



INNOVATING FOR **IMPACT**

2018 United States Integrated Report
Executive Summary



ArcelorMittal

2018 HIGHLIGHTS

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View our full report

This executive summary is an overview of our full, in-depth integrated report for the United States in 2018.

For more details on our 2018 results and initiatives, visit usa.arcelormittal.com/sustainability and download the full report.

ArcelorMittal in the United States

26 steel producing and processing facilities

Presence in 15 states and the District of Columbia

14.9 million tons of raw steel produced by ArcelorMittal USA

More than 18,000 employees

3.37 percent energy reduction by ArcelorMittal USA over 2013 baseline

ENERGY STAR® partner



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

The steel industry in the United States

97 steel producing and processing facilities

95 million tons in shipments

\$128 billion in revenue

\$200+ billion in direct economic impact from the iron and steel industry

80 million tons of steel recycled each year

74 percent reduction in health and safety cases since 2005

35 percent reduction in energy intensity since 1990

37 percent reduction in greenhouse gas emissions since 1990

Source: AISI

Innovating for Impact

A message from our CEO

Our 2018 United States Integrated Report demonstrates how we innovate for impact. Innovation and sustainability are at the core of ArcelorMittal's business strategy. Just as our products are the material of choice for more sustainable lifestyles, we continue to make progress toward elevating the sustainability of our operations.

2018 was a unique year for ArcelorMittal in the United States. In the first half of the year, we benefitted from trade actions that resulted in improved steel pricing. Financially, ArcelorMittal USA reported its best year since 2007. However, our business is cyclical, and we recognize that market environments are constantly evolving. In the second half of the year, we saw signs of a softening global economy, which impacted steel demand and market trends. We know that our success cannot depend on market dynamics alone, and that to be competitive, we must continually innovate our approaches with regard to our people, our processes and our products.

Our people: The health and safety of our 18,000 employees, as well as our contractors, is our highest priority. I am proud to share that our lost time injury rate for 2018 was our best on record and a 31 percent improvement over 2017. I will not be satisfied until our goal of zero fatalities and injuries is achieved. I firmly believe that health and safety is an area of our business where further innovation of our processes and continuous improvement are critical.

Our processes: We continually strive to be more efficient, minimize our environmental impact and best serve our customers. In 2018, ArcelorMittal USA executed 30 energy efficiency projects that resulted in energy savings of more than \$15.9 million, the equivalent of powering 11,600 homes for one year (126,544 megawatts). We also successfully implemented our delivery initiative, improving reliability and delivery through innovating our processes. This effort was supported by a 41 percent increase in ArcelorMittal USA capital investments in 2018. Many of these investments were aimed at maintaining and improving operational reliability, which is the foundation for solid on-time delivery and optimal quality.

Our products: We remain focused on continually innovating our products. Our researchers and engineers are developing new steel grades that are lighter, stronger and safer than ever before. This leads to a decrease in emissions and a lower environmental impact during the steel's end-product use phase. We believe our new advanced high-strength and third generation steels will be the preferred, sustainable material in the vehicles of tomorrow.

As we share the successes of our people, processes and products in the United States during 2018, I am encouraged by our progress and optimistic about future possibilities. We have made great strides, and an even greater future awaits through continued innovation.




John Brett

President and CEO
ArcelorMittal USA

OUR BUSINESS

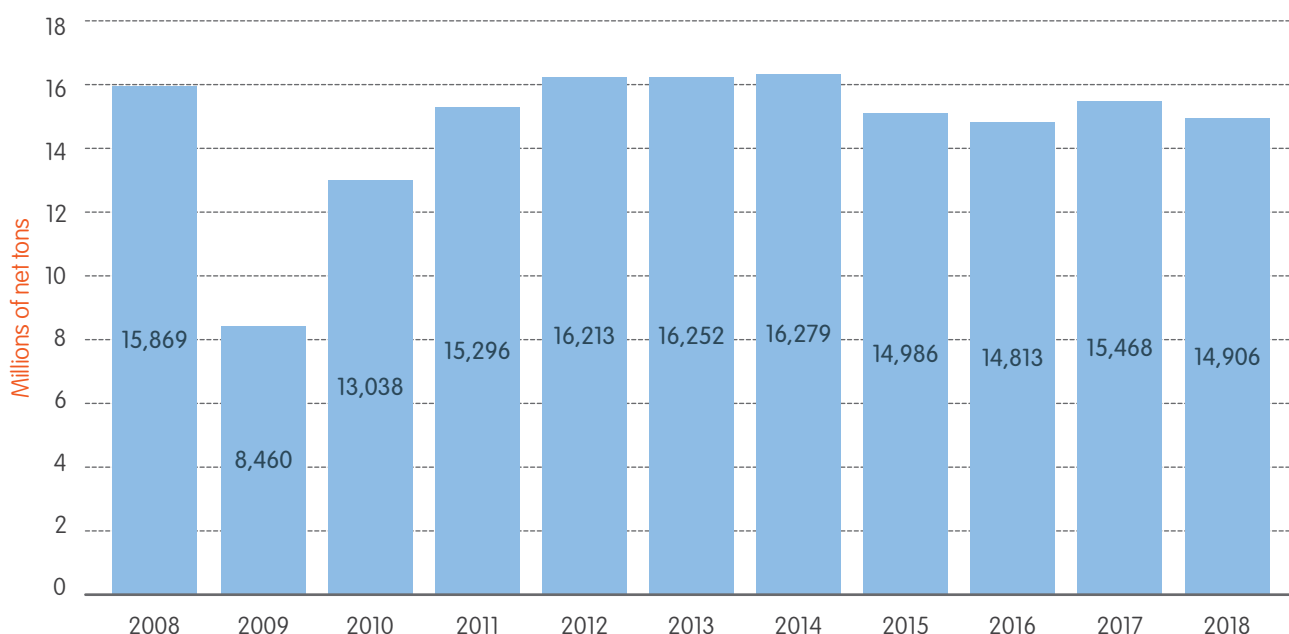
ArcelorMittal is the world's leading steel and mining company

Steel production

In the United States, ArcelorMittal has seen a slow and progressive recovery year over year since the economic downturn of 2009. That recovery was dampened significantly by the flood of imports arriving in the United States in recent years. While ArcelorMittal USA experienced a strong financial year in 2018 due to a robust pricing environment, our steel shipments fell short of our business plan. To improve in 2019, we are focused on cost control, operational stability and on-time delivery.

Raw steel production in the chart below refers to steel in the first state of melting, suitable for finishing. In 2018, ArcelorMittal USA produced 14.9 million tons of raw steel, with 98 percent of that production in our flat operations, primarily integrated steel production facilities. ArcelorMittal USA operates only one long carbon facility today in Steelton, Pennsylvania.

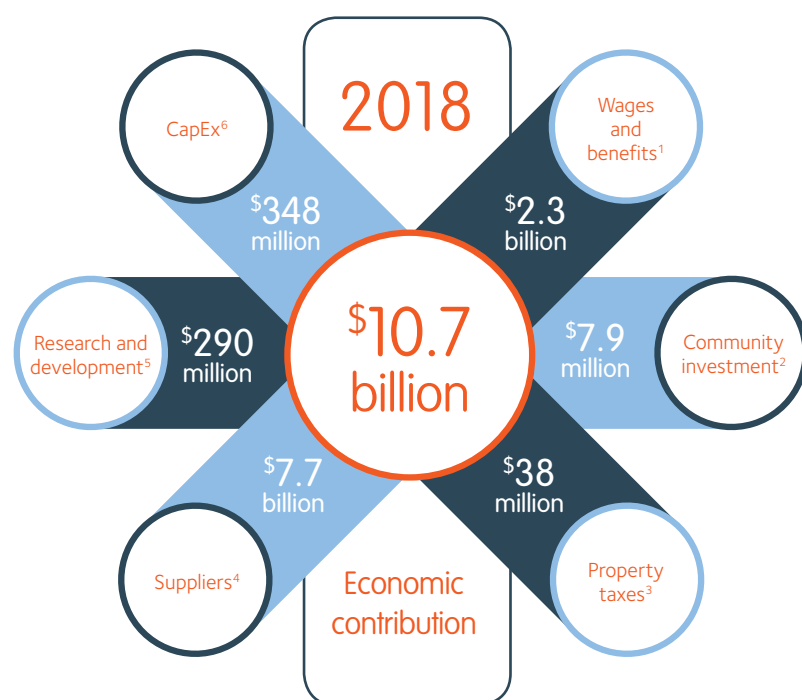
Raw steel production, ArcelorMittal USA: 2008-2018



Creating long-term value through economic contribution

In 2018, our U.S. operations employed more than 18,000 people with a direct economic contribution of \$2.3 billion through wages and benefits. We also contributed \$38 million in property taxes, providing significant funding for schools and local governments that would otherwise face significant challenges in terms of long-term sustainability. In addition to providing highly competitive wages, we seek to engage local businesses in fulfilling our supply chain, multiplying our economic contribution in our communities. To ArcelorMittal, being a good employer and community partner are all part of being a responsible corporate citizen.

ArcelorMittal economic contribution in the United States: 2018



- 1 Not including expenses related to active and inactive pension and retiree health care. Includes ArcelorMittal USA LLC wholly-owned facilities and includes I/N Tek and I/N Kote and AM/NS Calvert.
- 2 Includes cash grants, employee donations and company matching gifts in the United States.
- 3 Includes ArcelorMittal USA LLC wholly-owned facilities and includes Monessen, I/N Tek, I/N Kote and AM/NS Calvert.
- 4 Includes ArcelorMittal USA LLC wholly-owned facilities. Does not include supply chain spend related to CapEx projects.
- 5 Includes global R&D spend.
- 6 Includes ArcelorMittal USA LLC wholly-owned facilities and includes I/N Tek and I/N Kote.

In addition to our economic contribution to our communities, ArcelorMittal USA invests in our own business each year through both research and development and capital expenditure (CapEx). For the last five years, our CapEx related to the ArcelorMittal USA business unit has averaged more than \$280 million per year to enhance our facilities' capabilities and extend the life of our assets. In 2018, ArcelorMittal also invested \$290 million globally toward research and development to keep our products cutting-edge.

Business investment highlights in 2018



Operating context

ArcelorMittal's business context and operations in the United States are heavily influenced by external factors in the global economy. Since the later part of 2008, ArcelorMittal has weathered the most challenging economic times to face our industry in years. However, in 2018, ArcelorMittal USA reported its best financial performance since 2007 due to a robust pricing environment. In 2019, we are once again anticipating challenging market conditions.



Industry dynamics

In 2018, the U.S. steel industry experienced a robust pricing environment, which was positively influenced by the Section 232 trade measures. Global economic effects on the steel industry cannot be overstated. In the United States, we continue to keep a watchful eye on economic changes domestically and internationally that can have a significant impact on our business.



The U.S. economy

The U.S. economy stabilized after the Great Recession, reaching 2.9 percent annual GDP growth in 2015. This growth then slowed slightly until rebounding to 2.9 percent in 2018. This modest pace of economic expansion contributed to an increasingly healthier demand for steel and other industrial products in 2018. The American iron and steel industry is a dynamic part of the U.S. economy, accounting for more than \$200 billion in direct economic impact.



Effect of imports and trade

Overcapacity in the global steel industry, coupled with continued slowdown in emerging markets, mean imports remain a disruptive force in the U.S. market. In 2018, stronger trade actions, including Section 232 measures, have enabled shipments by U.S. steel mills to grow, following the surge of imports in 2014 that harmed 2015–2016 shipment levels. While the import market share was the lowest it has been since 2013, foreign supply remains resilient as global overcapacity continues.



Auto sector performance

After seven consecutive years of growth since the Great Recession, automotive production slowed in 2017 and remained stagnant in 2018. Though we expect that trend to continue, the automotive market will remain a key demand driver for the steel industry in the U.S. ArcelorMittal continues to emphasize the role our products, especially advanced high-strength steels and solutions, will have on the automotive market today and in the future.



Infrastructure development and construction recovery

The construction market and infrastructure projects in the U.S. have a wide-reaching impact on steel demand from structural steels to construction equipment, appliances and more.



The regulatory environment

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



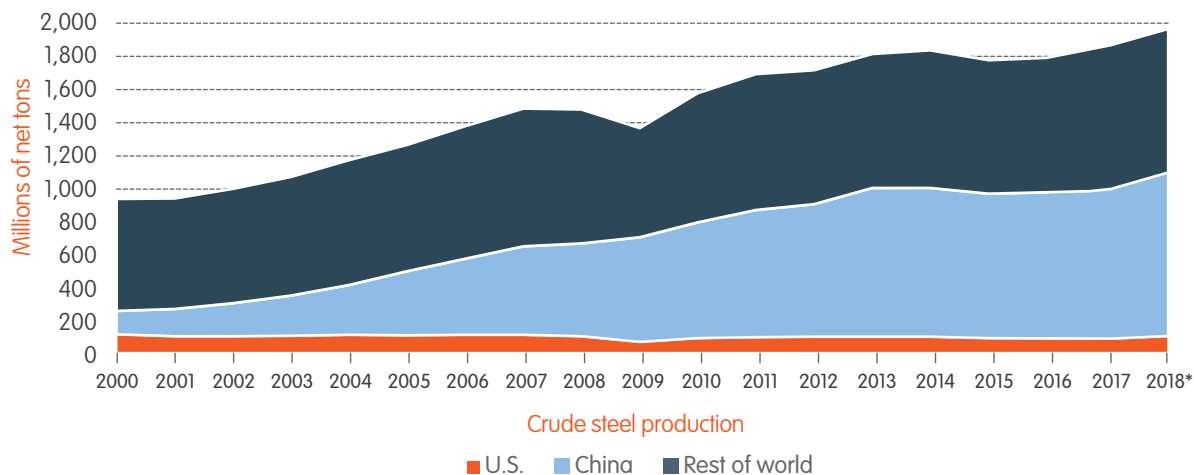
Industrial energy efficiency

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

The impact of global overcapacity

Unfairly traded imports have a dramatic impact on our ability to command fair prices for our products and operate our facilities at sustainable levels. At the heart of the tidal wave of imports flooding the U.S. market since 2014 is the issue of global excess capacity, driven by government subsidies and other trade distortions.

Global steel production has more than doubled since 2000 — growing from 936 million tons in 2000 to 1.97 billion tons in 2018. This has almost entirely been attributed to growth outside of the United States, which has seen its share of global production decline from 12 percent in 2000, to 5 percent in 2018. While the U.S. has increased production over the last two years, global production has increased at a faster rate, leaving the U.S. at a distinct disadvantage. For example, since 2000, Chinese steel production has increased more than seven-fold, growing from 142 million net tons in 2000, to approximately 1 billion net tons in 2018. This rapid and significant increase in steel production has led to dangerous levels of overcapacity that have significantly impacted broader global markets.



% of world production	2000	2005	2010	2015	2018
U.S.	12%	8%	6%	5%	5%
China	15%	31%	45%	49%	52%
Rest of world	73%	61%	50%	46%	43%

Source: World Steel Association

* Subject to revision

Our legal remedy against unfairly traded imports is to file trade cases with the U.S. Department of Commerce and the U.S. International Trade Commission against specific countries for specific products. Today, 202 anti-dumping and countervailing duty orders are in place to combat unfairly traded imports of iron and steel products. Despite these orders, the challenge to achieve a sustainable level playing field continues for U.S. manufacturers.

To that end, in March 2018 under Section 232 of the Trade Expansion Act, the Trump Administration imposed a 25 percent tariff on steel imports from many countries and negotiated quota arrangements with others, after concluding that such imports threaten U.S. national security. This action by the Administration has helped to more positively position ArcelorMittal to compete on that level playing field. Today, our U.S. business is stronger, and we have been able to increase our investments in our plants and our people. We will continue to work with the Administration to ensure that this process and other trade actions in place adequately position the American steel industry to meet the country's national security interests and address the causes of global excess steel capacity.

OUR STRATEGY

Action 2020 in the United States



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

In 2016, ArcelorMittal launched our global Action 2020 plan. This plan contains a strategic roadmap for ArcelorMittal's main business segments and seeks to deliver real financial and efficiency improvements in the business by 2020. The Action 2020 plan targets a return to >\$85/t EBITDA absent of any recovery in steel spreads and raw material pricing from their current level.

United States Action 2020 strategy reinforced





In 2018, ArcelorMittal USA achieved our Action 2020 aspirations. For us, Action 2020 centered on a strategy of concurrently investing in our facilities while ceasing operations at some of our redundant assets. ArcelorMittal USA achieved our Action 2020 savings goal of \$230 million one year ahead of schedule. Our business has undergone significant transformation under the Action 2020 framework, setting us on course for a stronger future, regardless of the cyclicity of our industry.

To achieve our Action 2020 goals, we focused on the following:

World-class assets

In an ever-competitive industry, it is critical to ensure every facility is operating in the most efficient and cost-productive manner possible. In 2018, we finalized important strategic restructuring in our operations. This included the completion of the Indiana Harbor footprint asset optimization, idling the 84" hot strip mill, No. 2 steel producing, No. 1 aluminizing line and No. 5 galvanizing line. We completed all scheduled plant-to-plant part transfers with zero customer impact. The idling of our Conshohocken rolling mill and the Cleveland temper mill further optimized redundant assets and contributed to cost savings.

Emphasizing cross-functional, cooperation-focused teams

Every individual working in the ArcelorMittal ecosystem in the United States is important to the long-term sustainability of our business. In 2018, our continued focus on achieving our Action 2020 goals and the execution of our footprint optimization plan was truly a cross-functional effort.

Creating high value-added products for our customers

ArcelorMittal's United States business has long prided itself on the strength of our customer relationships. We recognize, though, that customers continually look for deeper collaboration and the creation of value-added products and solutions from their suppliers. ArcelorMittal is the largest producer of advanced high-strength steels in the world. In 2018, ArcelorMittal invested \$290 million globally in research and development to drive innovation in product solutions.

Technology-driven customer response capabilities

Our primary focus in 2018 was related to our delivery performance. We recognize how critical it is to look at delivery differently than we have in the past. We must meet the expectations of our customers and ensure we are strong partners in their business objectives. To that end, we transitioned to customer-centric delivery metrics as of January 1, 2018, which reflect how our customers measure our performance.

Industry 4.0

Industry 4.0 and digitalization are here to stay and play a critical role in ArcelorMittal's strategic direction. They are at the forefront of a towering wave of change that is rushing through the business world, drowning businesses unable or unwilling to keep up. We are embracing the fourth revolution and have already made beneficial changes that will affect how we manage our supply chain in the digital world, optimize our performance and how we can serve our customers most effectively.

Maintaining a pipeline of talented employees to deliver world-class productivity

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

OUR SUSTAINABILITY

Where strategy and sustainability meet

Along with a robust business strategy in the United States, we have invested in a robust, focused sustainability strategy that directly addresses business needs across the enterprise. In 2014, we recognized that to truly drive company sustainability, we must go beyond the bounds of traditional corporate responsibility programming and think about the impact that is needed from our business and our products. Launched in 2015, our sustainable development framework takes our efforts a step further, driving us to act on the commercial imperatives of our business and the environmental footprint of our work.

The 10 sustainable development outcomes



All underpinned by transparent good governance.

Driving value across the business

Our 10 sustainable development outcomes are well-aligned with the United Nations 17 Sustainable Development Goals (SDGs). By pursuing ArcelorMittal's 10 sustainable development outcomes, integrating sustainability into the business, and improving long-term value for our stakeholders, we are contributing to the SDGs in many ways.

Addressing the carbon challenge

ArcelorMittal is globally committed to transitioning to low-emissions steelmaking in line with the Paris Agreement. We believe the combination of our breakthrough technologies and the support of good public policy can make this transition a reality.



Anticipating and responding to key social and environmental trends

We need to listen to our stakeholders to operate responsibly and reduce our negative environmental impacts, working with local communities to support socio-economic development and value creation.



Innovation to support customers and society

Through world-class research and development, ArcelorMittal is offering customers innovative steels that make the most of steel's qualities, boosting our high value-added product portfolio and helping our customers contribute to sustainable development.



Reassuring our customers through supply chain standards and certification

As a vertically-integrated business, our customers are dependent on the reliability of our internal supply chain to ensure they can meet their sustainability goals.



High-performing people, in a high-performing organization

Finding, keeping and supporting the right people with the right skills will be central to our long-term success.



OUR 10 SUSTAINABLE DEVELOPMENT OUTCOMES

OUTCOME 1

SAFE, HEALTHY,
QUALITY WORKING
LIVES FOR
OUR PEOPLE

We are committed to promoting and protecting the safety and well-being of our people, yet we still face challenges in creating a zero-accident workplace. We need to ensure our workplaces are safe. We also want to create a great place to work by supporting the general health of our employees. We additionally believe in the importance of strong labor relations to create a positive working environment.

2018 highlights

31
percent

ArcelorMittal's U.S. lost time injury rate for 2018 (.66) improved 31 percent over 2017 and is our best on record.

13
facilities

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

7,000
exams

Over 7,000 represented and salaried employees received wellness/preventive exams or biometric screenings in the U.S.

OUTCOME 2

PRODUCTS THAT
ACCELERATE MORE
SUSTAINABLE
LIFESTYLES

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

2018 highlights

\$290
million

ArcelorMittal invested \$290 million towards global research and development efforts.

15
products

ArcelorMittal globally launched 15 new products that contribute to more sustainable lifestyles.

21
awards

Global R&D received 21 technology-related awards for improved products and processes that contribute to a more sustainable future.

OUTCOME 3

PRODUCTS THAT CREATE SUSTAINABLE INFRASTRUCTURE



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

2018 highlights

11
products

Global R&D launched 11 new products and solutions to support sustainable construction and infrastructure.

21
programs

ArcelorMittal globally has 21 research and development programs in the pipeline relating to sustainable infrastructure.

OUTCOME 4

EFFICIENT USE OF RESOURCES AND HIGH RECYCLING RATES



Now more than ever, we are focused on understanding the full life cycle of materials and products. Steel is at a distinct advantage, as the most recycled material in the world – more than aluminum, paper, glass, gas and plastic combined. This is because steel is 100 percent recyclable, meaning that it can be recycled indefinitely without compromising its quality. As a result, steel plays an important role in the circular economy.

2018 highlights

31
percent

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

74
percent

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

4,020
pounds

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

OUR 10 SUSTAINABLE DEVELOPMENT OUTCOMES

OUTCOME 5

TRUSTED USER
OF AIR, LAND
AND WATER

The air we breathe, the land we live on and the water that sustains us are all essential components of our ecosystem. Each of these elements is also critical to our business and the steelmaking process. Being a trusted user of air, land and water is a hallmark of our sustainability strategy in the U.S. and around the world.

2018 highlights

100
percent

ArcelorMittal maintained ISO 14001 certification for 100 percent of our steelmaking facilities in operation in the U.S.

20,000
students

More than 20,000 students received environmental education programming as a result of ArcelorMittal community initiatives in the U.S.

\$159
million

ArcelorMittal is the sole corporate partner of Sustain Our Great Lakes, a public-private partnership that has resulted in \$159 million of conservation and restoration investment in the Great Lakes Basin since 2006.

OUTCOME 6

RESPONSIBLE
ENERGY USER
THAT HELPS CREATE
A LOWER CARBON
FUTURE

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

2018 highlights

1.35
percent

ArcelorMittal USA reduced its energy consumption by 1.35 percent over 2017.

30
projects

ArcelorMittal USA implemented 30 energy projects with an energy savings of more than \$15.9 million, the equivalent of powering 11,600 homes for a year.



ArcelorMittal USA continues to serve as an ENERGY STAR® and U.S. Department of Energy partner.

OUTCOME 7

SUPPLY CHAINS THAT OUR CUSTOMERS TRUST



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

2018 highlights

\$8.1
billion

ArcelorMittal USA spent \$8.1 billion on our supply chain.

\$285
million

ArcelorMittal USA spent \$285 million with Diversity Enterprises, a 9 percent increase over 2017 spend.

OUTCOME 8

ACTIVE AND WELCOMED MEMBER OF THE COMMUNITY



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

2018 highlights

\$6.9
million

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

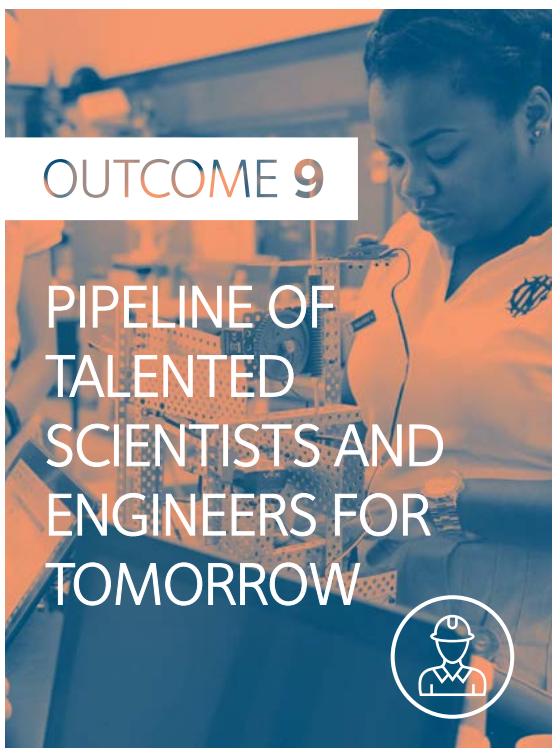
3,350
hours

Employees in the U.S. donated more than 3,350 hours of their time to local nonprofit partners through ArcelorMittal-sponsored volunteer projects.

\$325
thousand

In the second year of the Building Resilience grant program in the U.S., ArcelorMittal invested \$325,000 in the long-term sustainability of 14 nonprofits.

OUR 10 SUSTAINABLE DEVELOPMENT OUTCOMES



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

2018 highlights

43
percent

ArcelorMittal committed 43 percent of our U.S. grantmaking budget to support STEM programming, surpassing our corporate goal of 40 percent.

827,883
hours

ArcelorMittal USA provided 46,101 training hours for salaried employees and 781,782 hours for hourly employees.

\$897
thousand

ArcelorMittal USA committed more than \$897,000 for tuition reimbursement for undergraduate and graduate programs for U.S. employees.

100
percent

100 percent of Steelworker for the Future® graduates that have successfully completed the program have been extended a full-time employment offer.



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

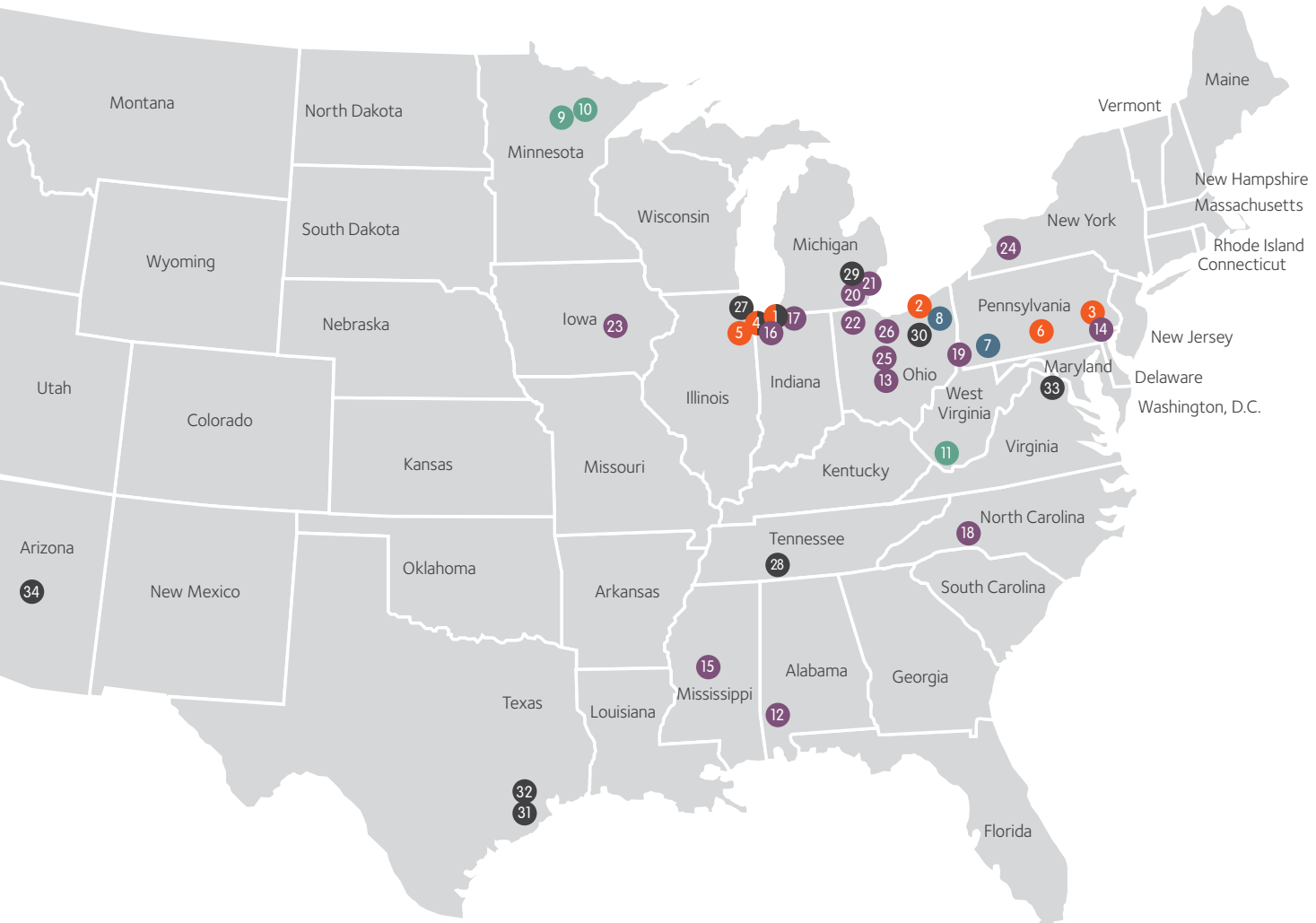
2018 highlight

10
years

The publication of our 2018 Integrated Report marks ArcelorMittal's tenth year of sustainability reporting in the United States. This decade of reporting has allowed us to further embed sustainability into our business operations and strategy while transparently communicating with our stakeholders.

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

ArcelorMittal in the United States



Steelmaking

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

Cokemaking

- 7 Monessen
- 8 Warren

Mining

- 9 Hibbing*
- 10 Minorca
- 11 Princeton

Finishing

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

Tailored Blanks

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

Tubular

- 25 Marion
- 26 Shelby

Offices

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

* Joint venture

** Closing October 2019

ArcelorMittal in the United States

CATEGORY	STATE	FACILITY	CITY	TYPE OF OPERATION
Steelmaking	Illinois	ArcelorMittal Riverdale	Riverdale	BOF
	Indiana	ArcelorMittal Burns Harbor	Burns Harbor	Integrated
	Indiana	ArcelorMittal Indiana Harbor	East Chicago	Integrated
	Ohio	ArcelorMittal Cleveland	Cleveland	Integrated
	Pennsylvania	ArcelorMittal Coatesville	Coatesville	EAF
	Pennsylvania	ArcelorMittal Steelton	Steelton	EAF
Cokemaking	Ohio	ArcelorMittal Warren	Warren	Coke battery
	Pennsylvania	ArcelorMittal Monessen	Monessen	Coke battery
Finishing	Alabama	AM/NS Calvert ¹	Calvert	Finishing
	Indiana	I/N Tek and I/N Kote ¹	New Carlisle	Finishing
	Indiana	Burns Harbor Plate and Gary Plate	Gary	Heat treating and finishing
	Iowa	ArcelorMittal Tailored Blanks Delaco ³	Montezuma	Blanking and welding
	Michigan	ArcelorMittal Tailored Blanks Delaco ³	Dearborn	Blanking and welding
	Michigan	ArcelorMittal Tailored Blanks	Detroit	Blanking and welding
	Mississippi	Double G Coatings, L.P. ²	Jackson	Finishing
	New York	ArcelorMittal Tailored Blanks Delaco ³	Tonawanda	Blanking and welding
	North Carolina	ArcelorMittal Piedmont	Newton	Finishing
	Ohio	ArcelorMittal Columbus	Columbus	Finishing
	Ohio	ArcelorMittal Marion	Marion	Tubular
	Ohio	ArcelorMittal Shelby	Shelby	Tubular
	Ohio	ArcelorMittal Tailored Blanks ⁴	Pioneer	Blanking and welding
	Pennsylvania	ArcelorMittal Conshohocken	Conshohocken	Rolling/finishing
	West Virginia	ArcelorMittal Weirton	Weirton	Rolling/finishing
Mining	Minnesota	Hibbing Taconite Mine ⁵	Hibbing	Iron ore mine
	Minnesota	ArcelorMittal Minorca	Minorca	Iron ore mine – open pit
	West Virginia	ArcelorMittal Princeton	Princeton	Coal mine – surface and underground
Offices	Arizona	Exosun Office	Phoenix	
	District of Columbia	ArcelorMittal Government Relations	Washington, D.C.	
	Illinois	ArcelorMittal Chicago Corporate Office	Chicago	
	Indiana	ArcelorMittal East Chicago Global R&D	East Chicago	
	Indiana	ArcelorMittal USA Corporate Office	Burns Harbor	
	Michigan	ArcelorMittal Detroit/Southfield	Southfield	
	Ohio	ArcelorMittal Richfield	Richfield	
	Tennessee	ArcelorMittal Nashville	Brentwood	
	Texas	ArcelorMittal Houston	Houston	
	Texas	The Woodlands	Spring	

¹ Joint ventures with Nippon Steel.

² Joint venture with US Steel.

³ Joint venture with Delaco Steel Corp.

⁴ Closing October 2019.

⁵ Joint venture with US Steel and Cliffs Natural Resources.

* Combined hourly and salaried employment numbers based on February 2019 statistics.

** Interim CEO as of May 2019

PRODUCT(S)	MARKET(S) SERVED	PLANT MANAGER	HEADCOUNT*	LOCAL USW#
Hot-rolled sheet	Distribution, strip converter	Dave Sena	318	1010
Hot-rolled sheet, cold-rolled sheet, hot-dipped galvanized sheet	Appliance, automotive, construction, converters, distribution, pipe and tube	John Mengel	3,254	6787
Hot-rolled sheet, aluminized sheet, cold-rolled sheet, hot-dipped galvanized sheet	Appliance, automotive, contractor applications, distribution, strip converters, tubular	Wendell Carter	3,997	1010/1011
Semi-finished slabs, hot-rolled, cold-rolled, hot-dipped galvanized sheet	Automotive, construction, converters, distribution	Mike Madar	1,877	979
Steel plate: carbon, high-strength low alloy (HSLA), commercial alloy, military alloy, flame-cut products, ASTM grades	Aircraft and aerospace, construction, energy, heavy equipment, military, mold and tool, shipbuilding, distribution	Ed Frey	647	1165
Railroad rails, specialty blooms, flat bars	Forging, railroad	Steven Taylor	446	1688
Coke	ArcelorMittal Cleveland furnaces	Joe Magni	174	1375-07
Coke	ArcelorMittal furnaces	Randy Shelton	179	3403
Hot-rolled sheet, hot-rolled pickled and oiled, cold-rolled sheet, advanced coated products	Appliance/HVAC, automotive, construction, distribution, pipe and tube	Brad Davey**	1,604	--
Hot-dipped galvanized and galvanized, electrogalvanized coil, cold-rolled sheet, annealed sheet	Automotive, appliances, office furniture	Allen Waitkins	516	9231
Steel plate: carbon, high-strength low alloy (HSLA), ASTM grades	Construction, distribution, energy, heavy equipment, infrastructure, military, pipe and tube, rail car and shipbuilding	John Mengel	680	6787
Laser welded blanks	Automotive	Beth Gordon	10	--
Laser welded alloys	Automotive	Beth Gordon	13	--
Laser welded blanks	Automotive	Dan Fox	114	--
Hot-dipped galvanized sheet	Prepainted construction	Keith Mangum	71	00363L-01
Laser welded alloys	Automotive	Beth Gordon	7	--
Plasma-cuts plate products into blanks	Automotive, heavy equipment	Debbie McCurry	11	--
Hot-dipped galvanized sheet	Automotive	Jerry Cook	127	9309/2342.1
Conveyor tube, specialty automotive tube, boiler tube	Automotive, boiler, conveyor, distribution	Chad Ousley	102	1949
Seamless and welded precision tubes, drawn-over-mandrel (DOM), cold-drawn tubes	Automotive, construction, distribution, farm machinery, oil and gas tooling	Tim Hawley	687	3057
Laser welded blanks	Automotive	Rodger Swank	46	--
Coiled plate, discrete plate	Construction, distribution, heavy equipment, military, mold and tool	Ed Frey	140	9462
Cold-rolled sheet, tin plate	Distribution, packaging	Brian James	898	2911
Iron ore pellets	Furnaces at ArcelorMittal and U.S. Steel	Ed LaTendresse	735	--
Iron ore pellets	ArcelorMittal Indiana Harbor furnaces	Robb Peterson	353	6115
Coking coal, pulverized coal injection (PCI)	Primarily ArcelorMittal furnaces	Michael Day	659	--

ArcelorMittal operations in the United States

Today, ArcelorMittal owns and operates 26 facilities in the United States, including mines, integrated steelmaking facilities, minimills and finishing operations. In the U.S., we employ more than 18,000 people with industrial operations in 12 states and a presence in 15 states and the District of Columbia.

In addition to our regional headquarters in Chicago, ArcelorMittal operates one of 11 global research and development sites in East Chicago, Indiana, and several offices and sales and distribution centers throughout the U.S., employing an additional 1,500+.

References in the report to "ArcelorMittal in the United States" include all of ArcelorMittal's wholly-owned operations that are located within the United States footprint, as well as joint ventures where ArcelorMittal holds a meaningful ownership percentage. References to "ArcelorMittal USA" include only wholly-owned ArcelorMittal USA LLC facilities and I/N Tek and I/N Kote.

Key terms

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

Minimill: A minimill uses steelmaking technology, called an electric arc furnace (EAF), which recycles scrap steel into new steel.

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

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

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



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Photo of Governor Mario M. Cuomo Bridge courtesy of New York State Thruway Authority


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