment to stakeholder engagement."

— Bill Steers, President, ArcelorMittal USA Foundation

We recognize the importance of proactively informing our stakeholders of pertinent programs, events and changes within the company. Fourteen of our facilities have developed community engagement plans, entailing formal organizational and implementation structures and processes for communicating.

To facilitate inquiry from the community, we have **dedicated phone lines and e-mail addresses** at each of our manufacturing facilities. These communication systems allow us to respond quickly to stakeholder inquiries and to create a record of public correspondence. They are integrated with the ISO 14001 reporting process which requires organizations to address and record environmental inquiries from the public.

Did you know?



100 percent of our USA industrial sites have a grievance mechanism (phone and/or e-mail) in place. This allows community members to communicate concerns or questions about our operations. In 2010, a total of nine grievances were filed. All inquiries were processed and responded to within 48 hours.

Employee Engagement: Safe Sustainable Steel

Safe Sustainable Steel is an internal initiative to increase dialogue and identify solutions to the obstacles facing ArcelorMittal USA in our efforts to be a responsible and sustainable business. At the core of this initiative is fostering the dialogue between managers and shopfloor employees beyond day-to-day operations. This includes discussion of the broader challenges facing our industry and collaborating to formulate ideas for reaching business objectives through tactical changes each employee can influence.

Safe Sustainable Steel has required closer engagement with our unionized workforce on company issues, while leveraging the many contributions that all of our people can make towards furthering ArcelorMittal's sustainability. Through Safe Sustainable Steel, we will ensure our people are working safely and efficiently to provide quality products for customers. This initiative formally launched in 2010 with local activities at our three largest, integrated operations. The initiative is on-track to be introduced at all Flat and Long Carbon facilities by the end of 2011.



An iron ore mine, ArcelorMittal Minorca covers approximately 16,000 acres and is located an hour north of Duluth near Virginia, Minnesota.

Stakeholder Engagement: ArcelorMittal Minorca Environmental Dialogue

When our Minorca Mine facility wanted to expand its mining operations in 2007, the preparation of the Environmental Impact Statement revealed that the expansion may have potential impact on the adjacent abandoned iron ore mine (Canton Pit) that is currently the source of the city of Biwabik's water supply. Working with the Minnesota Department of Natural Resources and the City of Biwabik, Minorca Mine developed a contingency plan for mitigation of any impact to the current water source.

Water levels in the Canton Pit are continuously monitored to ensure that the pump barge that feeds the raw water to the city's water treatment plant are kept at a manageable elevation to allow safe access. In late 2010, Minorca Mine coordinated with the City of Biwabik, a local engineering firm, and a contractor to relocate the water supply barge to a lower elevation, due to the drop in the water level.

The new elevation allows for continued safe access to the barge and an ample supply of raw water. Additionally, Minorca Mine, City of Biwabik, and a local engineering firm have identified some alternative water supply options to replace the current surface water source when the elevation of the Canton Pit would no longer be able to sustain the current operation. Minorca Mine continues to move forward working on identifying the best option for all parties involved.

Employee Accountability and Ethics

All employees are expected to understand and adhere to ethical and legal compliance requirements regarding both their individual and business actions. ArcelorMittal USA requires all employees to be trained on the Code of Business Conduct. At the end of 2010, 96 percent of all salaried employees had completed this training.

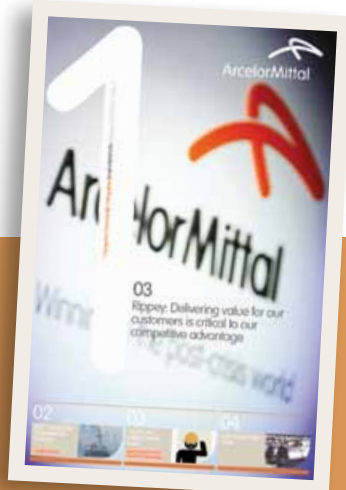
Employees from most departments, including all officers and upper management, are obligated to undergo anti-corruption and anti-trust training. Nearly 100 percent of all required employees completed anti-corruption training in 2010 and 86 percent completed anti-trust classes. Additional progress was made in 2011.

Our operations maintain a 24/7 toll-free hotline where employees can report any misconduct they have witnessed without fear of reprisal. We also have a Whistleblower Policy that is active across all U.S. sites. This process is designed to enable employees to report violations of the Code of Business Conduct, including possible irregularities in financial matters, within ArcelorMittal's business without fear of retaliation.

New in 2010: Human Rights Policy

At the end of the year ArcelorMittal introduced a Corporate-wide **Human Rights Policy** to standardize and monitor human rights procedures across all operations worldwide. The policy was created from discussions held between human rights experts and derived from the UN Global Compact.

In the USA, we were pleased to host a convening of human rights leaders in Washington, D.C., during 2010. The outside perspectives we gained were invaluable to the completion and issuance of our first-ever Corporate-wide Human Rights Policy.



USA 1 Magazine

Because our company is so diversified, it is important to inform our employees about important events and changes at ArcelorMittal USA's various facilities. We publish a bi-monthly newsletter - *USA 1 Magazine* - that contains articles detailing different occurrences and opportunities within the company. In 2010, we released six such newsletters with an estimated readership of 18,000 employees.

The UN Global Compact established an international minimum for human rights standards, including the abolition of child labor, compulsory labor, corporal punishment, harassment and violence, and unlawful discrimination, and upholds all applicable compensation and employment laws. When local laws are less stringent than our Human Rights Policy, we will operate in accordance with our standards. The **Human Rights Policy** is available online, and it is expected that all employees understand and adhere to its ordinances. Required employee training began in 2011.

"Whether in the USA or across the globe, it is important to be conscious and vigilant of potential human rights abuses. The ArcelorMittal Human Rights Policy sets the standard for how our company will operate and how we expect our suppliers and contractors to operate."

— Heather Loebner, Executive Director, ArcelorMittal USA Foundation, CR Governance

Procurement Policy

We also launched a **Code for Responsible Sourcing** at the end of 2010. It outlines how we collaborate with suppliers to develop and ensure responsible, sustainable procurement throughout our supply chain. We expect suppliers to uphold our Human Rights Policy, comply with all national and international laws and use best practices towards environmental stewardship. ArcelorMittal is committed to assisting our suppliers in making their practices responsible and sustainable. All suppliers must be able to provide documentation proving their compliance with our policies and demonstrate their efforts at our request. Through this system, ArcelorMittal is able to monitor our supply chain to ensure that all of our purchased goods and services are in line with our policies and corporate responsibility values.

Additional Resources



The following online resources are available to provide more information about our company and many initiatives mentioned in this report.

ArcelorMittal - www.arcelormittal.com

USA CR - www.arcelormittal.com/usacr

USA Environmental - www.arcelormittal.com/environment/us

Corporate blog - www.arcelormittal.tv

Sustain Our Great Lakes - www.sustainourgreatlakes.org

S-in motion - www.arcelormittal.com/automotive

USA Recruitment Programs - www.workforarcelormittal.com

The following third-party websites provide additional information about steel, the steelmaking process and efforts to minimize the industry's impact on the environment and natural resources.

American Iron and Steel Institute (AISI) - www.steel.org

Association for Iron & Steel Technology (AIST) - www.aist.org

Steel Market Development Institute - www.smdisteel.org

Steel Recycling Institute - www.recycle-steel.org

World Steel Association - www.worldsteel.org

WorldAutoSteel - www.autosteel.org

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To download ArcelorMittal USA's 2010
Corporate Responsibility Report, visit
www.arcelormittal.com/usacr.

To download ArcelorMittal's 2010 Global
Corporate Responsibility Report, visit
www.arcelormittal.com.

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