



ArcelorMittal

ArcelorMittal USA

Corporate Responsibility Report 2013



Bold Ideas
Transforming Tomorrow

Bold ideas for a Great Basin

It's no secret, the Great Lakes are integral to ArcelorMittal USA's success. ArcelorMittal operates nine major facilities surrounding the Great Lakes region and relies on the annual transport of more than 26 million tons of raw materials via the Lakes each year. Between 13,000 and 23,000 gallons of water are required to produce one ton of steel, making us

very dependent on this resource. The Lakes represent approximately 20 percent of the Earth's fresh water, supply 35 million individuals with drinking water and serve as a habitat for more than 200 rare species. Economically, the Lakes provide value for shipping, industry, tourism and recreation in both Canada and the United States.

For these reasons and many more, ArcelorMittal invests in various Great Lakes restoration and preservation activities through groups like Sustain Our Great Lakes, the Chi-Cal Rivers Fund, Shedd Aquarium, The Field Museum, Great Lakes Science Center and many more.

The front and back covers of this year's Corporate Responsibility Report feature an important partnership between ArcelorMittal, the Chicago Architecture Foundation (CAF) and numerous other corporate and architectural partners to bring to Chicago the "Great Cities, Great Lakes, Great Basin" exhibit. ArcelorMittal's investment in this exhibit helps to build upon CAF's relationship with renowned architecture firm Skidmore, Owings & Merrill LLP to develop a 100-year vision for the Great Lakes and St. Lawrence River region.

Here, you see portions of the Great Lakes exhibit as it appeared at CAF's headquarters in Chicago, Illinois throughout 2013. Visitors were able to view the exhibit and experience its multitude of goals for the region. From declaring the Great Lakes Basin an "international park" to committing to the revitalization of Basin cities, for over a year, this exhibit sparked conversation on the ways in which the Basin's citizens can make the watershed healthier for everyone. This exhibit moved forward discussions involving repairing the Basin's ecology, creating ecosystem agriculture, diversifying transit and advancing clean energy. It also brought awareness to the issues and concerns of the Great Lakes Basin.



The "Great Cities, Great Lakes, Great Basin" exhibit at the Chicago Architecture Foundation.



ArcelorMittal is proud to partner with the Chicago Architecture Foundation.



The exhibit sparked conversation regarding the intersection of the watershed and the built environment.

ArcelorMittal USA is a part of the world's leading steel and mining company. It is our ambition to be the safest and most sustainable metals and mining company.



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Message from USA leadership

Bold ideas for transforming tomorrow

Transforming tomorrow – it is the foundation of our work at ArcelorMittal worldwide, and the driver of the way we do business in the United States. Throughout our existence, ArcelorMittal USA has maintained a forward-thinking approach focused on the transformation we can have on our industry and communities. Building on this philosophy, we continue to move forward with innovative investments in our workforce, steel solutions and the collaborative strategies to engage stakeholders at all levels.

Corporate responsibility is a critical component of the evolution we see for the future of the industry and the way we will continue to transform tomorrow. This Corporate Responsibility Report marks the fifth consecutive year ArcelorMittal has reported on our corporate responsibility efforts in the USA, and we remain steadfast in our mission to drive the sustainable evolution of our facilities across the country and produce safe, sustainable steel.

In 2013, corporate responsibility reached deeply into ArcelorMittal USA's stakeholder engagement practices across our facilities, emphasizing the four pillars – enriching our communities, investing in our people, making steel more sustainable and transparent governance. It is clear that these pillars represent crucial priorities for our stakeholders and their interaction with our operations. Today, these pillars underpin our dedication to corporate responsibility and community engagement as key values that will help ArcelorMittal strengthen its industry leadership, community engagement and stakeholder relations through innovative and collaborative strategies. These pillars are our tools for transforming tomorrow.

Enriching our communities

ArcelorMittal USA is engaged in the communities surrounding our facilities and works diligently to give back both in time and talent. In 2013, ArcelorMittal USA's corporate responsibility program invested \$5.7

million in cash grants to nonprofit organizations across the country. In addition, we continued to encourage employee commitment in those communities through our Give Boldly employee matched giving program, bringing our total community investment total to \$7.2 million. With the Give Boldly program, all ArcelorMittal employees are able to donate to nonprofit organizations either directly or through payroll giving and receive up to \$1,500 in matched giving from the company each year.

In addition to our philanthropic giving, ArcelorMittal USA has a long history of encouraging public-private partnerships to enhance our communities and involving government entities in the enrichment of communities alongside corporate and nonprofit partners. The success of ArcelorMittal's flagship public-private partnership, Sustain Our Great Lakes (SOGL), continues to echo through the Great Lakes region. Since 2008, ArcelorMittal's partnership on this program with the National Fish and Wildlife Foundation (NFWF) and other partners has leveraged \$72.2 million in conservation and protection efforts in the region. The success of this NFWF collaboration led to ArcelorMittal's involvement in the Chi-Cal Rivers Fund, a public-private partnership working to restore the health, vitality and accessibility of the waterways in the Chicago and Calumet region. In 2013, the Fund's first year of funding, NFWF and other partners leveraged \$3.8 million to support green stormwater infrastructure, habitat enhancement and public-use improvements in the region.

Building upon the success of SOGL and the launch of Chi-Cal Rivers fund, in 2013, an ArcelorMittal representative was appointed by Illinois Governor Pat Quinn to serve on the Millennium Reserve Steering Committee. Millennium Reserve is an initiative seeking to transform a 200-square mile area of the Calumet Core in Illinois, creating innovative partnerships to restore and enhance ecosystems, stimulate economic growth and enhance community development. ArcelorMittal further invested in the Calumet region across Illinois and Indiana by collaborating with the Gaylord and Dorothy Donnelly Foundation to create a partnership that brings together key nonprofit organizations who work on conservation and protection to increase collaboration and quickly move the needle on these important regional projects.

"Corporate responsibility is a critical component of the evolution of the industry and the way we will continue to transform tomorrow. ArcelorMittal will continue to employ bold thinkers, bold ideas and transform tomorrow through our people, our products and the impact our engagement can have on our communities."

In 2014, ArcelorMittal USA will remain a leader in public-private partnerships to protect and conserve not only the Great Lakes and Calumet Regions, but those ecosystems near our facilities across the country. In dedicating ourselves to our communities, we place the importance of environmental sustainability and protection in those communities as a long-term priority.

Investing in our people

The safety and health of ArcelorMittal's people is of the utmost importance to our leadership. In 2013, we were saddened to report two deaths in the United States. The loss of these two individuals deeply affects the organization and highlights that work remains on our Journey to Zero, eliminating fatalities and injuries in our facilities. We made great progress toward that goal in 2013, reducing the lost time injuries (LTIs) rate by 18 percent.

One program that was critical to this reduction was further investment and implementation of our Green Guardians program. Green Guardians are employees with a strong health and safety background appointed during construction projects and major maintenance outages with the task to ensure projects are planned and executed with special attention to safety. The program was successfully implemented in 2013 on numerous projects including the Monessen coke plant capital rehabilitation project and the Burns Harbor continuous caster bow outage, and will continue its implementation nationwide in 2014.

Making steel more sustainable

Each year, ArcelorMittal works not only to improve our quality and delivery performance for customers, but to make steel more sustainably. We believe it is a part of our responsibility as a good corporate citizen to develop new and innovative approaches for manufacturing our products in ways that optimize energy and water consumption, use raw materials such as iron ore and metallurgical coal more efficiently and closely manage our environmental impacts to reduce our footprint when possible.

In 2013, ArcelorMittal USA invested \$61 million toward global research and development efforts to not only strengthen our product line, but to make it more sustainable. Two examples of these advancements include:

- ArcelorMittal worked with our customers in the automotive industry to increase innovation and address technical challenges to keep automobile costs low and help our customers to meet increasingly challenging fuel efficiency standards. ArcelorMittal developed a new, innovative ultra

lightweight car door solution using a combination of existing advanced high strength steels and ultra high strength steel, reducing the weight of the baseline C-segment door from 40.3 pounds to just 29.3 pounds, while meeting structural and safety requirements. These advancements with our auto customers will ensure steel remains the standard car body construction material of the automotive industry, just as it has been since the early 1900s.

- ArcelorMittal USA received the ENERGY STAR® Award for Sustained Excellence for the sixth year in a row from the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy (DOE). We also continued our partnership in the Better Buildings, Better Plants Program through the DOE as a part of the Obama Administration's efforts to double our nation's energy productivity by 2030. As a part of this program, ArcelorMittal and another energy intensive manufacturer co-hosted an energy efficiency training program at ArcelorMittal's Cleveland facility to provide hands-on technical training to help plant staff identify new opportunities to reduce energy in their plants.

Transparent governance

Around the world, ArcelorMittal places a high level of importance on effectively engaging the key stakeholders in our communities. In the United States in 2013, our corporate responsibility initiatives resulted in more than 200 stakeholder meetings to inform and engage our customers, suppliers, employees, the media, nonprofit organizations and others. This process of transparency and engagement with key stakeholders serves to strengthen our ties to the communities in which we operate and to make ArcelorMittal a stronger corporate citizen in the USA.

For companies around the world, 2013 was a year of continuous improvement and optimism about the future prospects for our economy. ArcelorMittal USA shares that optimism and will continue to employ bold thinkers, bold ideas and transform tomorrow through our people, our products and the impact our engagement can have on our communities.

In order for us to create a truly transformed tomorrow, our employees have collaborated with our stakeholders to demonstrate our commitment to many of the bold ideas and initiatives outlined in this report.

We look forward to working with you and all of our stakeholders to continue to drive positive change in our communities and in our company through active stakeholder engagement.



Michael G. Rippey

Michael G. Rippey
President and CEO
ArcelorMittal USA



PS Venkataramanan

PS Venkataramanan
CEO
ArcelorMittal Long Carbon
North America

Message from USA corporate responsibility leadership

The ArcelorMittal USA corporate responsibility team is honored to be supported by innovative and influential leaders like Mike Rippey and PS Venkat who have continued to prioritize an investment in corporate responsibility even through challenging economic times. ArcelorMittal leadership, in 2013, once again supported corporate responsibility initiatives nationwide, allowing our program to grow and develop. Our staff worked diligently engaging stakeholders in key conversations around material issues to our business and communities, supporting nonprofit partnerships to make influential change in our communities and engaging employees in life-saving health and safety initiatives in our facilities.

Boldness and collaboration drove our efforts in 2013. ArcelorMittal strives not just to be a voice at the table in our stakeholder relationships, but a leader in the communities where we work and operate. This report directly addresses the results of those bold and collaborative partnerships and conversations with stakeholders both internal and external. It sets the course for continued success in the future for the company's corporate responsibility practice.

No corporate responsibility program can experience long-term success without cooperation and dedication from employees at every level of the company and external stakeholders. At ArcelorMittal, dedication to our communities and a willingness to be open and transparent with our stakeholders is a hallmark not just of our corporate responsibility program, but of ArcelorMittal USA at every level and in every facility. This community commitment and transparency gives our employees and leadership a daily reminder of our

goal to achieve long-term transformational change in our communities and to respond with boldness to the environment we care for across the country.

In 2013, corporate responsibility at ArcelorMittal continued to grow and affect change throughout the business and in our communities.

ArcelorMittal USA once again achieved a double-digit reduction in lost time injury (LTI) rate, reducing LTIs by 18 percent over 2012. This result reflects the monumental importance of our Journey to Zero and focus on safety across our facilities.

To unify and standardize environmental data collection across our facilities, ArcelorMittal progressed in its implementation of an automated and integrated Environmental Management Information System (EMIS). The system will enable us to gather and analyze large quantities of data and produce real-time, credible and certifiable environmental compliance data. A cloud-based system, EMIS will support the environmental team in quality improvement and risk reduction processes. In addition, it will lower the overall costs of ArcelorMittal's environmental management efforts. In 2013, we either completed or began EMIS implementation or planning at six facilities. EMIS implementation efforts will continue over the next two years.

We thank you for taking the time to learn about ArcelorMittal USA's corporate responsibility program and the progress we made in 2013. We look forward to your thoughts, engagement and continued partnership as we go forward toward additional bold and transformational growth in the years to come.



William C. Steers
President, ArcelorMittal USA
Foundation and Corporate
Responsibility Governance Board



Marcy Twete
Executive director, ArcelorMittal
USA Foundation and Corporate
Responsibility Governance Board

"ArcelorMittal strives not just to be a voice at the table in our stakeholder relationships, but a leader in the communities where we work and operate."

Our corporate responsibility strategy focuses on four pillars: enriching our communities, investing in our people, making steel more sustainable and transparent governance. These four pillars directly influence the company's operating philosophy – to produce safe, sustainable steel.

Corporate responsibility governance

In the United States, our corporate responsibility efforts are governed by facility-level Councils for Stronger Communities (CSCs) and overseen by the USA Foundation and Corporate Responsibility Governance Board. Both CSCs and our Governance Board are made up of diverse leadership from our facilities and the local United Steelworkers, as well as personnel from health and safety, environment and human resources, finance and legal.

The CSCs at each of our facilities work in collaboration with a corporate responsibility manager to implement global, national and local initiatives as well as to build sustainable stakeholder partnerships. CSCs are currently in place at 17 USA facilities, providing valuable perspectives on corporate responsibility. This structure embeds corporate responsibility into each facility and encourages employees to embrace individual actions that contribute to our overall corporate responsibility objectives and company culture. In 2013, CSCs met regularly

for a total of 44 formal meetings, discussing plans for engaging with their communities, financial contributions to local nonprofit organizations, local grievance mechanisms or community response lines, and the state of corporate responsibility at their facilities.

Corporate responsibility approach

Our corporate responsibility strategy supports our role as the leading steel and mining company in the United States and around the world. We recognize our position as industry leaders makes us responsible for driving innovation and collaboration in the industry – with our clients and suppliers, in our relationship to our environment, and in partnership with our communities. We have a responsibility to develop strong relationships with our internal and external stakeholders. In these stakeholder meetings, we regularly address topics ranging from the sustainability of our products and how they can support our customers to strengthening the vitality of the communities in which we operate.

Our approach to corporate responsibility includes a robust philanthropic portfolio focusing on environmental sustainability, education and health and safety. Our commitment to philanthropy stretches across the company in areas of corporate giving, volunteerism, employee giving and matched giving to support our employees in their own philanthropic pursuits.

All of these things and more contribute to the dedication of our leadership and employees to corporate responsibility at ArcelorMittal USA. We work diligently to embed our approach to corporate responsibility in the ArcelorMittal culture to ensure our customers embrace us, our communities trust us, and our employees thrive as leaders in their communities.



KPI

We report on our progress against the key performance indicators that monitor the four areas of our corporate responsibility strategy.

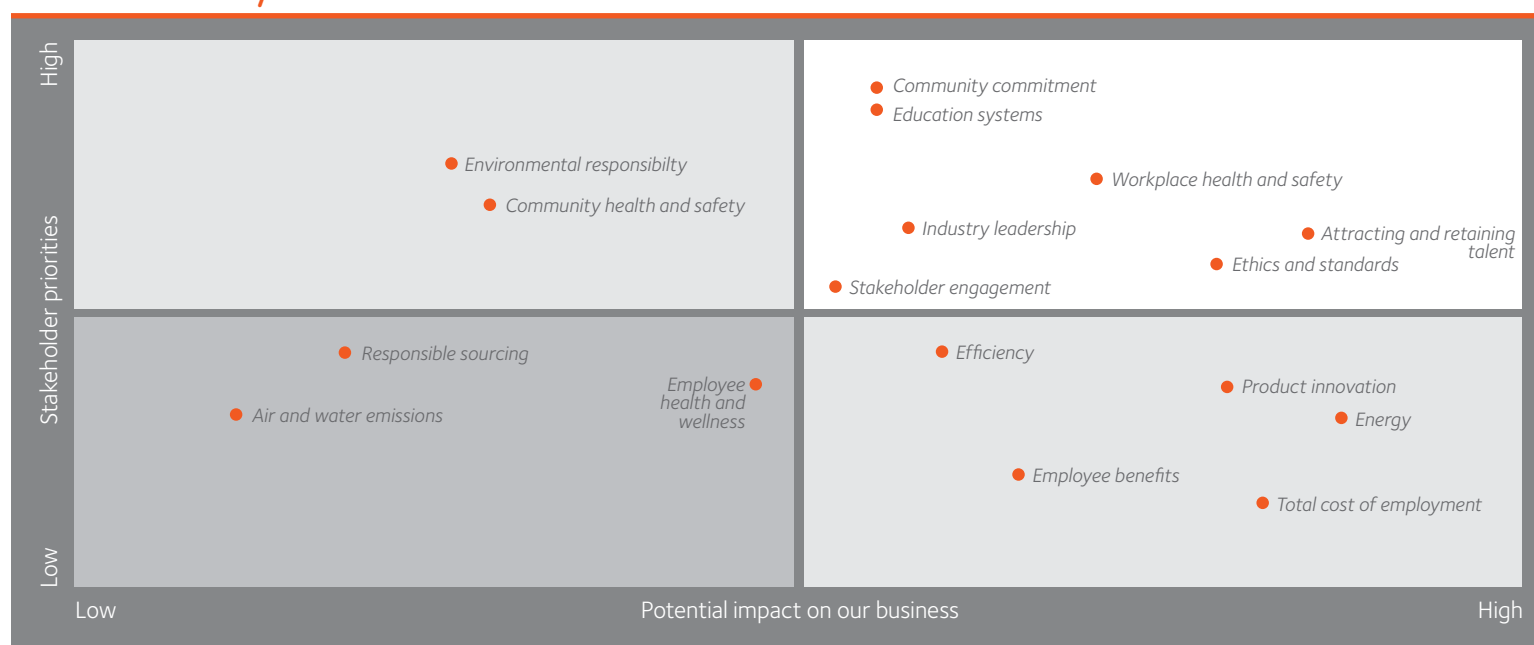
Scope of the 2013 report

ArcelorMittal USA crafts our Corporate Responsibility Report based on issues identified by stakeholders as material to our business. Annually, we complete an internal materiality assessment to identify issues of importance to our stakeholders. Through meetings both formal and informal, surveys, site-level grievance mechanisms and other listening sessions, we

formulate a materiality matrix to drive the creation of this report and our overarching corporate responsibility goals and activities for the year. This information is evaluated against 45 factors identified globally as potentially important to the business and our stakeholders. The materiality matrix outlines where material

issues fall according to our stakeholders and measures against potential impact on our business. We recognize that all 45 factors are important to both our stakeholders and our business. The materiality matrix below is an examination of those issues stakeholders noted as most important during the 2013 reporting period.

2013 Materiality matrix



Materiality issue definitions

Air and water emissions: Total air and water emissions

Attracting and retaining talent: Talent development for the future manufacturing workforce

Community commitment: Investing and engaging with the communities in which we operate through philanthropy, volunteerism and stakeholder engagement

Community health and safety: Ensuring the company's internal health and safety awareness also extends to the communities in which we operate and live

Education systems: The educational institutions from primary through higher education responsible for developing leaders in science, technology, engineering and math

Efficiency: Operational focus to reduce costs,

ensure global competitiveness and remain environmentally responsible

Employee benefits: Ensuring wages and benefits offered to employees are both fair and competitive

Employee health and wellness: Encouraging the health and wellness of our employees both inside and outside their time at work

Energy: Availability and use of cost-effective and environmentally responsible energy sources.

Environmental responsibility: Respecting and utilizing all natural resources as effectively and responsibly as possible

Ethics and standards: Upholding the highest ethics and standards as a corporate citizen and ensuring employees uphold the same standards as individuals

Industry leadership: Championing the importance of steel and mining in the modern manufacturing economy

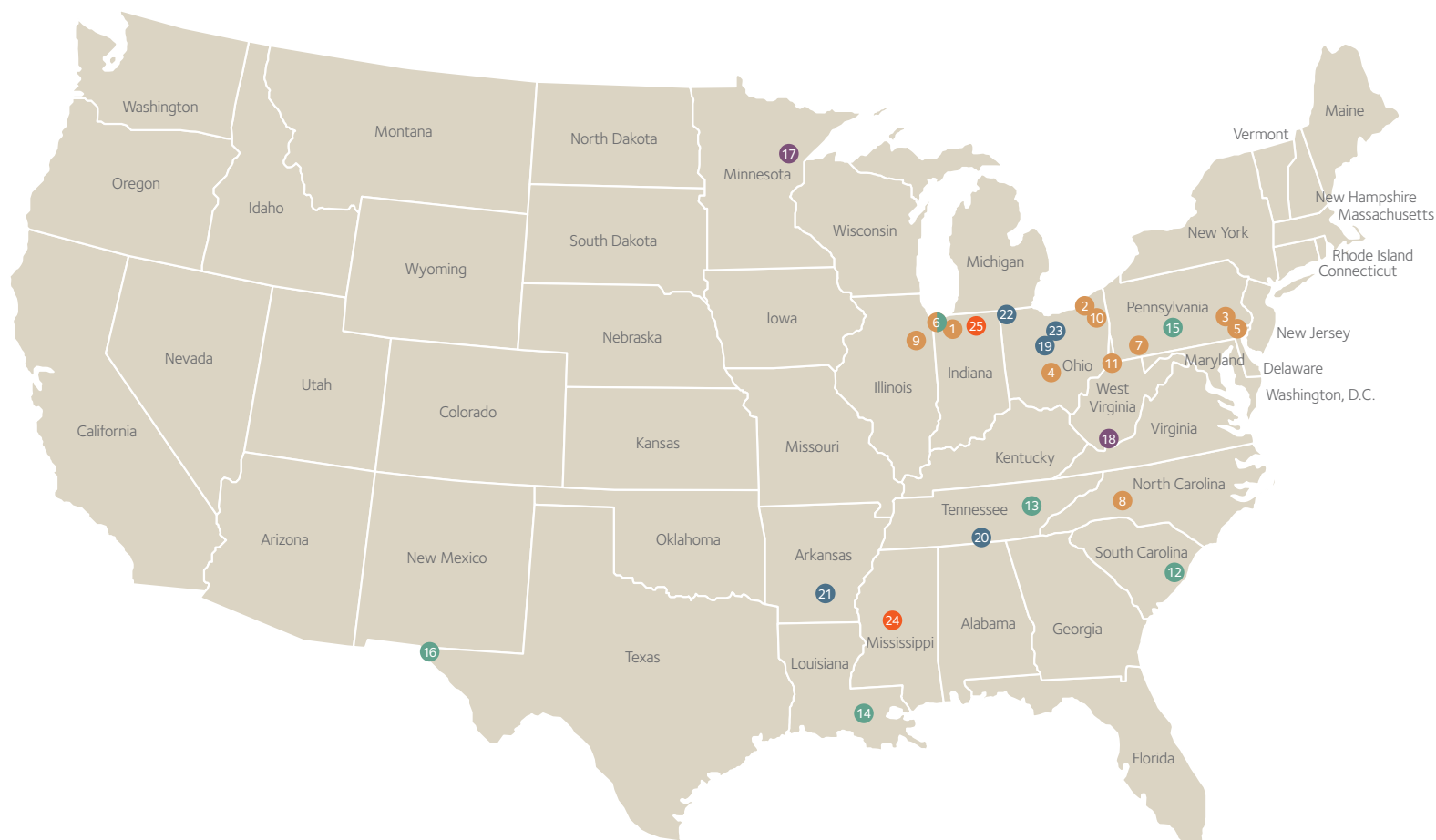
Product innovation: Investing in research and development to address opportunities and challenges that create optimal steel solutions for our customers

Responsible sourcing: Sourcing materials in an environmentally friendly and conflict-free manner and supporting minority and women-owned businesses

Stakeholder engagement: Regularly engaging key customers, employees, communities, government and regulators, investors, media, organizations, non-governmental organizations and suppliers in discussions material to the company and our relationship with these stakeholders

Total cost of employment: The full cost of compensation and associated benefits to employ staff

Workplace health and safety: Providing a safe work environment to protect the health and safety of employees within our facilities



Flat

- 1 Burns Harbor/Burns Harbor Plate
- 2 Cleveland
- 3 Coatesville
- 4 Columbus
- 5 Conshohocken
- 6 Indiana Harbor
- 7 Monessen
- 8 Piedmont
- 9 Riverdale
- 10 Warren
- 11 Weirton

Long

- 12 Georgetown
- 13 Harriman
- 6 Indiana Harbor Bar
- 14 LaPlace
- 15 Steelton
- 16 Vinton

Mining

- 17 Minorca
- 18 Princeton

Other

- 19 Marion (tubular)
- 20 Murfreesboro (tailored blanks)
- 21 Pine Bluff (wire drawing)
- 22 Pioneer (tailored blanks)
- 23 Shelby (tubular)

Joint Ventures

- 24 Double G Coatings
- 25 I/N Tek
- 25 I/N Kote

In 2013, ArcelorMittal operated 27 facilities employing more than 18,000 hardworking men and women.

This report provides an overview of ArcelorMittal USA's corporate responsibility activities for 2013 and goals and activities anticipated in 2014.

Data collection

The data that comprises ArcelorMittal USA's corporate responsibility indicators is collected by individual departments using parameters outlined by either the department KPIs or the related GRI indicator.

Reporting principles

The 2013 USA Corporate Responsibility Report is guided by the AA1000 AccountAbility Principles Standard (AA1000 APS 2008) and

the Global Reporting Initiative (GRI) G4 guidelines.

Inclusivity – engaging with stakeholders to identify and understand issues affecting the business.

We consider our stakeholders those who have direct interest in our business and those who have an impact on how we manage our business due to the wider effort of our actions.

Materiality – determining which issues are important to our stakeholders and to ArcelorMittal USA.

We determine the materiality and importance of each issue as it relates to our stakeholders and ArcelorMittal USA in a manner that allows us to

rank and report the most significant issues.

Responsiveness – responding to material issues in a comprehensive, balanced and transparent manner.

It is our goal to respond on a case-by-case basis to each issue thoughtfully and in a timely manner.

GRI G4

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines and is self-declared to be in accordance with GRI G4 Core Report Guidelines. An index containing GRI indicators utilized in this report can be found at <http://corporate.arcelormittal.com/corporate-responsibility/overview>

President Obama celebrates 100 years Steel Strong in Cleveland



“You’ve made yourselves
one of the most productive
steel mills in the world.”

President Barack Obama

Steel Strong. This phrase has more meaning than just describing the purpose of our product. It demonstrates strength of character in our employees and the dedication of a workforce to forge on through economic crisis and 100 years of opportunities and challenges. For these reasons and many more, ArcelorMittal Cleveland chose “Steel Strong” as the theme for its 100th anniversary year in 2013. A century passed since the Otis and Corrigan-McKinney steel companies built furnaces on the banks of the Cuyahoga River. Today ArcelorMittal Cleveland is recognized as one of the most efficient integrated steel mills in the world, employing more than 1,800 workers. Eric Hauge, vice president and general manager, ArcelorMittal Cleveland says, “After 100 years of steelmaking, our company, our people and our Cleveland roots are still strong – Steel Strong.”

In celebrating Cleveland’s 100 years, the plant welcomed a very special guest on November 14, 2013 – President Barack Obama. By visiting ArcelorMittal Cleveland, the president turned the national spotlight on a welcome turnaround in American manufacturing. President Obama began by praising the Cleveland facility saying, “You’ve made yourselves one of the most productive steel mills in the world.” President Obama also looked back at a recent difficult chapter in Cleveland’s 100 year history. Just five years after the plant shut down during the recession, Cleveland is making a comeback, emerging as a global center of excellence in the production of advanced high strength steels that are critical to future automotive fuel-efficiency standards. At the forefront of this innovation is Cleveland’s hot dip galvanizing line.

“Go back to where this plant was just a few years ago,” President Obama said. “The economy was in free fall, the auto industry on the brink of collapse. And that meant demand for steel had dried up. The blast furnaces went quiet. About 1,200 steelworkers punched out for what might have been the last time. We rolled up our sleeves, we made some tough choices. We bet on American ingenuity and American workers. And assembly lines started humming again. And just a few months after this plant shut down, your plant manager got the call: Fire those furnaces back up; get those workers back on the job.”

Learn more about a century of steelmaking in Cleveland and President Obama’s visit at www.steelstrong100.com.



Over 1,800 individuals are proud to call themselves part of the ArcelorMittal Cleveland family. Generations of family and friends have worked together at the plant.



President Obama signed his ArcelorMittal hard hat upon the completion of his hot dip galvanizing line tour.



President Obama was welcomed by ArcelorMittal employees and the greater Cleveland community.

Stakeholder engagement

ArcelorMittal USA has a detailed stakeholder engagement process that begins annually with stakeholder and issue identification at the local level, in alignment with corporate guidelines.

We encourage open and transparent relations with stakeholders and address any local questions or concerns. We work closely with all of our stakeholders, both internal and external, to deepen our engagements and move the needle on material issues. This spirit of collaboration drives our business forward and allows us to set a strong foundation of leadership in our communities. We must lead,

facilitate and participate in the conversations that affect our communities. This approach ensures we work collaboratively to address important issues and goals that we share.

In 2013, we engaged with our stakeholders through 206 formal meetings, including community forums, one-on-one meetings and supplier surveys. These meetings were held between ArcelorMittal USA representatives, site management, and local and national stakeholders.

“We need the support and understanding of our stakeholders. Effective engagement to ensure they have a good understanding of our business and the decisions we take is vital.”

Lakshmi N. Mittal
Chairman and CEO
ArcelorMittal

Our stakeholders

	Customers	Employees	Government and regulators	Investors and lenders	Local communities	Media	Multilateral and business organizations	Non-governmental organizations	Suppliers
Stakeholder issues	<ul style="list-style-type: none"> Quality of products Ethical business practices Safety in products Renewable technologies, light-weight steel products 	<ul style="list-style-type: none"> Worker health and safety Job security Working conditions Remuneration and rewards Career development Operational excellence 	<ul style="list-style-type: none"> Biodiversity conservation Emissions control Attracting investment Employment opportunities Social and economic development 	<ul style="list-style-type: none"> Corporate governance Business performance Employee health and safety Climate change Corporate responsibility management 	<ul style="list-style-type: none"> Community engagement processes and plans Environment and emissions control Social investment Job security 	<ul style="list-style-type: none"> Industry challenges and developments Health and safety Environmental issues 	<ul style="list-style-type: none"> Long-term industry challenges Human rights Water, energy and waste Health and safety Responsible sourcing Climate change 	<ul style="list-style-type: none"> Environmental protection Social and economic development Working conditions Corruption and bribery Health and safety Human rights 	<ul style="list-style-type: none"> Code for responsible sourcing Quality of products Operational excellence Ethical business practices
How we engage	<ul style="list-style-type: none"> Site visits Customer-oriented publications and events Partnerships, e.g. our engineering teams in customers' plants 	<ul style="list-style-type: none"> Intranet Meetings Employee survey Newsletters and publications Training programs Trade union relations 	<ul style="list-style-type: none"> Country-specific steering groups Conferences and speaking engagements 1:1 formal dialogues 	<ul style="list-style-type: none"> Road shows 1:1 meetings, regular conference calls Site visits 	<ul style="list-style-type: none"> Local engagement workshops Local corporate responsibility reporting 1:1 meetings 	<ul style="list-style-type: none"> Site visits Press releases Interviews Internet Twitter 	<ul style="list-style-type: none"> Active involvement in organizations, including WBCSD, CSR Europe, World Steel Association, EITI and UN Global Compact 	<ul style="list-style-type: none"> Partnership Formal meetings Correspondence and events 1:1 meetings 	<ul style="list-style-type: none"> Dialogue through account management relationships Regular engagement with our local management on-site
Our relationship	<ul style="list-style-type: none"> Provide innovative partnerships for sustainable growth Provide quality products at good value 	<ul style="list-style-type: none"> Central to the success of our business by demonstrating productivity, quality and leadership Provide a safe and enriching work experience 	<ul style="list-style-type: none"> Generate economic growth through revenues, taxes, fees and product innovation Key to providing fair and transparent trading conditions 	<ul style="list-style-type: none"> Generate sustainable growth and shareholder returns Improve our shareholder capital and boost financial performance 	<ul style="list-style-type: none"> Provide support for local economic development Build trust with local communities 	<ul style="list-style-type: none"> Provide industry trends as well as social, environmental and economic information Build and protect and raise awareness of our products and operations 	<ul style="list-style-type: none"> Add to the collective understanding of responsible business practices Build capacity within our organization and understand and drive peer approaches 	<ul style="list-style-type: none"> Provide an insight into the needs of society and the environment Monitor our performance in meeting the needs of stakeholders, vulnerable groups and society 	<ul style="list-style-type: none"> Secure delivery of good value and quality products and services Meet responsible sourcing requirements Provide fair access to business opportunities and appropriate payment conditions

A young girl with brown hair in a ponytail, wearing a purple shirt, is smiling and holding a large bundle of green plants with roots. She is standing in a field of tall grass. In the background, another person's hand is visible holding a clear plastic bag. The overall scene is outdoors and green.

Enriching our communities

ArcelorMittal USA plays an important role in the communities in which we operate, as an employer providing jobs and contributing to local economies, and also as an engaged partner in improving the quality of life for our employees and neighbors. In addition to providing competitive, sustainable jobs, ArcelorMittal USA is also committed to programs that are making a positive impact in our communities. Specifically, we support community-based work in strategic focus areas that intersect with our business. We believe that our success as a company truly depends on the success and sustainability of the communities where we operate.



**In 2013, ArcelorMittal USA
and its employees
contributed
\$7.2 million
in philanthropic giving
to nonprofit organizations
across the country.**

Enriching our communities

Enriching our communities: 2013 activities

	Our commitments	Our progress	Next steps
Community engagement	Ensure all major facilities have community engagement plans in place	Held 206 meetings with stakeholders, including employees, peers, customers, local public officials, community members and nonprofit organizations	All major USA facilities will complete a stakeholder engagement plan in 2014 and track quarterly stakeholder interactions
Philanthropic contributions	Maintain sustainable contributions to the communities in which we operate	Awarded \$5.7 million in grants to nonprofit partners working in our communities	Select and award grants annually to qualified nonprofit partners both local in our communities and nationally working in the areas of education, environment, and health and safety
Partner in the community	Ensure open, transparent communication with stakeholders, such as partnering and collaborating with organizations and nonprofits	Provided \$2.2 million to our local communities through Give Boldly, ArcelorMittal USA's employee matching gifts program	Increase participation in the Give Boldly matching gifts program and continue to partner with nonprofit organizations through financial grants and volunteerism

Economic contribution

In 2013, our U.S. operations employed more than 18,000 individuals with a direct economic contribution of \$1.98 billion through wages and benefits. Often, ArcelorMittal is the largest employer in the communities in which our facilities are located. In Indiana, Ohio and Pennsylvania – where the majority of our USA workforce is found – our entry-level hourly pay is 2.5 to 3.5 times higher than the local minimum wage. This allows our employees to earn a livable income, provide for their families and contribute to the local economy.

In addition to providing living-wage jobs, we seek to engage local businesses in fulfilling our supply chain, multiplying our economic contribution in our communities. To ArcelorMittal, being a good employer and community partner are all part of being a responsible corporate citizen.

Stakeholder engagement

Frequent meetings with our stakeholders are crucial to maintaining an open dialogue. In 2013, ArcelorMittal USA held 206 meetings with stakeholders that included employees, peers, customers, local public officials, community members, nonprofit organizations and others, providing an opportunity to ask questions, identify potential issues of significance and share ideas and expectations. Through these stakeholder engagement meetings, we were able to be inclusive and identify material issues, as well as determine a thoughtful response to questions and concerns. This approach promotes our culture of transparency.

ArcelorMittal USA also operates community information telephone lines for facilities in our primary communities. This practice ensures that community members have the ability to connect directly with their local facilities. Many facilities

also offer email addresses for stakeholders to contact management. These multiple systems allow our staff to respond in a timely fashion to concerns, questions or comments from our communities.

Community investment

In 2013, ArcelorMittal USA provided \$5.7 million in cash grants to support nonprofit organizations working in three key areas: environment, education, and health and safety. By strategically focusing our giving on these three areas, we are able to create deep partnerships with the nonprofit organizations we support and ensure those partnerships create measurable and long-lasting results.

For ArcelorMittal USA, supporting our communities and the nonprofits within them extends far beyond the financial aspects.

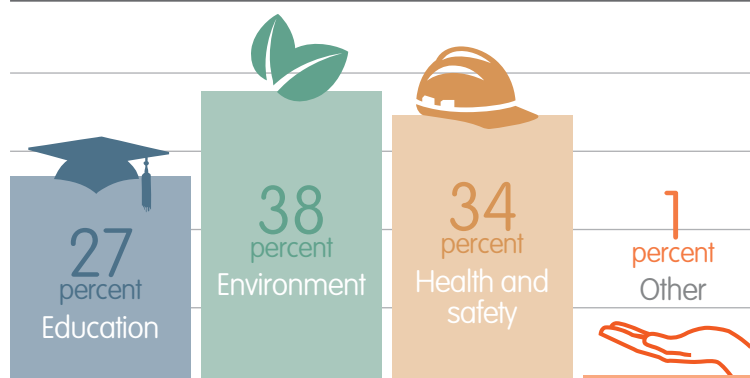
We actively engage with our community partners to affect change locally and believe in having 360-degree partnerships that emphasize not only financial support, but also volunteer opportunities for ArcelorMittal employees.

Total community investment (in millions)*



* Includes cash grants, employee donations and company matching gifts

2013 philanthropic giving focus per area



Environment



Environment

The support and conservation of our shared environment is a monumental priority for

ArcelorMittal USA and is the cornerstone of our community giving program. We partner with organizations protecting and restoring the environment through water and land restoration, environmental education and energy conservation. Examples of environment partnerships in 2013 include the following:

- At our Burns Harbor, Indiana facility, we commissioned the Deerfield Woods Fitness Trails in collaboration with nonprofit partner the Wildlife Habitat Council. These trails combine the management and restoration of native flora and fauna from the Indiana Dunes ecosystem with opportunities for environmental education and fitness for employees.
- ArcelorMittal is proud to support Shedd Aquarium's Great Lakes Conservation Education program, which includes consumer education on water usage, key research projects related to Great Lakes issues and the opportunity for ArcelorMittal USA employees to volunteer with Shedd's beach cleanup program throughout the year.

"This remarkable collaboration will help to bring new life to local waterways and benefit communities throughout the region. Through the Chi-Cal Rivers Fund, corporate, foundation and public partners have joined together to support solutions to tough environmental challenges."

Jeff Trandahl

*Executive director and CEO
National Fish and Wildlife Foundation*

Bold philanthropy



Case study: Great Lakes. Great rivers. ArcelorMittal expands partnership with the National Fish and Wildlife Foundation

Since 2008, ArcelorMittal has experienced great success with Sustain Our Great Lakes (SOGL), a public-private partnership with the National Fish and Wildlife Foundation (NFWF) to restore and protect fish, wildlife and habitat throughout the Great Lakes Basin by leveraging funding, building conservation capacity and focusing partners and their resources on key ecological issues. Sustain Our Great Lakes has leveraged \$72.2 million in conservation and protection efforts since 2008. To build upon this success, ArcelorMittal expanded our partnership with NFWF to launch the Chi-Cal Rivers Fund alongside partners that include the Chicago Community Trust, the Gaylord and Dorothy Donnelly Foundation and The Joyce Foundation.

The Chi-Cal Rivers Fund continues the model of public-private partnership inspired by SOGL. We are working to restore the health, vitality and accessibility of the waterways in the Chicago and Calumet region by supporting green stormwater infrastructure, habitat enhancement and public-use improvements.

"This remarkable collaboration will help to bring new life to local waterways and benefit communities throughout the region," said Jeff Trandahl, executive director and CEO of NFWF. "Through the Fund, corporate, foundation and public partners have joined together to support solutions to tough environmental challenges."

In 2013, the Chi-Cal Rivers Fund issued its first round of grants totaling \$1 million, which created 241,000 square feet of new green stormwater infrastructure, 1.1 million gallons of new stormwater storage capacity, restored 500 acres of habitat, improved 4,000 feet of in-stream fish habitat, and built or improved 12.7 acres of public park space.

ArcelorMittal and the Chi-Cal Rivers Fund's philanthropic partners have committed \$2.5 million over 3 years to continue the program and expand its reach in the Chicago and Calumet regions.

Bill Steers, president, ArcelorMittal USA Foundation stated of the new initiative, "ArcelorMittal recognizes the important role that the Chicago and Calumet watersheds play in promoting quality of life for our employees and citizens as well as the economic viability of the Calumet region on both sides of the Illinois-Indiana state line."

Education



Education

Modern steelmaking is cutting-edge, exciting and globally competitive. Our ongoing success depends on the education of incredible young people who will become the next generation of leadership in our society and in this industry. ArcelorMittal invests in education in our communities with the knowledge that learning is essential to an individual's economic health, in developing future leaders and creating stronger communities. We invest across the continuum of education, from primary school through higher education, and specifically in the field of science, technology, engineering and math (STEM) curricula.

Examples of education partnerships in 2013 include the following:

- The Great Lakes Science Center and its Great Science Academy (GSA) engages and excites diverse Cleveland youth with science in order to develop confidence and transferable life skills. ArcelorMittal USA partners with GSA on a program for sixth- through eighth-graders in developing skills and interests in STEM through year-round project-based learning, mentorships and internships.
- To develop leaders in STEM, ArcelorMittal USA recognizes the need for great teachers. In 2013, we launched a partnership with the Museum of Science and Industry in Chicago to support the Institute for Quality Science Teaching and Learning. There, teachers are offered courses for free to provide a broad background in science, increase knowledge and improve teaching skills. With these courses, teachers return to their classrooms armed with new ideas to make science more fun and engaging for students and create the next generation of STEM leaders.
- ArcelorMittal USA continues to support the Mighty Acorns program in Northwest Indiana in partnership with The Field Museum, Shirley Heize Land Trust and the Indiana Dunes Environmental Learning Center. Mighty Acorns is a partnership of dedicated education professionals, introducing fourth- through sixth-graders to nature and conservation stewardship throughout the year through activities based on education, restoration and exploration. In 2013, Mighty Acorns Northwest Indiana served 67 classrooms and over 1,600 students.

Bold philanthropy



Case study: Enhancing the built environment with the Chicago Architecture Foundation

Just as ArcelorMittal invests philanthropically in organizations that support and conserve our natural environment, we also partner with the Chicago Architecture Foundation, an organization whose mission includes promoting the healthy and sustainable development of "the built environment" – those man-made surroundings that make up our parks, buildings, neighborhoods and cities.

In 2013, ArcelorMittal USA was proud to support the construction and opening of the Chicago Architecture Foundation's ArcelorMittal Design Studio. This studio is the first collaborative learning space of its kind focused on architecture, engineering, design and planning content. Studio programs use LEGO bricks, model-making materials, technology and other hands-on exploration tools to foster creativity, communication, critical thinking and collaboration skills for young children, teens, teachers and adult learners.

ArcelorMittal believes that design matters. Science and engineering education like the programs at the Chicago Architecture Foundation build the skills of young people who will lead the future of innovation in design of products using ArcelorMittal steel. It is our commitment to the innovation of steel and the use of our product that drives our relationship with this organization. Through our partnership, we are promoting and educating future generations on the importance of sustainability related to the built environment and the ways in which we can partner with individuals who want to build and change it.

Enriching our communities (continued)



Health and safety

The health and safety of our employees is ArcelorMittal's number one priority. Through our grant and volunteerism programs, we extend this commitment to our communities with support tools, education and engagement opportunities and trainings to make our communities healthy and safe. Examples of health and safety partnerships in 2013 include the following:

- ArcelorMittal USA continued our longstanding relationship with the American Red Cross, becoming champions of the Be Red Cross Ready program. With this program, Red Cross staff across the country engaged with staff members and local community members in fifteen communities surrounding ArcelorMittal USA sites. Disaster and emergency preparedness programming kicked off on Health & Safety Day in April 2013 and continued throughout the year with Be Red Cross Ready presentations in youth clubs, employee competitions, and trainings at ArcelorMittal sites.
- Heart disease continues to be the number one cause of death in the United States, and a major concern for ArcelorMittal's employees across the country. In 2013, we continued our partnership with the American Heart Association's My Heart, My Life campaign, to help individuals, families and communities take steps to live healthier lives. Employees participated in National Walking Day, planted teaching gardens with local school partners and various employee lunch and learns across the country focused on healthy activities.

Health and safety



Community involvement

ArcelorMittal prides itself on being a responsible partner in our local communities and doing more than just providing financial support. We encourage our employees to use their time, talents and leadership skills to make a difference in their communities.

Employee volunteers

ArcelorMittal USA employees donate time and talent year-round through coordinated volunteer activities with nonprofit partners. Whether tutoring a student, cleaning debris from a local river or working in a community garden, our employee volunteers are enriching the lives of many and developing their own skills in leadership, teamwork and communication. In 2013, ArcelorMittal USA employees completed 70 volunteer projects and donated over 2,000 hours of their time to our local nonprofit partners.

Give Boldly

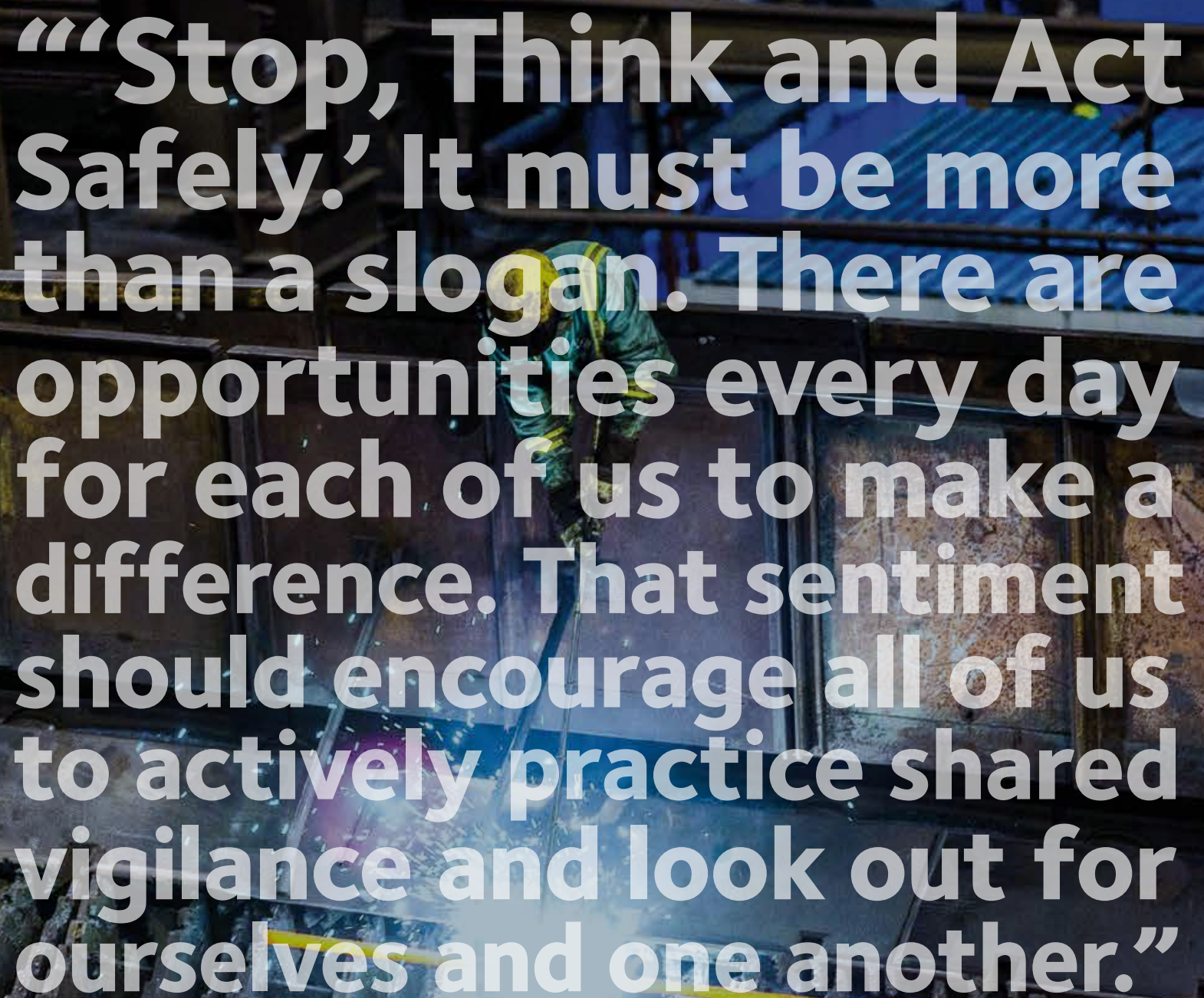
Just as we are strategic in how we invest our philanthropic giving, our employees are equally thoughtful in choosing the causes they support. Give Boldly, our employee giving program, enables our employees to make charitable gifts, both directly and through payroll deductions. As part of this program, we offer a corporate match to eligible organizations, increasing the impact of our employees' donations, and supporting the organizations that matter most to them. Their generosity and the positive impact in our communities are tremendous. Together, in 2013, ArcelorMittal USA employees gave \$1.6 million and ArcelorMittal matched more than \$660,000 to 758 nonprofits, supporting hospitals, schools and other community-based nonprofits. This is a 61 percent increase in the number of nonprofits reached through the 2012 Give Boldly program.



Investing in our people

A full-page background image showing a male worker in a green safety suit with reflective yellow stripes and a yellow hard hat. He is leaning over a large, dark metal beam, possibly inspecting it. The background is a blurred industrial setting with warm, orange-toned lights and structural elements.

At ArcelorMittal USA, we value our employees – their safety, health and professional development. We strive to provide all of our employees with the training and tools necessary to complete their jobs in the safest way possible. To ensure our employees are safe at work, ArcelorMittal has a company-wide commitment to achieve zero accidents and fatalities in the workplace. ArcelorMittal USA also made employee health a company-wide priority through the implementation of several preventive health initiatives. In order to facilitate employee training and development, we continued to provide a robust suite of professional development tools and opportunities.



“‘Stop, Think and Act Safely.’ It must be more than a slogan. There are opportunities every day for each of us to make a difference. That sentiment should encourage all of us to actively practice shared vigilance and look out for ourselves and one another.”

–Cordell Petz

**Director, health and safety
ArcelorMittal USA flat operations**

Investing in our people

Investing in our people: 2013 activities

	Our commitments	Our progress	Next steps
Safety	Reduce lost time injury (LTI) frequency rate year over year	🎯 Achieved an LTI rate improvement of 18 percent over 2012	Continue our efforts to improve workplace safety and prevent accidents to meet the global target of 1.0 in 2014
Health	Offer health and wellness programs to all employees	🎯 Participation from 2,326 employees in a free biometric screening program	Continue to expand the offerings of the Transforming YOU wellness program
Employee relations	Engage in open and constructive dialogue with employees	🎯 77.5 percent of employees are covered by a collective bargaining program	Continue to provide opportunities for dialogue between employees and management at all facilities
Training and leadership development	Provide salaried and hourly employees with training and development opportunities	🎯 Provided 43,450 training hours for salaried employees	Further refine our reporting to capture all hours of employee training

Safety performance

Each year, we strive to improve our safety performance through our Journey to Zero initiative and by reducing LTIs. We continuously initiate and evaluate programs and partnerships to reduce our LTI rate. We are pleased to report that our LTI rate for 2013 improved 18 percent over 2012. While we are proud of our reduced LTI rate, we are deeply saddened to report two deaths in 2013. A fatality is the most tragic event that can occur in our company, and we are dedicated to protecting our employees and ensuring a safe, injury-free workplace. We're proud that our LTI rate for 2013 was our best on record, but our journey to zero is not complete.

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

In order to enhance safety, ArcelorMittal offers a series of publications called Life Books, which provide safety suggestions, reminders and ideas that auditors can use when conducting safety audits. With guidance provided by the Life

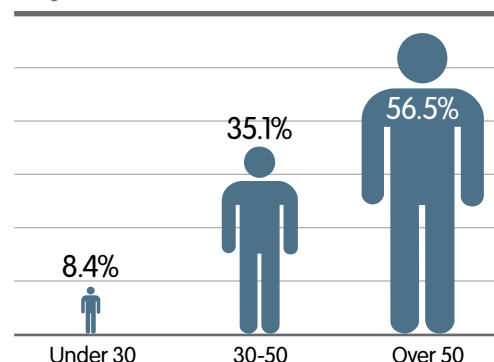
Books, auditors can recommend changes that may exceed the company's safety standards or the safety standards set forth in federal, state or local laws, to help achieve a safer workplace. The Life Books cover seven key areas:

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

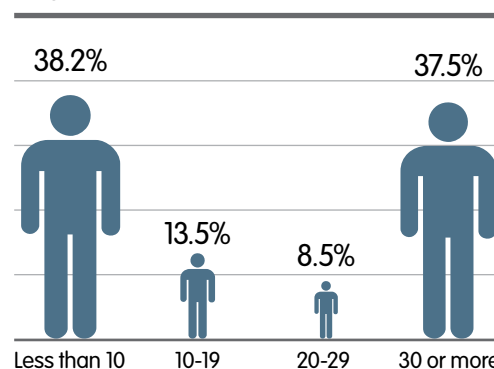
New safety initiatives implemented in 2013 included:

- A special group of employees called Green Guardians conduct safety audits to ensure that maintenance projects are planned and executed with the utmost attention to performing all tasks safely for construction and major maintenance outages.
- A new Hazard Identification, Risk Assessment and Control training class was developed.
- An Occupational Safety and Health Administration Hazard Communication Standard training that incorporated the globally harmonized system for the classification and labeling of substances and mixtures was implemented.

Percentage of employees by age group (in years)



Duration of employment with ArcelorMittal USA* (in years)



*2.3 percent of employees lack service dates.

Investing in our people (continued)

Joint commitment to safety

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

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

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

Safety initiatives

As part of our commitment to shared vigilance in the workplace, and to help improve our LTI rate by preventing serious accidents from occurring, we have formalized how we track near misses at our operating facilities. Due to the nature of LTIs – where many are repeat in nature – we are aggressively trying to learn from previous incidents and near misses in order to improve our safety record. Last year we recorded 1,147 near misses among our facilities. They are formally reported using the following methodology:

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

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

To ensure that managers and supervisors are spending time on the shop floor, our ArcelorMittal USA long carbon facilities complete positive practice observations of all employees. In a positive practice observation, the employee's direct supervisor and a secondary supervisor who serves as an observer watch and evaluate as an individual performs his or her job duties. The supervisors note the employee's use of personal protective equipment, which is unique for each job; observe how they perform their job; and check for the cleanliness of their work area. The observers then review a job safety analysis with the employee and highlight the positive things the

employee was doing while also discussing safety risks and any corrective actions the employee needs to take. Together, the employee, observer and supervisor identify corrective actions needed and establish a deadline for completion. ArcelorMittal USA flat carbon facilities employ a similar process titled layered safety audits.

Another strategy to improve ArcelorMittal USA's safety performance is obtaining the Occupational Health and Safety Assessment Series (OHSAS) 18001 certification, a voluntary international certification for safety management intended to help sites control risks by setting targets and monitoring safety performance. It was developed in response to widespread demand for a recognized standard against which to be objectively assessed. In 2013, 17 ArcelorMittal USA facilities, as well as our R&D center, maintained their certification with OHSAS 18001.

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

Throughout 2013, 53 formal safety audits took place across our flat carbon USA facilities and 19 took place at our long carbon USA facilities. These formal audits resulted in reports that identified opportunities to improve compliance and reduce hazards at each facility. In an effort to reinforce our health and safety standards and remember the workers we have lost, ArcelorMittal and the USW host Global Health & Safety Day/Workers' Memorial Day every April at local facilities throughout the United States. The theme of Health & Safety Day was "Stop, Think and Act Safely." Examples of activities held at our facilities in 2013 included:

- ArcelorMittal Burns Harbor conducted its second annual 5k walk/run, with 141 employees participating. In addition, employees and contractors conducted several safety drills and demonstrations. Burns Harbor safety and emergency services invited the air ambulance from the University of Chicago Aeromedical Network to discuss how they provide special emergency services to the plant as well as local hospitals and other companies.

Bold process



Case study: Green Guardians step up for safety

ArcelorMittal's Green Guardians program is simple yet effective. For major projects and outages, we provide full-time individuals who can stop a job if it appears to be unsafe and correct any issues. These individuals must be knowledgeable about the processes and standards, and be willing to speak up when they notice something is being done incorrectly.

The team at Monessen coke plant implemented the Green Guardians program in February 2013 at the beginning of the plant capital rehabilitation project. The Green Guardians at Monessen were assigned to areas where their knowledge and expertise was the most beneficial, including rebuild jobs in their assigned areas.

The Green Guardians program was also implemented by the Burns Harbor steel producing department for its continuous caster bow outage and full shop outage where the team enlisted the help of a special group of employees to make certain the project went as planned with particular attention to safety.

Jim Bradley, division manager in Burns Harbor said, "The Green Guardians are a very good use of our managers integrating with our contractor group on safety. The person who has to make things happen is the plant person who needs to make sure contractors are using safe practices. I see this as one of the most positive safety initiatives we've taken on."

Since the program's implementation worldwide in 2011, when these specialists are involved in projects, we have experienced no fatalities in those areas. Both Monessen's rehabilitation project and Burns Harbor's caster bow outage were successfully completed.

- ArcelorMittal Indiana Harbor Long Carbon encouraged employees to participate in Health & Safety Day by offering a free breakfast to those ending their night shift. The midnight crew watched health and safety videos and presentations while enjoying their meal. During the day, St. Catherine's Hospital conducted body mass index (BMI) and blood pressure tests for employees while NovaCare distributed information about ergonomics, exercise and diet.
- At ArcelorMittal Coatesville, each division held a workshop that consisted of reviewing fatalities, plant statistics and repetitious incidents. Many areas also conducted training sessions on various topics such as human performance, confined space, ergonomics, hearing protection, lawn care safety, portable power tool safety and fall protection.

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



Each safety initiative is highlighted in several internal communication vehicles, including our employee magazine, videos, intranet and posters, to ensure employees have access to these crucial messages throughout the year.

Employee health

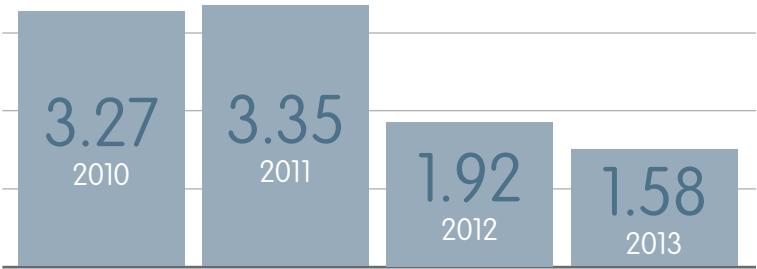
ArcelorMittal recognizes that employee wellness plays a critical role in improved employee safety, productivity and overall well-being. The combination of a mature workforce, changing health industry landscape and rising healthcare costs makes it imperative for ArcelorMittal USA to take action on the issue of employee wellness. In 2013, we paid a total of \$222 million in medical costs for active represented employees, or \$16,784 per represented employee. Despite a decline in the number of employees, the cost of medical coverage has increased by 23 percent since 2008 with an average increase of 4.3 percent per year.

To increase the wellness options available to our employees, we have continued to expand our activities through our Transforming YOU wellness initiative that was launched with the USW in 2011. Its mission is to encourage employees to engage in healthy lifestyles and create a culture of health and well-being leading to improved physical health, personal and professional success and stability for employees and their families. The initiative covers a wide spectrum of activities, including awareness, nutrition and diet, fitness, education and medical screenings. Increased focus continues to be placed on encouraging our employees to complete free biometric screenings. These screenings provide a snapshot of key metrics such as cholesterol, glucose, blood pressure and BMI, which can be used as a tool by employees to take proactive preventive healthcare measures. In 2013, 2,326 employees took advantage of the biometric screenings. The wellness program also features online tools and monthly seminars to promote well-being and healthy lifestyles. All screenings and results are kept confidential.

"Workers' Memorial and Health and Safety Day is a time to remember those who did not come home to their families because of a workplace incident. We must remember their families, friends and co-workers too – not just today, but every day."

Cordell Petz
*Director, health and safety
 ArcelorMittal USA flat operations*

Lost time injury frequency rate



Investing in our people (continued)

In order to further raise awareness of the initiative in 2013, we published four issues of our new Transforming YOU newsletter. We also dedicated a section in each issue of our employee magazine to wellness, featuring stories of “wellness champions” – employees who have made significant lifestyle changes in order to improve their health and well-being.

To further promote our focus on wellness, all of our USA facilities participated in our annual

Health Week September 30 through October 4, 2013; which emphasized preventive healthcare activities for both the workplace and home. Sites offered free flu shots, exercise and nutrition counseling, screening for conditions such as hypertension and diabetes and presentations about preventive health measures. For example, employees at ArcelorMittal Burns Harbor gave back to the community by donating 97 units of blood during the American Red Cross blood drive.



Employee relations

ArcelorMittal USA strives to maintain a healthy partnership with all stakeholders, including our local unions and national union leadership. The USW represents 77.5 percent of our workforce in the United States. ArcelorMittal USA management and USW leadership meet to discuss business updates, issues affecting the company and partner relations. The meetings have occurred on an annual basis since 2008.

In 2010, labor and management launched Safe Sustainable Steel, an initiative focused on building a fundamental understanding of the current state of the business and what can be

done to help shape a more sustainable future. Safe Sustainable Steel focuses on improved employee engagement around actions that will drive lower cost operations and improve productivity, quality, yield and delivery while never compromising safety.

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

Bold people



Case study: Burns Harbor gets outside to get healthy

For ArcelorMittal Burns Harbor, it's not enough just to “talk the talk” about getting healthy and the importance of investing in the health of ArcelorMittal employees. The Burns Harbor plant, with the help of nonprofit partner the Wildlife Habitat Council (WHC), is literally “walking the walk” by restoring over 40 acres of dune and swale habitats that have become walking trails for use by employees.

The trail system originally opened in 2012, and has expanded since then. It now traverses remnant lakeshore sand dunes, black oak savannas and mesic woodlands. WHC and Burns Harbor are using the trails as access paths to restoration areas for invasive species control and plant monitoring plots. Employee volunteers have helped in the removal of invasive species around the trails and a controlled burn is planned to help advance the removal of the more prevalent invasives.

These trails also offer a great fitness benefit and are used daily by employees during breaks, while attending classes at the training center, or before or after work.

“I just enjoy being outdoors,” said Tyler Botbyl, project engineer, finishing, ArcelorMittal Burns Harbor. “Helping volunteer and preserve the environment allows me to enjoy nature at work and the surrounding area that makes up these beautiful dunes.”

The Burns Harbor and WHC restoration and fitness trail initiative is truly a unique conservation management partnership in a globally rare ecosystem that will serve to benefit current ArcelorMittal employees, as well as future generations of steelworkers.

Training and development

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

ArcelorMittal USA employees participate in the Global Employee Development Program (GEDP), a process that is widely used across the entire ArcelorMittal group. In 2013, more than 4,000 employees participated in the GEDP. We continued to implement our strategic workforce planning process in 2013 to ensure we have the right people, with the right skills, in the right place and at the right cost. This process will help us respond more effectively to internal or external changes in our own sector.

In 2013, ArcelorMittal USA salaried employees participated in 43,450 hours of training. Salaried employees also are eligible for a tuition reimbursement program that helps them complete general undergraduate or graduate degree programs directly related to their job functions. In 2013, ArcelorMittal USA spent

more than \$1.3 million on tuition reimbursement for undergraduate and graduate programs.

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

\$1.3 million

2013 ArcelorMittal USA spending on tuition reimbursement for undergraduate and graduate programs

43,450 hours

Hours of training ArcelorMittal salaried employees participated in during 2013



Transforming YOU

OCTOBER 2013

Heart-healthy changes transform lives of 2 Cleveland employees.



Emory Wolf was working the midnight shift at ArcelorMittal Cleveland when he felt a heavy pressure in his chest. With the persistent pressure, he went to see his doctor and was diagnosed with 90% blockage in one of his heart's arteries. "The doctor called it the 'widow maker' and told me if I didn't change my lifestyle, I wouldn't be around long. My first thought was of my family and friends, and that's when I knew I needed to make a change." Emory, a steelworker for more than 42 years and a member of USW local 979, works as a Safety Advocate at Cleveland's Hot Strip Mill. He signed up for the Weight Watchers at Work program offered at ArcelorMittal Cleveland and completely changed his approach to eating. "I used to smoke and eat at least 1 donut a day." He started eating smaller, healthier meals and walking 3 to 5 miles a day. With these changes, he has lost a total of 50 pounds. "It was small steps, losing 1 or 2 pounds a week, but I eventually got to my goal this month: 3rd Annual Flu Shot Program. Turn to the back page for more information."

and am feeling more energized than ever." Emory now walks 3 to 5 miles daily.

Emory's success inspired a coworker who also received some troubling news from a doctor. **John Pawloski**, Maintenance Technician - Electrical, needed a hip replacement, but his doctor determined his heart wasn't strong enough to safely undergo the surgery. "It was pretty scary. I had no symptoms, no chest pain or anything, but my doctor said my heart was very weak. I was really in danger," John explains. With Emory's encouragement, John also joined the Weight Watchers program and has lost 22 pounds since January. "It's a whole new lifestyle change. I eat healthier foods and smaller portions, stay away from fast food, and exercise on the stationary bike almost every day. I started out doing just 10 minutes on the bike, and now I'm up to 30 to 35 minutes a day." The results of John's efforts are dramatic. His heart's ejection fraction has more than tripled, which means his heart is pumping blood 3 times better than it was back in January. With this improvement, he can now have the hip surgery he needs, and his doctors expect that all the exercising he's been doing will also help make his recovery easier. "I have a saying posted on the wall next to my stationary bike. It says, 'Together we will.' I've even put it on a t-shirt because it reminds me of all the people who have supported me in turning my life around. My wife exercises with me. My daughter is a yoga instructor and has been teaching me breathing techniques. Emory and the other guys at work have been so encouraging. And the Weight Watchers group helps keep me motivated," John recounts.

"I really believe if I can do it, anybody can."
— John Pawloski, member USW local 979

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"We should not only continuously challenge and improve ourselves; we should also actively encourage and foster talent and responsibility in others. We want everyone in our company to find in their professional lives a capacity to accomplish themselves, to put the best into what they do. If you show initiative and accept challenges, then there will be no hindrance to your growth."

Lakshmi N. Mittal
Chairman and CEO
ArcelorMittal

Investing in our people (continued)

Future employees

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

In addition to building a diverse employee population, an important business priority for ArcelorMittal USA is to ensure that future employees are highly skilled and educated. Because our workforce has an average age of 49.7, we must have qualified, work-ready employees in our communities prepared to fill vacancies left by retirements. To address this challenge, we have created and expanded several initiatives and partnerships with educational institutions and nonprofit partners.

One such program is ArcelorMittal's Steelworker for the Future® program. Launched in 2008, the 2.5 year program combines classroom learning at a participating community college or technical school with paid, on-the-job training at an ArcelorMittal USA facility. At the completion of the program, students graduate with an associate in applied science degree in industrial technology with a concentration in electrical or mechanical maintenance, an education that can be used across the manufacturing industry. In 2013, we continued to expand our outreach to

high schools located around our facilities. In addition, we extended our outreach to middle schools with an emphasis on the importance of math and science. We also added a new community college partner in order to support our efforts in Cleveland.

In addition to training skilled craftspeople, ArcelorMittal seeks to develop and recruit professionals in engineering, finance, business management and other areas. We have created partnerships with 10 accredited four-year colleges and universities focused on engineering and business programs. Through our Campus Partnership Program, ArcelorMittal focuses on equipping students with the skills needed to succeed in the global marketplace and on increasing opportunities for women and minority students.

Every summer, ArcelorMittal USA fills internship positions with qualified students from our partner colleges and universities. During the summer of 2013, 180 interns worked in various roles at ArcelorMittal facilities across the country. Additionally, ArcelorMittal hired and placed 71 new associates from our partner colleges and universities at our USA facilities in 2013.

For more information, visit:
www.workforarcelormittal.com
www.steelworkerforthefuture.com

Steelworker for the Future partner colleges

Cuyahoga Community College
Ivy Tech Community College of Indiana
Lakeland Community College
Lorain County Community College
Moraine Valley Community College
Penn State Harrisburg
Penn State York
Prairie State College
Purdue North Central
West Virginia Northern Community College

Campus Partnership Program colleges and universities

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



Future employees

Making steel more sustainable

Steel is one of the most versatile materials in the world. It is 100 percent recyclable and critical in making cars, buildings, transport, infrastructure and consumer goods more environmentally friendly and energy efficient throughout their life cycle. At ArcelorMittal USA, we recognize making steel is resource intensive and has an impact on the environment. As an industry leader in sustainability, it is our responsibility and commitment to actively manage and explore opportunities to reduce our environmental footprint – from reducing energy use in operations to creating breakthrough technologies and products to address sustainability challenges.



In 2013, 28 energy projects were developed and implemented, resulting in an energy savings of more than \$21.5 million, the equivalent of powering 16,000 homes for a year.

Making steel more sustainable

Making steel more sustainable: 2013 activities

	Our commitments	Our progress	Next steps
Energy management	Continue to attain the ENERGY STAR® Sustained Excellence Award	Achieved the ENERGY STAR Sustained Excellence Award	Continue to heighten energy awareness and energy management as well as implement energy efficiency projects across our plants in the United States
Management systems	Maintain ISO 14001 certification for steelmaking facilities in operation	☞ Maintained ISO 14001 certification at 100 percent of steelmaking facilities in operation	Continue to maintain ISO 14001 certification at all operating facilities and utilize the environmental management information system to make continuous improvements in how we manage our environmental performance
Knowledge retention	Ensure transfer of knowledge to new environmental professionals	Continued implementation of a formal training and recruitment program for the environmental department	Continue to recruit and train environmental professionals for positions on the environmental team

Product innovation and design

In 2012, the Obama Administration announced new Corporate Average Fuel Economy (CAFE) standards that will double fuel economy to 54.5 miles per gallon (MPG) for the 2025 vehicle fleet. This standard will not be met by power train improvements alone – manufacturers are looking at every component of a vehicle to explore ways of boosting fuel economy. As the automotive industry is one of our major stakeholders, we are dedicated to developing new products and steel solutions that meet the ever-changing needs of the industry.

Being at the forefront of innovation and customer collaboration in the industry will put us ahead of our competitors as the steel manufacturer of choice for our customers. To that end, in 2013, ArcelorMittal USA contributed \$61 million toward global research and development efforts.

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

ArcelorMittal obtained the CAFE Compliance and Effects Model, which the EPA and NHTSA used to assess fuel economy improvement technology and set the new 2012–2025 standards. These models show that the weight reduction achieved with current and emerging AHSS products, combined with the improvements in powertrain technologies anticipated by the EPA and NHTSA, can get cars to the new 54.5 MPG standards.

The models further show that the weight

reduction offered by AHSS provides one of the largest improvements in fuel economy, and the single largest improvement in efficiency per dollar spent than of any other known fuel economy improvement technology. Most important to the purpose of the CAFE standards, AHSS create a lower life cycle carbon footprint vehicle than one manufactured from other, more energy- and emissions-intensive alternatives such as aluminum or carbon fiber. The production of one ton of aluminum requires five times the energy required to make one ton of AHSS. As a result, steel provides automakers with an opportunity to create a lower life cycle carbon footprint vehicle than one manufactured from aluminum or carbon fiber. In addition, an aluminum car requires twice the amount of CO₂ to manufacture than a car made of AHSS, since the body structure accounts for about one third of the curb weight of a typical vehicle. ArcelorMittal is currently the leading steel provider by market share to the world’s automotive market, with a strong presence in the United States.

Tons of CO₂ emissions per ton of steel produced



\$61 million

2013 ArcelorMittal USA contributed towards global research and development efforts

Making steel more sustainable (continued)

"ArcelorMittal is honored to be recognized as an ENERGY STAR partner for the past six consecutive years, a distinction that truly exemplifies our commitment to producing safe, sustainable steel."

Michael G. Rippey
President and CEO
ArcelorMittal USA

48.8 percent

of the total electrical energy used in steel production at our integrated facilities was generated by capturing and reusing coke oven and blast furnace gas

Tackling climate change

Reducing CO₂ emissions to manage climate change is important to ArcelorMittal and the steel industry as a whole. Globally, we are committed to cutting our CO₂ emissions by eight percent per ton of steel produced by 2020. In the USA, we primarily address climate change through energy efficiency projects at our facilities and through product innovation.

Increasing energy efficiency

ArcelorMittal is a major energy consumer, with 15 percent of our conversion cost – the cost to transform raw materials into finished steel products – directly related to energy. In response, ArcelorMittal is fuel switching by using more natural gas in our furnaces in place of metallurgical coal or coke. In 2013, our blast furnace operations increased the use of natural gas by 17 percent over 2012. Not only is natural gas more energy efficient, but it is also cleaner and helps to reduce our CO₂ emissions. We are working to identify and implement ongoing, innovative solutions to increase the sustainability of operations, reduce greenhouse gas emissions and protect the environment and natural resources, all while saving costs.

In 2013, ArcelorMittal was recognized by the U.S. Department of Energy (DOE) for its leadership in the Better Buildings, Better Plants Program, which supports the Obama Administration's target to increase energy productivity in the U.S. ArcelorMittal committed to reducing its energy intensity by 10 percent in the USA by 2023 and is the first steel company to join the program.

Energy management

Our energy strategy is led by a team of dedicated professionals that includes a manager of continuous improvement, a manager of

energy procurement, our USA energy committee and local facility energy champions.

The USA energy committee discusses priorities and shares best practices via a monthly conference call. They also meet in person at the annual Americas Energy Roundtable, where sites across the region come together to discuss opportunities and successes. Through the efforts of the plant employees and the support of management, 28 energy projects were developed and implemented in 2013 with an energy savings of more than \$21.5 million, the equivalent of powering 16,000 homes for a year.

Our electric energy usage is monitored on a daily basis by each facility using a real-time energy usage software. Facilities are able to see their usage and adjust operations appropriately during peak times and seasons thereby minimizing the impact on the resource and manage internal costs. Through targeted energy improvement projects, ArcelorMittal USA works to improve energy efficiency in order to increase our sustainability performance. In total, 48.8 percent of the total electrical energy used in steel production at our integrated facilities was generated by capturing and reusing coke oven and blast furnace gas.

In recognition of our efforts, ArcelorMittal USA is the first and only steel company to be recognized as an ENERGY STAR Partner by the EPA and the DOE. The ENERGY STAR Sustained Excellence Award, presented in 2013, marks our sixth consecutive award, recognizing our continuous growth and accomplishment in energy management and commitment to energy efficiency.

Every ArcelorMittal USA facility plays an important role in energy management by identifying new ways to reduce energy use, costs and emissions. During 2013, ArcelorMittal USA's three integrated facilities – Burns Harbor, Cleveland and Indiana Harbor – our largest and most energy intensive operations, continued to



update their 10-year energy roadmaps. Other facilities worked to develop five-year energy roadmaps. These energy roadmaps contain goals and projects designed to enable the plants to attain specific energy reductions. The roadmaps are updated and reviewed annually with the general manager of each facility.

In October 2013, ArcelorMittal USA participated in National Energy Awareness Month for the fifth year, showcasing employee projects and progress toward reducing energy use at work.

Environmental management

We are always looking for new and innovative ways to manage and minimize our environmental impact. In 2013, 100 percent of our steelmaking facilities in operation maintained their ISO 14001 certification status from the International Standardization Organization. Adhering to this voluntary environmental management framework demonstrates our commitment to minimizing the impact steelmaking has on the environment. Each year, our facilities are audited on local and national environmental policies and regulations.

To unify and standardize environmental data collection across our facilities, the environmental team researched and selected a new automated, integrated and upgradable Environmental Management Information System (EMIS). This cloud-based system enables ArcelorMittal USA to manage large quantities of data and produce near-time, credible and certifiable environmental compliance data. This increased ability to collect and organize critical data will enable our environmental team to continue improving its processes, reduce risk and lower the overall costs of environmental management. The EMIS is being implemented USA-wide over the next two years, beginning at the largest facilities and those with the greatest data needs. By the end of 2013, we had either completed or begun the implementation or planning stages for six facilities.

Air and particulate emissions

ArcelorMittal USA is actively pursuing air emissions reduction through the implementation of energy efficiency projects and by taking advantage of natural gas as the more

environmentally sustainable and economically competitive fuel of choice for our blast furnace operations. In Cleveland and Burns Harbor's blast furnace operations, we reduced our use of coal and coke by fuel switching to natural gas, saving \$19.9 million in 2013. In addition, our CO₂ emissions went from 1.69 to 1.66 tons of CO₂ per ton of steel produced in 2013; a reduction of 1.8 percent. In both 2012 and 2013, ArcelorMittal USA's CO₂ emissions were lower than the global industry average, which is 1.8 tons of CO₂ per ton of steel produced, as reported by the World Steel Association.

Water

Water plays a critical role in the production of our steel and the transport of both raw materials and finished products. Our USA facilities have permits for the water we discharge, dictating the cleanliness of the water, as well as monitoring and reporting requirements. In 2013, we withdrew 1.16 billion m³ of water for our operations. Approximately 70 percent of water is considered non-contact, or water that is used to cool operating equipment. Non-contact water is returned to its source in accordance with strict regulatory guidelines.

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

Recognizing the importance of water within our business and our communities, we continued our leadership role in Sustain Our Great Lakes, a public-private partnership with the National Fish and Wildlife Foundation, U.S. EPA, U.S. Fish and Wildlife Service, U.S. Forest Service, the National Oceanic and Atmospheric Administration and National Resource Conservation Services. Sustain Our Great Lakes' mission is to restore and protect fish, wildlife and habitat throughout the Basin by leveraging funding, building conservation capacity and focusing partners and their resources on key ecological issues. In 2013, the program provided \$16.2 million in on-the-ground impact to the Great Lakes Basin.

For more information please visit:
www.sustainourgreatlakes.org

Bold process



Case study: ArcelorMittal joins the Better Plants Program

The DOE's Better Plants Program is a nationwide, voluntary partnership initiative that offers companies like ArcelorMittal support to achieve their energy goals through training, technical sharing and educational services along with national recognition. ArcelorMittal is one of 123 DOE Better Plants Program Partners, representing more than 1,400 manufacturing facilities nationwide.

"As a company, we must increase our focus to reduce our energy intensity as part of our focus on sustainability. Energy – natural gas and purchased electricity – is our second highest cost for converting raw materials to finished products," said Andy Harshaw, executive vice president operations, ArcelorMittal USA. "Beyond sustainability, it's our obligation to reduce our carbon dioxide emissions and conserve our precious energy resources for future generations. For us to achieve this 10/10 goal [reducing the company's energy intensity by 10 percent over the next 10 years], we will need everyone's help in making it become a reality. The benefits can quickly accumulate, as every dollar saved through the reduction of energy costs goes straight to our bottom line."

Larry Fabina, manager, continuous improvement, ArcelorMittal Burns Harbor says, "Our participation in this program has firmly established our partnership with the DOE, resulting in priority access to valuable information and expert resources." Committed to the Better Plants Program and dedicated to energy reduction, ArcelorMittal USA will continue to focus on finding major energy savings in operations' auxiliary systems, reduce carbon dioxide emissions, increase recycling of steel and supporting long-term economic growth in regions where we have operations.

33.1 percent

Amount of scrap steel recycled
per amount of steel produced

Making steel more sustainable (continued)

Product transportation

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

Biodiversity

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

ArcelorMittal USA also funds environmental projects in our local communities, as outlined in the enriching our communities section of this report. These projects largely focus on environmental education and conservation within the footprint of our facilities and their surrounding communities.

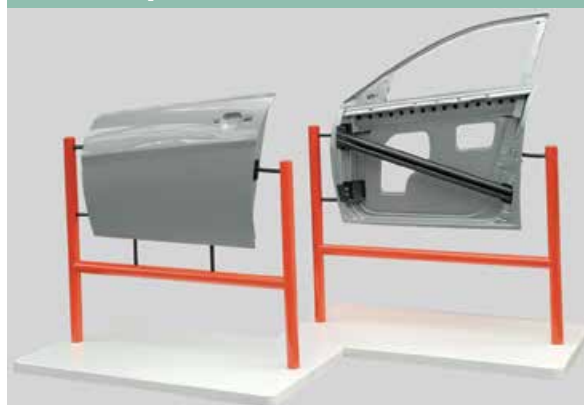
Recyclability of steel

Steel is the most recycled material in the world – more than aluminum, paper, gas and plastic combined. Since 1988, more than one billion tons of steel have been recycled by the North American steel industry, according to the American Iron and Steel Institute. When steel is recycled, 74 percent of the energy that would be used to create steel purely from raw materials is conserved.

One-third of a ton of steel produced at ArcelorMittal USA is from recycled scrap steel. Beyond the recycling of steel itself, ArcelorMittal also recycles many co-products and by-products of the steelmaking process:

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

Bold product




Case study: The journey to 2025 with ultra lightweight steel

In 2012, the EPA issued new standards for the U.S. automotive industry requiring an increase in fuel efficiency for automotive fleets to 54.5 miles per gallon by 2025. This goal requires ArcelorMittal's automotive customers to increase innovation and address technical challenges to keep automobile manufacturing costs low and increase fuel efficiency simultaneously. In 2013, ArcelorMittal USA invested \$61 million toward global research and development, much of which was devoted to developing new automotive products and applications.

One such product to emerge from ArcelorMittal's global research and development automotive team is a new, innovative ultra lightweight car door solution. Using a combination of existing advanced high strength steels and ultra high strength steels, it is now possible to reduce the weight of the baseline C-segment door from 40.3 pounds to just 29.3 pounds, while meeting structural and safety requirements. This is a truly momentous weight reduction for one automotive application.

With pressure to meet 2025 standards increasing for ArcelorMittal customers, carmakers are seeking ways to reduce the weight of their vehicles. Advances in research and development like the ultra lightweight door solution will ensure steel remains the standard car body construction material, just as it has been since the early 1900s.

Michael G. Rippey, president and CEO, ArcelorMittal USA says, "We are able to assist our auto manufacturing customers because of the innovation of our workforce, the hard-fought, relative prosperity of the domestic steel industry and our R&D investments. In order to continue that prosperity, we need to transform America's vital manufacturing base, making use of our world class research and development and unique steel production capabilities to provide the solutions our customers require."



"ArcelorMittal is fully committed – and well positioned – to help auto manufacturers worldwide meet the seemingly conflicting challenges of increasing passenger safety, while delivering weight savings and reducing emissions. As the new data shows, high strength and ultra high strength steels offer a superior solution for making cars that are safer, lighter and more fuel efficient, while maintaining affordability for America's new car buyers. Perhaps most importantly, steel can allow future vehicles to present a lower overall environmental footprint than those made of other lightweight materials – which is central to the overall intent of the new fuel efficiency standards."

Blake Zuidema

Director, automotive product applications
ArcelorMittal



Transparent governance

Our governance framework underpins all we do as a business and as employees of ArcelorMittal. Through our approach to corporate responsibility, we embed business ethics, openness and transparency into our business structure and the way our employees conduct themselves both in the workplace and the community. In the United States, strong governance also enables us to maintain good relationships with important stakeholders in our communities.



**In 2013, we spent
\$203 million with
diverse suppliers,
surpassing our
annual goal by
more than \$53 million.**

Transparent governance

Transparent governance: 2013 activities

	Our commitments	Our progress	Next steps
Corporate responsibility governance	Provide support for facility-based corporate responsibility oversight groups called Councils for Stronger Communities, or CSCs	🎯 Held 44 formal CSC meetings with support from regional corporate responsibility managers	Continue the development of capacity and knowledge of local CSCs and effectively onboard CSCs in new and restarted ArcelorMittal facilities
	Maintain a country-level corporate responsibility board that provides input and guidance on national and local initiatives	Held regular corporate responsibility board meetings in person and provided ad hoc input via email	Continue to convene corporate responsibility board regularly and utilize the board's skills and talents to develop and plan effective corporate responsibility guidelines and partnerships
Human rights	Train all employees on their rights and responsibilities	🎯 92 percent of salaried employees completed the human rights training	Conduct human rights policy trainings for remaining salaried employees in 2014
Business ethics	Implement corporate policies and codes that require employees to be trained and to abide by those policies in their daily work	🎯 90 percent* of obligated employees completed the code of business conduct training	Continue to require salaried employees to complete the online trainings
		🎯 87 percent of obligated employees completed the anti-corruption training	

* Representative of salaried employees current in their training, with re-training of the remainder due in 2014, per the three-year re-training cycle.

Business ethics training

Our performance is guided by a code of business conduct and an anti-corruption policy. Our USA salaried employees receive training in both, with training valid for three years. As of year-end 2013, 90 percent of salaried employees were current in their business conduct training. In accordance with our three-year re-training cycle, the remaining employees will be trained during 2014. In addition, 87 percent of obligated employees were provided with anti-corruption training.

Human rights

For ArcelorMittal USA, our employees are our greatest asset. We maintain and enforce a comprehensive, company-wide human rights policy based upon the United Nations Universal Declaration of Human Rights; the International Covenants for: Civil and Political Rights, and Economic Social and Cultural Rights; and the International Labour Organization.

In the United States, our human rights policy ensures employees are protected and valued, focusing upon the areas of workplace harassment and inclusion. ArcelorMittal is an equal opportunity employer and has a zero tolerance policy for inappropriate conduct, workplace discrimination or harassment of any kind.

Training

By the end of 2013, 92 percent of salaried employees had received training on our human rights policy, with the goal of training the remaining salaried employees in 2014. This training is provided for all employees at all locations, either face-to-face or through an online training course. ArcelorMittal USA also continues to pursue collaboration with the United Steelworkers (USW) to provide human rights training for hourly employees across the country.

Employee grievances

ArcelorMittal has a number of policies and training procedures in place to protect both our employees and the company. In the United States, we employ a whistleblower hotline that allows employees to report violations of business conduct 24 hours a day, seven days a week. This phone line and website are managed through USA general counsel. We explicitly communicate that there will be no retaliation for reports made in good faith. Reports can be submitted anonymously with as much or as little detail as an individual feels comfortable offering initially. All reports are taken seriously and investigated and addressed in a timely manner.

92 percent
of salaried employees have received training on our human rights policy

90 percent
of obligated employees have received training on our code of business conduct policy

Transparent governance (continued)

Supply chain management

As a metals and mining company, we are both supplier and customer and we take an active role in managing our participation in the supply chain. We believe that by incorporating social, ethical and environmental considerations into our sourcing decisions, we are making a positive contribution to society and the planet, helping make steel more sustainable. That is why we created a code for responsible sourcing in 2010 and have worked to implement its principles into the standard purchasing form used with our suppliers.

Conflict minerals

Along with our stakeholders in the international community, ArcelorMittal is committed to the use of conflict-free materials. Some of the raw materials used in our industry are sourced from regions experiencing civil war or other conflicts which have the potential to be funded by the trade of certain minerals.

The 2010 U.S. Conflict Minerals Law (Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act) defines conflict minerals as certain minerals coming from the Democratic Republic of the Congo (DRC) or adjoining countries. ArcelorMittal USA is compliant with the law, which requires companies to report the use of any such conflict minerals, including gold, tantalum, tin and tungsten.

ArcelorMittal USA uses tin and tungsten as additives in certain steel products. Our suppliers confirm annually that their materials do not originate in the DRC or adjoining countries.

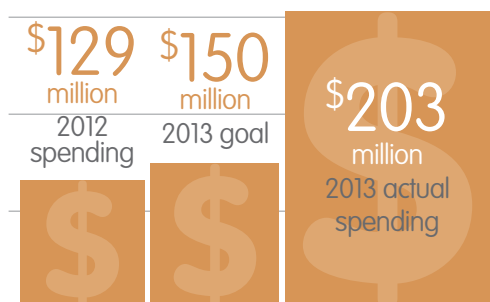
Supplier diversity

ArcelorMittal is committed to developing and maintaining supplier relationships that provide a source of competitive advantage. However, recognizing that the supplier base for the steel industry is traditional, we have implemented a supplier diversity program in order to diversify our supplier relationships. We continue to accelerate our efforts in identifying opportunities in our supply chain where it is possible to enable qualified and certified Minority and Women Business Enterprises (M/WBEs) to participate in our procurement process. In 2013, we spent \$203 million with diverse suppliers, surpassing our annual goal by more than \$53 million.

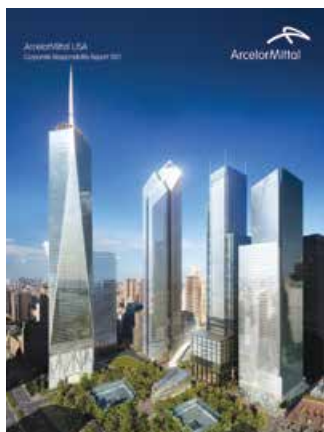
Developing and expanding business relationships with M/WBEs secures our position as an industry leader. We have actively identified and helped cultivate M/WBE relationships. This approach also creates a more diverse supplier base, which fosters increased competition.

At ArcelorMittal USA, a relentless dedication to quality is the basis of our success. Our primary goal is to produce, provide and continuously improve products that meet customers' expectations for quality, delivery, cost and technology. As a result, we select only those suppliers who share our commitment to quality and can meet or exceed our requirements to provide superior quality products and services.

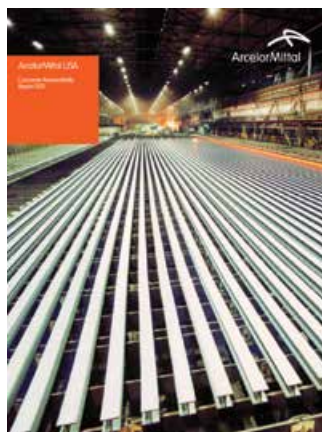
Spending with diverse suppliers



2010 Corporate Responsibility Report



2011 Corporate Responsibility Report



2012 Corporate Responsibility Report

Bold partners



Case study: ArcelorMittal and ICC Energy power-up

Supporting minority and women-owned business development is important to ArcelorMittal and its customers. This is especially true in regard to our supply chain. One such example is the minority owned ICC Energy Corporation, a full service energy marketing company established in 1989. Led by Karl Butler, it is now one of the largest minority owned energy marketing companies in Texas. ArcelorMittal has worked with ICC over the past ten years not only in the role of a client, but also as a mentor and connector to bolster ICC's business and ensure their success in the marketplace. When ICC was having difficulties creating partnerships with natural gas suppliers, ArcelorMittal stepped in. To support in the company's continued growth, ArcelorMittal convened a partnership meeting in October 2012 with the goal of introducing ICC to contacts at several of our major natural gas suppliers.

As a result of making these connections, ICC has been able to significantly increase its natural gas business in 2013. This growth has made it possible for ArcelorMittal to further invest in ICC, spending \$15.2 million in natural gas with the company in 2013, an increase of \$6.35 million from 2012. ArcelorMittal expects to continue to increase its spending with ICC in 2014. Karl Butler, president and CEO of ICC, commented on the partnership, "I am grateful for the commitment that ArcelorMittal has given to ICC Energy over the years. We were previously faced with supply challenges. ArcelorMittal worked tirelessly with our ICC Energy marketing team and was instrumental in supporting us. As a result, we were able to secure three new suppliers. ArcelorMittal has gone above and beyond the call of duty to ensure our success and we remain eternally grateful."



Corporate responsibility governance

The governance of ArcelorMittal USA's corporate responsibility initiatives are expressed in detail on page five of this report. The governance of this important area of ArcelorMittal USA is a major key to our commitment to transparency across functions of the company. Councils for Stronger Communities (CSCs) are formed in each of ArcelorMittal USA's facilities and include diverse leadership from key departments within each facility as well as the local USW. These Councils meet regularly to discuss national and local initiatives, implement volunteerism and philanthropic initiatives and build partnerships with key community stakeholders both internal and external. By empowering local groups of employees to enhance their communities, ArcelorMittal USA experiences an enhanced connection to the communities in which we operate. In 2013, the CSCs met regularly for a total of 44 formal meetings and alongside ArcelorMittal corporate responsibility leaders conducted over 200 stakeholder engagement meetings across the country.

44

CSC formal meetings held with support from regional corporate responsibility managers

"Our Cleveland CSC is a knowledgeable and diverse team, and we work well together to meet our corporate responsibility goals. We all truly believe it is our responsibility to give back to the community where we work and live, and we do this in many different ways."

Debbie Santora

*Labor relations representative
ArcelorMittal Cleveland*

Bold Process



Case study: Indiana Harbor CSC champion takes on a "challenger"

ArcelorMittal USA's corporate responsibility efforts are governed by facility-level CSCs comprised of leaders from various departments within our facilities and the USW.

Indiana Harbor's CSC is made up of a dedicated group of employees who choose to become what corporate responsibility manager Kelly Nissan calls "community champions." Each member of the CSC takes on the responsibility of championing one nonprofit organization and works to coordinate a meaningful relationship and volunteer opportunity for ArcelorMittal employees with that organization.

Jim Lang, safety and environment coordinator, east finishing, has taken on the challenge of Northwest Indiana's own Challenger Learning Center, a space science education center located in Hammond. He says, "I have been involved for more than three years. During that time, I have witnessed numerous student missions sponsored by ArcelorMittal and can see that the children are engaged in the process and apply science, technology, engineering and math (STEM) skills to conquer the challenges presented to them. Teachers I spoke with confirmed that the process helped them with classroom STEM instruction. I'm proud to be associated with such a fine endeavor, and to coordinate a yearly volunteer event for employees." In 2013, the Challenger Learning Center served 896 children through ArcelorMittal supported programming.











"For the employees on our CSC, community engagement is more than simply writing a check," said Nissan. She credits Lang for demonstrating all the best qualities of a CSC champion, "this entire champion idea was born out of his passion for volunteering with the Center."

Indiana Harbor continues to grow its CSC's involvement with nonprofit partners. Nissan says, "The aim is to make the planning of projects fun, easy and rewarding."










Giving back



Data table

Pillar	Indicator	Topic	Description	2013	2012	2011	2010
Enriching our communities		Philanthropic giving by ArcelorMittal focus area	Total charitable donations categorized by program focus	Education: 27%, Environment: 38%, Health and Safety (H&S): 34%, Other: 1%	Education: 29%, Environment: 26%, H & S: 43%, Disaster Relief: 1%, Other: 1%	Education: 32%, Environment: 26%, H & S: 33%, Disaster Relief: 8%, Other: 1%	Education: 45%, Environment: 22.7%, H & S: 30.9%, Other: 1.9%
		Total invested in conservation efforts in the Great Lakes Basin through Sustain Our Great Lakes	Total invested in conservation efforts in Great Lakes Basin through Sustain Our Great Lakes, a bi-national, public-private partnership. ArcelorMittal is the sole private partner; the total invested reflects ArcelorMittal contributions, federal funds, and local match.	\$16.2 million	\$16.1 million	\$16.0 million	\$13.5 million
		Number of significant incidences reported through grievance mechanisms	Number of complaints or incidences from the public or other stakeholders reported through grievance mechanisms	15	11	16	9
		Number of stakeholder engagement meetings	Number of recorded meetings with any stakeholder	206	170	197	352
	SO3/ 	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Number and percentage of operations with implemented local community engagement	17; 100%	16; 100%	16; 100%	14
			Including, but not limited to, formal local community grievance processes. Mechanisms in place to receive and respond to local community complaints and grievances.	16	13	13	11
Investing in our people		Workforce breakdown by employment duration	Duration of employment in years by total employee percentage	<10: 38.2%, 10-19: 13.5%, 20-29: 8.5%, >30: 37.5%, no service date: 2.3%	<10: 35.7%, 10-19: 14.4%, 20-29: 8.3%, >30: 41.5%, no service date: .1%	<10: 34.41%, 10-19: 14.17%, 20-29: 7.94%, >30: 43.39%, no service date: .09%	0-9: 31%, 10-19: 16.3%, 20-29: 9%, 30-39: 33.9%, 40-54: 9.8%
		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	18% reduction (1.58)	42% reduction (1.92)	2.4% increase (3.35)	7% reduction (3.27)
		Number of operations certified to the Occupational Health & Safety Assessment Series, OHSAS 18001	OHSAS 18001 is an international assessment series for health and safety management systems	17 facilities + R&D (18)	17 facilities + R&D (18)	13	3
		Number of biometric screening participants	Number of employees who have undergone voluntary biometric health screenings provided by ArcelorMittal USA employee health initiatives	2,326	2,128	2,411	1,617
		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	4	4	6	6
	EC1/ 	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Direct economic value distributed: employee wages and benefits	\$1.98 billion; wages and benefits	\$1.82 billion; wages and benefits	\$1.72 billion; wages and benefits	\$1.3 billion; wages
			Direct economic value distributed: community investments	\$7.2 million	\$7.7 million	\$7.3 million	

Note: Indicator refers to either an internal key performance indicator (KPI) or data point for the Global Reporting Initiative (GRI) G4 reporting guidelines.

Pillar	Indicator	Topic	Description	2013	2012	2011	2010
Investing in our people (continued)	LA4/ 	Percentage of employees covered by collective bargaining agreements	The percentage of total employees covered by collective bargaining agreements	77.50%	78%	78%	>75%
	LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	The percentage of the total workforce represented in formal joint management-worker health and safety committees	100%	100%	100%	
			The level(s) at which the committee(s) typically operates	Monthly	Monthly	Monthly	
	LA10/ 	Average hours of training per year per employee by gender and by employee category	Average number of hours of training per year per employee by employee category	Salaried: 12.5 hours. 43,450 total salaried training hours	Salaried: 12.6 hours. 51,293 total salaried training hours	Salaried: 12.3 hours Hourly: 50.4 Total salaried training hours: 50,054 Total hourly training hours: 717,236	17,325 total salaried training hours
Making steel more sustainable		Amount of scrap steel recycled per amount of steel produced	Tons of scrap steel recycled per amount of steel produced	33.10%	30.00%	33.50%	38%
		Total carbon dioxide emissions per ton of steel produced	Tons of CO ₂ emitted per ton of steel produced	1.66	1.69	1.78	1.5
		Number of emergency release/spill response exercises conducted	Number of drills performed to prepare for potential emergency spills/releases	45	30	30	21
		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	100%	100%	100%	100%
		Environmental liabilities	Projected amount that we will spend to conduct studies and take actions to remediate our environmental impact	\$191 million	\$205 million	\$217 million	\$220 million
	EN2/ 	Percentage of materials used that are recycled input materials	The weight or volume of recycled input materials as a percentage of the total input materials used	17.70%	22.14%	25.71%	48%
	EN3	Direct energy consumption by primary energy source	Total energy consumption in joules or multiples	281,090,790 GJ	309,640,431 GJ	266,319,937 GJ	
			Total direct energy consumption in joules or multiples by non-renewable primary source	281,090,790 GJ	309,640,431 GJ	266,319,937 GJ	
	EN5/ 	Energy saved due to conservation and efficiency improvements	Change in energy intensity per ton of steel compared to the previous year	0%	1.87%	2.91%	5%
	EN8	Total water withdrawal by source	Total volume of water in m3 withdrawn from any water source that was either withdrawn directly by the reporting organization or through intermediaries such as water utilities by source type including surface water, including water from wetlands, rivers, lakes and oceans	1,159,808,811	1,253,479,000	1,168,570,000	
	EN16	Total direct greenhouse gas emissions by weight	Indicate the standard used, and indicate the methodology associated with the data with reference to: direct measurement; calculation based on site specific data; calculation based on default data; estimations	USEPA 40CFR98: 25.9M tonnes CO ₂ direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations	USEPA 40CFR98: 26.4M tonnes CO ₂ direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations	USEPA 40CFR98: 27.5M tonnes CO ₂ direct, there are no indirect calculations for USEPA; calculations are based on direct CEMS measurement, mass balance calculations, regulatory default values and some missing data estimations	

Continued on next page

Data table (continued)

Pillar	Indicator	Topic	Description	2013	2012	2011	2010
Making steel more sustainable (continued)	EN20*	NOx, SOx, and other significant air emissions by type and weight. Using European metrics and calculations.	The weight of significant air emissions (in kilograms or multiples such as tonnes) for NOx	16,048 metric tonnes	14,478 metric tonnes	11,833	
			The weight of significant air emissions (in kilograms or multiples such as tonnes) for SOx	18,434 metric tonnes	16,072 metric tonnes	12,626	
			The weight of significant air emissions (in kilograms or multiples such as tonnes) for volatile organic compounds (VOC)	1,391 metric tonnes	1,490 metric tonnes	1,765	
			The weight of significant air emissions (in kilograms or multiples such as tonnes) for particulate matter (PM)	2,293 metric tonnes	2,162 metric tonnes	2,637	
	EN22*	Total amount of waste by type and disposal method. Using European metrics and calculations.	The total amount of materials (hazardous & non-hazardous) in tonnes by type for reuse	2,804,167	2,882,794	2,398,291	
			The total amount of materials (hazardous & non-hazardous) in tonnes by type for recycling	13,357,463	9,705,367	11,941,738	
			The total amount of materials (hazardous & non-hazardous) in tonnes by type for disposal	847,941	829,921	600,095	
			The total amount of materials (hazardous & non-hazardous) in tonnes by type for deep well injection disposal	38,112	26,274	33,629	
Transparent governance	GO1/GO2	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	17	16	16	16
		Number of local governance meetings	Total number of CSC meetings across all locations	44	66	83	78
	GO3/GO4	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	90%**	65%	99.6% of salaried employees	96% of salaried employees
	SO3/GO5	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 2013	87%	72%	96.5%	99%
	GO6	Procurement policy in place	The code for responsible sourcing outlines corporate level requirements and expectations for suppliers regarding ethical and responsible behavior	Implemented in 2010	Implemented in 2010	Implemented in 2010	Implemented
	GO7	Number of employee newsletters or other communications distributed regularly; number of recipients	Number of newsletters published detailing pertinent company matters; number of recipients per issue	9: 18,000	6: 17,858	6: 18,300	6: 18,000
	SO1/GO8	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Total number of hours in the reporting period devoted to training on policies and procedures concerning aspects of human rights that are relevant to operations	408	99	2,463	
			Percentage of employees in the reporting period trained in policies and procedures concerning aspects of human rights that are relevant to operations	14%***	19%	20.6%	

* Year over year increase due to increase in quality and amount of data received from our facilities.

** Representative of salaried employees current in their training, with re-training of the remainder due in 2014, per the 3 year re-training cycle.

*** Of salaried employees.

Memberships and awards

ArcelorMittal USA facilities receive recognition

In 2013, ArcelorMittal facilities received several awards recognizing the company's commitment to sustainability and community. This list is a representation of the many awards that we were proud to receive in 2013.

ArcelorMittal:

- Received the ENERGY STAR® Sustained Excellence Award from the U.S. Environmental Protection Agency and the U.S. Department of Energy for making an outstanding contribution to protecting the environment through energy efficiency.
- Selected for the Excellence in Sustainability Award from Worldsteel for our leadership on the Sustain Our Great Lakes initiative with the National Fish and Wildlife Foundation, U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service, U.S. Forest Service, the National Oceanic and Atmospheric Administration and National Resource Conservation Services.
- Awarded the Global Metals Award from Platts for innovative technology of the year for our collaboration with Ford Motor Company in vehicle weight reduction in the 2013 Ford Fusion.
- Recognized by American Metal Market with their Steel Excellence Award for the weight reduction technology used in the 2013 Ford Fusion.
- Earned first runner-up status for Altair's Enlighten Award for our collaboration with Honda and Cosma International for innovation in automotive vehicle light weighting.

ArcelorMittal Cleveland:

- Awarded the Outstanding Community Service Award from the Cleveland Police Foundation for our partnership to reduce gun violence and promote safety in Cleveland.
- Named finalist for the Team NEO Award in the workforce development category in recognition of the Steelworker for the Future® program.
- Selected for an internal Performance Excellence Award for innovation in leadership, management and human resources in the accelerated start-up of a steel producing facility that had been idled since 2008. ArcelorMittal Cleveland and United Steelworkers Local 979 successfully restarted the facility within four months and safely exceeded the start-up production curve.

ArcelorMittal Global R&D East Chicago:

- Honored by the Society of Innovators of Northwest Indiana with the Chanute Prize in the team innovation category for our design and creation of steel solutions for cars that will meet future higher fuel standards.
- Ranked first and second in the Association for Iron & Steel Technology Hunt-Kelly Outstanding Paper Award for papers entitled "How to Evaluate a Process for Clean Steelmaking and Quality Control" and "Inclusion Characterization of Titanium Stabilized Ultra Low Carbon Steels – Impact of Oxygen Activity at Deoxidation."

ArcelorMittal Indiana Harbor:

- Presented with Nalco's Environmental Excellence Award in recognition of our joint partnership to minimize environmental impact in the operation of our waste water treatment facilities.

ArcelorMittal Vinton:

- Presented with the Achievement in Community Involvement award from the Steel Manufacturers Association for outstanding local community involvement and partnerships.

ArcelorMittal USA is a proud, active partner in a number of organizations working to advance sustainability and corporate responsibility objectives.



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Iron and Steel
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Serving Grantmakers. Promoting Philanthropy.



Steel stands tall from Manhattan to Coatesville

This year on the anniversary of the September 11th attacks, employees and community members gathered in a city one might not immediately link to the tragedy that occurred in 2001. But at the ArcelorMittal Coatesville facility, located in eastern Pennsylvania, 9/11 hit close to home. To truly understand this important link, we must travel back to Coatesville in the late 1960s when Lukens Steel, an ArcelorMittal predecessor company, created the steel used to build the columns in the original World Trade Center skyscrapers.

At the heart of the anniversary ceremony in 2013 was a “tree.” That’s the name given to steel beams that once supported the Twin Towers in New York City. Forged at Lukens Steel, it seemed only fitting that a number of these trees were returned to ArcelorMittal following the 2001 attacks. In all, more than two dozen beams were returned to Coatesville. Today, one stands as a monument in memory of that day and as a testament to America’s resilience.

As the “tree” at Coatesville comes full circle from its forging there in the late 1960s, the efforts to rebuild after 9/11 in New York City also came full circle with the completion of One World Trade Center in May of 2013. ArcelorMittal is proud to directly contribute by providing the steel used to build One World Trade Center.

Ed Frey, general manager, ArcelorMittal Eastern USA plate division says, “Providing plate material for the rebuilding of the World Trade Center is of significant importance to our current employees, the community and the hardworking men and women who preceded us.”

ArcelorMittal Coatesville supplied more than 10,000 tons of plate steel to support the construction of One World Trade Center. In addition to USA-made steel, ArcelorMittal Differdange in Luxembourg provided 14,000 tons of jumbo beams for the structural frame.

ArcelorMittal is proud to raise the tree in honor of 9/11 and as a workers’ memorial in the same year One World Trade Center stands high in the skyline of New York City. John Mengel, former chief operating officer for ArcelorMittal USA’s plate division added: “I commend the people of the Coatesville plant who, for more than 200 years, continue to be a major resource for such significant embodiments of the American culture as the One World Trade Center. Plate products are the real personification of sustainability in the building, maintaining and – in this case – rebuilding our infrastructure and way of life. All of ArcelorMittal is afforded a level of pride by the legacy of past Coatesville generations and the future legacies to be forged today.”



ArcelorMittal is a proud steel supplier of One World Trade Center.

This piece of the Twin Towers stands in Coatesville as a September 11th and a workers’ memorial.





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To download ArcelorMittal USA's 2013 Corporate Responsibility Report, visit: usa.arcelormittal.com.

The image shows a large-scale exhibition display. The upper portion features a large map of the Great Lakes region, with the lakes themselves highlighted in dark blue. The map is overlaid with a textured, green and yellow pattern, possibly representing vegetation or land use. The title "A Park Shared Between Nations" is prominently displayed in white, bold, sans-serif font across the map. To the right of the title, the phrase "DEFINED BY OUR WATERS" is written in a smaller, white, sans-serif font. In the lower portion of the image, a detailed model of a city skyline is visible, featuring numerous skyscrapers and buildings. The model is constructed from light-colored, rectangular blocks. The background of the entire display is a vibrant orange. On the left side, the word "together" is partially visible in a small, white font. On the right side, there is a block of contact information for ArcelorMittal USA, including their address, phone number, email, and social media handle. The overall composition suggests a theme of environmental stewardship and urban development in the Great Lakes region.

OUR VISION **A Park Shared Between Nations** **DEFINED BY OUR WATERS**

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