



ArcelorMittal

ArcelorMittal Canada
Sustainability and Corporate Responsibility Report 2014



Cover photo:

Several ArcelorMittal Dofasco Team Orange members tested their green thumbs as they prepared vegetable beds for the Neighbour to Neighbour Giving Garden (August 2014). The garden's bounty was distributed through Neighbour to Neighbour's foodbank. Team Orange tallied up more than 2,983 volunteer hours in 2014 over 64 events and raised more than \$68,000.

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About ArcelorMittal

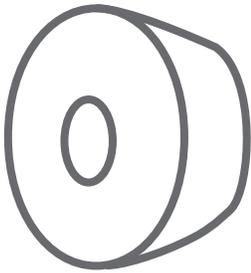
Canada is home to six business units that are part of ArcelorMittal SA, the world's leading steel and mining company — with approximately 230,000 employees, operations in more than 60 countries and customers in 174 countries.

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

Headquartered in Luxembourg, ArcelorMittal SA is governed by its Board of Directors. The company's Group Management Board (GMB) reports to the Board of Directors and conducts business and defines the global strategies for the group. The GMB also establishes and monitors administrative action in the countries in which the company operates.

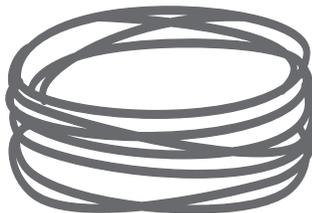
Through our core values of Sustainability, Quality and Leadership, we commit to operating responsibly with respect to the health, safety and well-being of our employees, contractors, and the communities in which we operate. In 2014, ArcelorMittal had global revenues of US\$79.3 billion, and produced 93.1 million tonnes of crude steel and 63.9 million tonnes of iron ore and 7.0 million tonnes of coal.

ArcelorMittal in Canada consists of six business units: Flat Carbon Steel, Long Carbon Steel, Mining Canada, Infrastructure Canada, Baffinland Iron Mines (Joint Venture) and Tubular Products, with each having its own site leadership. The units are largely independent of each other, but coordinate and work together.



Flat Carbon Steel

The Flat Carbon unit (ArcelorMittal Dofasco) is headquartered at the 750-acre steelmaking complex in Hamilton, Ontario. The unit also has a galvanizing line in Windsor, Ontario, called DJG, as well as a joint venture paint line (with U.S. Steel Canada), called Baycoat, in Stoney Creek, Ontario. Strategically located at the western end of Lake Ontario on the St. Lawrence Seaway, ArcelorMittal Dofasco features state-of-the-art facilities that are among the most efficient, flexible and technologically advanced in North America. Hamilton is also home to one of ArcelorMittal's Global Research and Development (R&D) centres and a regional ArcelorMittal University campus.



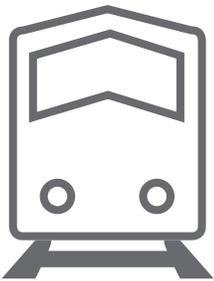
Long Carbon Steel

The Long Carbon unit (ArcelorMittal Montreal) produces semi-finished products, such as slabs and billets, for internal company use and export markets, and manufactures a wide range of high-quality long steel products for applications in the automotive and construction sectors. Its main production facilities are located at ArcelorMittal Montreal's Contrecoeur, Quebec, headquarters and include a direct reduction plant, two steel plants, a bar mill and a wire rod mill. Other facilities include a bar mill in Longueuil, Quebec, as well as wire mills in Saint-Patrick, Montreal, Quebec, as well as wire mills in Saint-Patrick and Hamilton East, Ontario. This unit also operates a steel recycling centre in Contrecoeur, Quebec.



Mining Canada

The Mining operation is one of Canada's main suppliers of iron ore products destined for the global steel market, accounting for 40 per cent of total Canadian output. It extracts iron ore from open-pit mines in Fire Lake and Mont-Wright, Quebec — the largest of their kind in North America. Our Mont-Wright Mining Complex also includes an ore crusher, a concentrator and an automated system for loading concentrate onto trains. The Port-Cartier complex in Quebec includes one of the world's most productive pellet plants, as well as the ArcelorMittal Mining Canada G.P. corporate office.



Infrastructure Canada

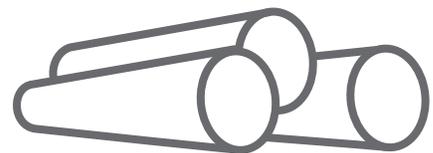
ArcelorMittal Infrastructure Canada G.P. operates a 420-kilometre-long railway linking Mont-Wright to its Port-Cartier industrial complex. ArcelorMittal Infrastructure Canada G.P. includes a privately owned seaport, railway and railway maintenance shops.

ArcelorMittal Mining and Infrastructure Canada G.P. are owned 85% by ArcelorMittal, the world's number one steel company, and 15% by Posco/China Steel Corporation.



Baffinland Iron Mines (Joint venture)

ArcelorMittal and Iron Ore Holdings LP own equal shares in Baffinland, with ArcelorMittal acting as project operator. Its head office is located in Oakville, Ontario, and the organization maintains a year-round presence at its mining site at the Mary River site on Baffin Island and at its community liaison offices in Iqaluit, Igloolik, Pond Inlet, Hall Beach, Clyde River, and Arctic Bay. Having begun mining in 2014, Baffinland is focused on the development of the Mary River Property, located in the Qikiqtani Region of Nunavut on Baffin Island. The Mary River Project consists of at least nine high-grade lump and fine iron ore deposits that can be mined, crushed and screened into saleable products. It is one of the most significant developments ever above the Arctic Circle.



Tubular Products

The Tubular division is one of the world's largest producers of pipe and tube products, exporting to more than a dozen countries. It manufactures the full spectrum of tubing products in a wide range of sizes. Its operations are located in Woodstock, London, Hamilton and Brampton, Ontario.

Our Approach to Sustainability and Corporate Responsibility Reporting

As the leader in all major global steel markets, we take our corporate citizenship role seriously. This report, along with our many activities and programs, demonstrates our commitment to behaving in a transparent manner, managing our impact on local communities responsibly, improving workplace safety, and continuously improving our environmental performance.

Scope of the 2014 Report

The report brings together all of ArcelorMittal’s Canadian steel and mining facilities under a single umbrella. All financial figures refer to Canadian dollars, unless otherwise noted. The information refers to calendar year 2014. This report supplements ArcelorMittal’s 2014 Sustainability Report which can be found online at: <http://corporate.arcelormittal.com/sustainability>.

Data Collection

This report reflects data collected from primary operating locations between January 1 and December 31, 2014. It is based on GRI (Global Reporting Initiative) indicators. Sustainability and corporate responsibility indicators are reported using company guidelines.

Reporting Principles

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 dofasco.arcelormittal.com.

Business Unit

ArcelorMittal employs 9,765 Canadians

Total	9,765
ArcelorMittal Dofasco	4,542
ArcelorMittal Infrastructure Canada G.P.	722
ArcelorMittal Mining Canada G.P.	1,930
ArcelorMittal Montreal	1,752
ArcelorMittal Tubular Products	352
Baffinland Iron Mines	467

Did you know?

In 2014, ArcelorMittal was recognized for the 4th time by media and investment research firm Corporate Knights as one of Canada’s Top Foreign Corporate Citizens. The award, which is presented to corporations with substantial operations in Canada, recognizes ArcelorMittal Canada for its leadership on social responsibility and corporate citizenship.

In addition, in 2014, ArcelorMittal Dofasco was ranked among Canada’s Top 100 Employers and Hamilton/Niagara’s Top 10 Employers and was recognized with a Canada Award for Excellence (Healthy Workplace).

Canada Locations



ArcelorMittal Dofasco

- 1 Coteau-du-Lac
- 2 Hamilton
- 3 Windsor

ArcelorMittal Mining Canada G.P.

- 4 Montreal
- 5 Mont-Wright
- 6 Port-Cartier
- 7 Longueuil

ArcelorMittal Infrastructure Canada G.P.

- 4 Montreal
- 6 Port-Cartier

ArcelorMittal Montreal

- 8 Contrecoeur
- 9 Hamilton East
- 7 Longueuil
- 10 Saint-Patrick (Montreal)
- * La Prairie
- * Ottawa

ArcelorMittal Tubular Products

- 11 Brampton
- 2 Hamilton
- 12 London
- 13 Woodstock

Baffinland Iron Mines

- 14 Mary River
- 15 Oakville

Global R&D

- 2 Hamilton

* On March 3, 2015, the sale of the Ottawa recycling and processing centre and the land and buildings of the La Prairie recycling and processing centre to American Iron & Metal Company Inc. was announced.

Letter from Canadian Leadership

ArcelorMittal Canada is part of the world's largest steel and mining company. In Canada, we have six business segments across two provinces and one territory, with nearly 10,000 employees working in our mining and steelmaking operations.

Our *Canada 2014 Corporate Responsibility and Sustainability Report* is a key part of our commitment to transparency and open dialogue with our stakeholders.

As the following report sets out, 2014 brought several notable accomplishments for our Canadian units. The year marked a record in overall steel production for our company; we continued to improve our Lost-time Injury Frequency Rate to 0.61 per million hours worked (a 16.7 per cent improvement over 2013); both our steel and mining units reduced total CO₂ emissions; we were once again named to the 2015 Corporate Knights Top Foreign Corporate Citizens; and our Hamilton Flat team was named to Canada's Top 100 Employers and also achieved a Canada Award for Excellence in the Healthy Workplace category.

Areas of great focus for both our steel and mining units are energy consumption and CO₂ emissions. For our Mining units, we are pleased to report a reduction in energy intensity per tonne of both concentrate and pellets. In addition, our steelmaking units report a reduction of greenhouse gas (GHG) emissions from 1.26kg/t in 2013 to 1.16kg/t in 2014. Overall, our Flat operations in Hamilton, Ontario, have reduced absolute GHG emissions by 16 per cent since 1990, despite producing more steel. That achievement exceeds the Government of Ontario's target for 2020. We have been able to do this through a wide range of initiatives that reduce all types of energy consumption.

In 2014, our energy intensity per tonne of steel increased slightly from 20.8 to 21.7 gigajoules per tonne of steel. We expect to see an improvement in this metric in 2015 due to several larger

conservation projects, as well as the closure of the No.1 Coke Plant in Hamilton. Other conservation projects have focused on reusing energy from one part of the process to another — such as using coke oven gas to heat processes elsewhere, and using surplus steam to generate electricity on-site in a turbo generator. In general, we are extremely focused on finding efficiencies — not only does it reduce our environmental impact, but it also makes our business more productive and sustainable.

As a leader in all major global steel markets, we take our role in corporate responsibility and sustainability seriously. As such, we are committed to continuously improving our performance in all areas of our business, including our reporting. As part of a larger shift at the Group level, we are evolving our approach to corporate responsibility in Canada. To date, we have based our corporate responsibility approach on four pillars: investing in our people, making steel more sustainable, enriching our communities and transparent governance. Going forward, 10 sustainable development outcomes will form the basis of our reporting — with an additional section on the transparent good governance that underpins our framework. (Read more on Page 8.)

This year, as we launch our new outcomes, we still report against the performance indicators we have used in previous years. Once we have developed a meaningful monitoring system for our 10 sustainable development outcomes, we will report our progress against each one.

Steel has a vital role to play in achieving a lower carbon economy, while ensuring growth and prosperity. Steel is the fabric of modern life and we are making steel that is stronger, lighter and more sustainable. In 2015, our number one priority remains the health and safety of everyone working on our sites. We will also continue in our pursuit of being world-class — through continuously improving every aspect of our business.



Sean Donnelly
President and Chief Executive Officer
ArcelorMittal Dofasco



Pierre Lapointe
President and Chief Executive Officer
ArcelorMittal Mining Canada G.P.

Head of Management Committee
ArcelorMittal Infrastructure Canada G.P.



PS Venkat
Chief Executive Officer
ArcelorMittal Long Carbon North America



Edward Vore
CEO, Mechanical Automotive North America
ArcelorMittal Tubular Products



Tom Paddon
President and Chief Executive Officer
Baffinland

Sustainability and Corporate Responsibility around the World

Steel has a vital role to play in creating a sustainable future. As the world's largest steel and mining company we know that this brings both opportunities as well as challenges.

Sustainability is all about taking a long-term perspective, and that's what we already do as a business. Steelmaking and mining are industries where facilities are built and operated for many years, and are part of the same communities for decades. Steel itself is an enduring material, ideally suited for the construction of buildings and infrastructure. Therefore, we are used to planning, thinking and investing for the long term in order to create lasting value for our stakeholders, shareholders and society as a whole.

Global Challenges and Opportunities

The world faces enormous challenges in the 21st century: from climate change to increasing pressures on natural resources; from the lifestyle expectations of those in the developed world, to tackling poverty in emerging markets. These issues have a direct impact on businesses, as well as governments, civil society and individuals. And businesses face other challenges, including the growing expectation that they should report more openly, act more responsibly, protect the environment and support their local communities. All of these factors pose risks to companies as large as ours if we fail to manage them; risks to our profits, reputation, operations, and social license to operate. But they also present us with enormous opportunities, from the commercial potential of new greener products, to the innovation potential of a new generation of innovative people entering our industry.

Steel as the Fabric of Sustainable Living

Steel is part of the fabric of modern life, and we couldn't live the way we do without it. Buildings, roads, bridges, railways, cars and many domestic appliances simply wouldn't exist without steel as a component. Steel has the potential to be one of the world's most sustainable materials because it's strong, flexible and can be endlessly recycled. Innovative steel products are helping to reduce carbon emissions in vehicles and buildings, construct smarter cities and generate renewable energy. But steel faces challenges too: we have to find ways to make the production of steel more energy efficient and less carbon intensive.

As the world's largest steel and mining company, we have a particular opportunity — and responsibility — to lead the way in ensuring steel fulfils its potential as an essential material of the future. We have the power to make a positive difference to our stakeholders and shareholders, as well as society as a whole. In order to do this, we need to address the risks and opportunities arising from social and environmental trends across our operations. We must also use our knowledge of the impacts of steel to persuade our customers — and their consumers — to make and choose products that are more sustainable. By doing this, we will ensure that the steel we make becomes the material of choice for a sustainable future.

Our 10 Sustainable Development Outcomes

We have identified 10 sustainable development outcomes that will help us achieve this goal of sustainability leadership — by defining the kind of company we want to be. We will create value as we progress against these outcomes. We are also developing a new sustainable development framework around the outcomes that will help us secure the commercial success of our business in the medium term, while contributing to solving the world's sustainable development challenges in the long term. This is good for society, good for our stakeholders and good for us.

Leading the Solution through 10 Outcomes

We have built a good track record in corporate responsibility since ArcelorMittal was created in 2006. We have won awards for our reporting, invested significantly in our communities, and led the way in stakeholder engagement in many of our markets, but sustainability demands more than that.

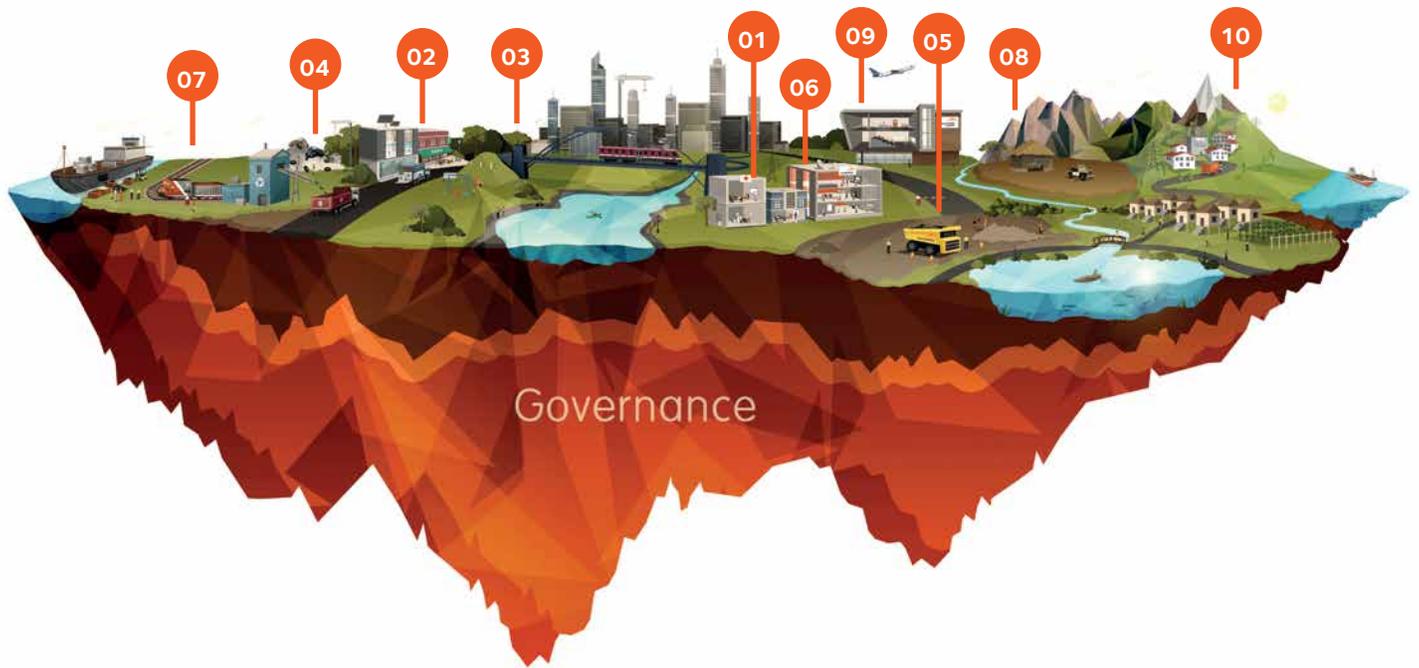
The 10 outcomes are at the core of our new sustainable development framework. They will help us to create value for ourselves and for others. In 2015, we are working to begin to make them a reality at all ArcelorMittal sites around the world and will develop targets in order to measure our progress against them.

From Four pillars to 10 Outcomes

Our corporate responsibility approach has to date been based on four pillars: investing in our people, making steel more sustainable, enriching our communities and transparent governance. Going forward, the 10 outcomes will form the basis of our reporting, both at group and local levels, with an additional section on the transparent good governance that underpins our framework. This year, as we launch our new outcomes, we still report against the performance indicators we have used in previous years. Once we have developed a meaningful monitoring system for our 10 outcomes, we will use this to report our progress against each outcome.

Our 10 Outcomes

We have to contribute to making possible a more sustainable future. Our 10 sustainable development outcomes are a compelling, practical and demanding way to do this — from the way we make steel and use resources, to how we develop new products, and support our people and our communities.



- 01 Safe, healthy, quality working lives for our people.
- 02 Products that accelerate more sustainable lifestyles.
- 03 Products that create sustainable infrastructure.
- 04 Efficient use of resources and high recycling rates.
- 05 Trusted user of air, land and water.
- 06 Responsible energy user that helps create a lower carbon future.
- 07 Supply chains that our customers trust.
- 08 Active and welcomed member of the community.
- 09 Pipeline of talented scientists and engineers for tomorrow.
- 10 Our contribution to society measured, shared and valued.

Sustainability and Corporate Responsibility in Canada

Our Corporate Responsibility (CR) Strategy

Our strategy remains aligned with our four pillars — investing in people, making steel more sustainable, enriching our communities and transparent governance, while evolving towards delivering on 10 sustainability outcomes over the long term (see page 8).

We understand that we play a crucial role in our communities — often, as a major employer and in some cases, with a presence dating back more than 100 years. We are one of the largest private sector employers in many of the communities where we operate, such as Hamilton, Ontario, and in Contrecoeur, Port-Cartier and Fermont, in Quebec. Our facilities and our roles as both a business and community partner have evolved over time. We helped shape our communities and are part of their history — and we are honoured to play a key role in their future. We strive to maintain our position as industry leaders — in business innovation, in collaboration with our clients and suppliers, and in partnership with our communities. As such, we have a responsibility to understand the expectations of our stakeholders and work with them to address issues ranging from the sustainability of our products to managing our environmental footprint and strengthening the vitality of our communities. We have worked diligently to embed our approach to corporate responsibility in our business strategy, defining key performance indicators (KPIs) that allow us to monitor our progress.

We share these results through this report, by highlighting areas where we excel or have made progress — while also recognizing that there still remains room for improvement in several areas, such as meeting our goals of zero lost-time injuries, sharing best practices across business units to improve our environmental performance, and formalizing our grievance mechanisms and stakeholder engagement plans more consistently across our organization.

Engagement in Global Organizations

ArcelorMittal engages in a number of global organizations, including the UN Global Compact, the World Steel Association, the World Business Council for Sustainable Development (WBCSD) and the Extractive Industries Transparency Initiative (EITI). ArcelorMittal also engages in various organizations' activities as a member and participant. Our participation in industry associations and corporate responsibility organizations allows us to take a leadership position and contribute to the debate about issues that affect our business, while promoting good corporate governance and a responsible approach to business operations. A partial list of ArcelorMittal's memberships and organizations in which we are actively engaged in Canada appears in the Resources and Memberships section on page 44 of this report.

Key Challenges and Opportunities — Our Materiality Story

Our 10 sustainable development outcomes were the result of both analysis and consultation, building on earlier materiality assessments that saw information collected through site-level internal and external grievance mechanisms, community engagement and listening sessions.

Corporate responsibility (CR) is about ensuring we understand and manage the expectations of local and global stakeholders. We already have several CR processes in place, such as grievance mechanisms, stakeholder engagement planning and CR reporting. This extends to every aspect of the business from process to products.

In 2013, at the Group level, we consulted more widely to understand what really matters to our stakeholders and which issues are most material to our business. We examined who our key stakeholders really are — and what they consider to be important. In a process described in detail in the ArcelorMittal 2013 report, we identified the six issues with the most material significance for our business:

- safety
- health
- greenhouse gases
- transparency and accountability
- air and water emissions
- employee engagement

We predicted another five that we believe will be increasingly important over the next five years:

- water
- resource efficiency
- ethics
- community relations
- our aging workforce.

In 2014, further work was done, focusing this time on the global challenges of sustainability and what they mean for us as the world's largest steel and mining company. We assessed global trends identified by the World Economic Forum, the World Business Council for Sustainable Development, the UN and other influential organizations.

We looked at our stakeholders' expectations, using the results of reputation surveys. We looked at our commercial challenges and what has been disrupting our business, and considered the regulatory, social and environmental risks and issues that affect our operations.

We then started a series of conversations across the business about steel and the principles of sustainable development. We included regional operations, senior management, a focus group of young leaders and the Group Management Board. We discussed how the different challenges relate to our steel and mining business and how we can manage the risks of sustainability and capitalize on the opportunities, to achieve long-term, commercial success.

We developed the results of this work into the 10 sustainable development outcomes. These outcomes are designed to describe in simple language what we must strive to look like as a business, if we are to obtain the most value from addressing our material issues. As before, this approach is underpinned by transparent good governance.

Sustainable development is about understanding the material issues facing our business that arise from long-term environmental and social trends, as seen through the lens of the latest scientific and expert thinking, as well as the expectations of our immediate community of stakeholders.

By pursuing our 10 sustainable development outcomes, we will manage our stakeholders' expectations more effectively and be better prepared to respond to long-term trends. This will help us avoid business disruptions and create value for not only our company but also our stakeholders and society as a whole.

Performance



Investing in our People

Safe, healthy, quality lives for our people and neighbours are our priority. People drive the success of an organization. It is their talent, expertise and pursuit of continuous improvement that give ArcelorMittal its competitive advantage. Our success depends on their commitment, focus and innovation. We are dedicated to ensuring a pipeline of talented scientists, field specialists and

engineers for tomorrow — the best and brightest who will help ArcelorMittal transform tomorrow.

Our aim is for every employee to fulfill his or her potential. We value health and safety, teamwork, diversity, communication and respect in our workplaces.

To mark its record of 3 million hours without a Lost Time Injury, our Mont-Wright mining team held a celebration in May 2014. Double World Welterweight UFC Champion Georges St. Pierre attended the celebration which included entertainment and refreshments, as well as Safety awareness activities like this firefighting demonstration activity.

2014 Performance at a Glance

Indicator	Topic	Description (Value)	2014	2013
LA1	Total number and rates of new employee hires and employee turnover	Number of new employees hired ¹	1,044	N/A
		Rate of new employee hires as a proportion of total employees	10.15%	N/A
		Number of employee separations	621	N/A
		Employee turnover (separations as a percentage of total employees)	6.04%	N/A
LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Description of benefits provided to full-time employees that are not provided to temporary or part-time employees	See note # 2	
LA3	Parental leave	Return to work and retention rates after parental leave	See note # 3	
LA5	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	Percentage of the total workforce represented in formal joint management-worker health and safety committees	100%	100%
LA6	Restricted work, Medical aid, and Work-related fatalities for the total workforce	Restricted work frequency (restricted work/million hours worked)	3.03	N/A
		Medical aid frequency (medical aid/million hours worked)	6.96	N/A
		Work-related fatalities	0	N/A
	Lost time injury frequency rate percent change (per million hours worked)	Lost time injury frequency rate, per million hours worked	0.61	0.73
		Percent change over the previous year	-16.7%	-65.6%
LA9	Average hours of training per year per employee	Average number of hours of training per year per employee	66.5	31.8
LA11	Percentage of employees receiving regular performance and career development review, by employee category	Percentage of management employees receiving regular performance and career development review	100%	N/A
		Percentage of workforce receiving regular performance and career development review	92.43%	N/A
LA13	Ratio of basic salary and remuneration of women to men	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	See note # 4	
	Unionized workforce	Percentage of employees that are unionized	34.91%	35.20%

¹ We practice employment equity, which also applies to our hiring practices.

² Part-time or temporary employees do not get access to pension plans and health care/income protection programs that are offered to full-time employees.

³ All employees are entitled to parental leave and eligible to return to work when leaves are completed.

⁴ ArcelorMittal complies with pay equity legislation in Quebec and Ontario.

Data includes all Canadian operations unless otherwise noted. See Data table on pages 41-43 for exceptions.

Safe, healthy, quality lives for our people and neighbours

Safety Performance

We consider the safety of everyone working on our sites to be our greatest responsibility. Our goal is to extract minerals and produce steel without fatalities or injuries. At our Canadian operations we are working towards zero accidents and injuries through our “Journey to Zero” and our “Courageous Leadership” program — which fosters a culture to encourage and inspire all employees to speak up in an unsafe situation.

Our longstanding Canadian operations are all certified to the international occupational health and safety standard OHSAS 18001 while our newly operational Baffinland unit is working towards this certification. In 2014, we experienced improved health and safety performance. Our overall lost-time injury frequency rate of 0.61 (per million hours worked) is a 16.7% per cent improvement over our 2013 rate of 0.73 — and 71.3 per cent better than our 2011 rate of 2.12. While we have improved, our journey continues toward the ultimate goal of zero.

Our journey to zero

While our overall lost-time injury frequency rate improved by 16.7% in 2014, our journey continues toward the ultimate goal of zero injury.

Case Study

Safe, Healthy, Quality Lives for ArcelorMittal Montreal's People and Neighbours

ArcelorMittal Long Products, based in the Montreal area, is building safe, healthy, quality lives for its people and neighbours through investments and partnerships with several government bodies, schools and non-profit organizations involved in environmental, health and cultural projects.

The Lac-Saint-Pierre Biosphere Reserve, located along the St. Lawrence River just east of Montreal, is one of four UNESCO sites in Quebec. Characterized by untouched wildlife and significant wetland ecosystems, the Reserve is an integral part of the community. ArcelorMittal Montreal is proud to be a partner and official sponsor of the Biophare — a Sorel-Tracy museum featuring locally focused educational and cultural exhibits.

The St. Lawrence River is essential to the successful transportation of materials to and from ArcelorMittal Montreal and is also an important ecosystem, as it provides habitats for a wide range of plant and animal species. ArcelorMittal Montreal partnered with Ducks Unlimited Canada, the *Fondation de la faune du Quebec*, Wildlife Habitat Canada, the Quebec government and Fisheries and Oceans Canada to protect the ecosystem. The goal is to preserve Lavallière Bay, the largest developed wetland in Quebec, by implementing ecological restoration techniques. This project progressed throughout 2014 with the addition of a water-control structure, dikes and a pumping station.

In Contrecoeur, a partnership with students, the Patriotes School Board and the City of Contrecoeur resulted in a new grass soccer field for Mère-Marie-Rose school. The investment means an area that previously provided limited recreational opportunities is now a place where children can benefit from physical exercise as part of their school experience.

On a cultural front, in Sorel-Tracy, ArcelorMittal Montreal has partnered with the Georges-Codling Theatre to upgrade the theatre's historic, art deco-style building. As part of the renovation, a new multi-use venue, called “ArcelorMittal Public Space,” will be created and open to the public for community events. The space will be able to accommodate social and cultural gatherings and celebrations for residents of communities surrounding the theatre.



We are proud of our sites that posted health and safety achievements in 2014:

- The Mont-Wright Mining Team achieved 3-million hours with no lost-time injuries and ArcelorMittal Mining Canada's and ArcelorMittal Infrastructure Canada's best-ever health and safety record of a 0.40 Lost-time injury frequency rate.
- In Hamilton, our Dofasco Cold Roll and Tin Rewind Line Team celebrated 16 years with no lost-time injuries.
- Our Ottawa Scrap Recycling and Processing Centre completed five years with no lost-time injuries.
- Our La Prairie Scrap Recycling and Processing Centre completed six years with no lost-time injuries.
- Our Contrecoeur-West Steelworks Electrical Department completed seven years with no lost-time injuries.
- In Montreal, employees were named as *Commission de la santé et de la sécurité du travail du Québec's* (CSST — Quebec's workers compensation board) Grands Prix SST competition finalists for work on improving health and safety.

Although we improved in 2014, we had 16 total lost-time injuries in Canada. Despite this, we strive to get better in terms of all types of injuries and believe zero is attainable – our journey to achieve zero accidents and injuries is a never-ending process.

Case Study

Building Capacity for Safety in Challenging Conditions



On Baffin Island, at our joint venture mine, employee safety always comes first, which is why the company has committed to a comprehensive health and safety program. One component of this program is the ability to safely manage emergency and crisis situations, should they arise. To support this, Baffinland has recruited volunteer mine rescue team (MRT) members from amongst the workforce. Each of these members undergoes five-day Mine Rescue Team training, which includes rescue techniques such as confined space, rope rescue, vehicle extrication and firefighting. The live fire training is particularly important, as participants are taught how to extinguish fires in the challenging and remote environment of the Arctic Circle, where weather conditions are often extreme. This essential training program, which occurs several times a year, provides employees with the necessary skills to contribute to a healthy and safe work environment. For Inuit MRT members, an added value is that these skills can then be brought back to their remote local communities.

Wellness

An important element of attaining zero accidents and zero injuries is being healthy — fit and able to do the job. As such, our employees and their family members have access to a variety of health and wellness programs that support their efforts to maintain their health, increase their fitness, and find balance and fulfillment.

Each fall, ArcelorMittal sites around the world run a Health Week, during which employees are able to participate in various health-related learning opportunities and activities. Also during Health Week, sites compete against each other in a global race — with the winner determined by the greatest number of participants. In 2014, the Dofasco Hamilton site participated in a challenge with colleagues at ArcelorMittal Indiana Harbor in the United States. The Hamilton team won with 218 participants, up from 122 in 2013. The event is a “predictor” race with individual winners named based on how close they finished to their predicted time. In recognition of ArcelorMittal Dofasco’s extensive wellness programs, it was awarded a Canada Award for Excellence (Healthy Workplace), as well as Level 1-recognition in the Mental Health category.

Lost-time injuries per million hours worked



Case Study

Boosting Health and Wellness at ArcelorMittal Tubular Products



Our Tubular Products team in Woodstock, Ontario undertook a special initiative to provide a variety of health and wellness programs to improve

our employees’ quality of life. The programs encourage employees to live healthy and quality lives by focusing on increased physical activity and healthy eating. Challenges, such as “Pound Droppers” and “Get out and Shine,” were a great success — with 20 employees losing a combined 217 pounds, and seven employees logging more than 2,500 hours of outdoor exercise and activity. Workshops with external food nutrition specialists were also offered as part of Lunch and Learn sessions. In these workshops, topics such as stress and resiliency, nutrition labels, making good choices, mental health services, and transitioning into retirement were discussed.

Employees were also offered reduced membership fees at a local gym, along with activities such as a blood pressure clinic for employees and a golf tournament in conjunction with the Social Club. Since the launch of the program in 2013, our Woodstock site has recorded a decrease in casual absence by 0.25% and the programming continues in 2015 with additional opportunities for employees to get active and improve their health.

To support employees in their wellness efforts, employees and family members are eligible to utilize an Employee and Family Assistance Program (EFAP). The EFAP provides confidential counselling, coaching, online courses and resources on many different topics — including marital and family relationships, anxiety, depression, addictions, stress, life transitions/change and other personal issues. The EFAP also includes counselling, information and support on childcare, parenting and elder care, legal, financial and career planning, workplace issues, preretirement and lifestyle issues. In addition, several Canadian sites offer lifestyle wellness programming that provides support for employees to take charge of their health. Programs range from onsite fitness facilities and personal training to health screening, injury prevention, diabetes prevention, and nutrition and weight management.

Employee Development

We aim to continue to be a top Canadian employer by attracting, developing and inspiring the employees of tomorrow. Our sites offer comprehensive training and development programs to all employees through local training programs, as well as a complete course curriculum through the ArcelorMittal University. The ArcelorMittal University regional campus is in Hamilton, Ontario, and it provides learning opportunities for ArcelorMittal employees across the Americas. Our employees benefit from on-the-job, classroom and offsite training, including:

- Health and safety;
- Apprentice and job-skills training;
- Business and industry knowledge;
- New graduate development programs;
- Intern and co-op placements;
- Personal development; and
- Cultural training for remote working conditions at our Baffin Island mining site.

With the progression of our Baffin Island mining site, we continue to offer hundreds of new jobs and growth opportunities to employees across a range of skill-sets and professions. In addition, we actively award and contribute to scholarships for Canadian students pursuing post-secondary education. In 2014, we awarded and contributed to 73 scholarships for Canadian students — with a total value of \$265,720 to Canadian students.



ArcelorMittal awarded scholarships worth a combined **\$265,720** to 73 deserving students

Case Study

Innovation for a Safer Work Environment

At our Mont-Wright mine in Quebec, the team utilizes Sirovision, a geology/geotechnical mapping and analysis system that generates accurate, scaled 3D images of the mine's rock faces from stereo photographs. After our mining technicians apply paint markers on the wall of the mine, the system is able to capture and create remarkably accurate images of the walls, which is critical to a safe and efficient process.

However, warmer temperatures in spring create a risk around the wall sagging and a potential danger to our technicians applying the paint markers to the rock face. To combat the problem, our team devised an innovative and low-cost solution that eliminates the need to be close to the wall. Technicians now use paint ball guns to apply the marks from a distance and away from danger.

Employee Engagement

Our strength is people, and we work to attract and retain the best and brightest and to create an environment that maximizes our collective energy and efforts.

To engage employees, our total compensation packages, culture and communications are all underpinned by our three core business values: sustainability, quality and leadership. These values inform all of our decisions and will help us achieve our objective and operating principle of “safe sustainable steel.” These values are also integral to the way in which we work together across six business units, two provinces and one territory in Canada.

Our employees are expected to behave responsibly, act with integrity and demonstrate leadership in everything they do. In turn, we offer competitive total compensation, and a fair and empowering work environment — where everyone can contribute and is valued. Sharing information and gathering feedback are important parts of employee engagement. Through both global and site-specific employee surveys, we actively seek out employee feedback, questions and ideas. Each site in Canada is required to conduct a cascading employee survey after each quarterly financial period, to gauge the effectiveness of our information-sharing. Every site is measured, and local results are rolled up to region, country and worldwide results.

In addition, Canadian sites also publishes a regular local employee publication, *1 Magazine*, with information about the global company, as well as detailed site-specific information on business, community involvement, employee achievements and special-interest stories. Our group intranet site is also a destination for a wide range of detailed information about the company and about working at ArcelorMittal. The intranet includes an overarching global site, with local intranet sites as well. It's here that employees can meet and share information with colleagues, and find policies, news stories and even standard operating procedures.

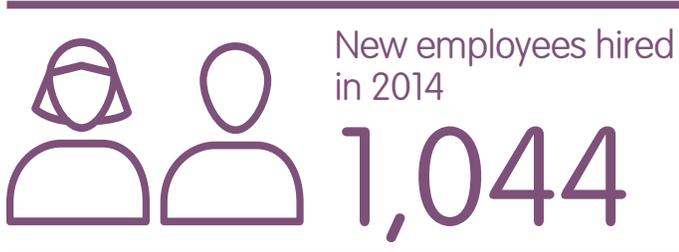
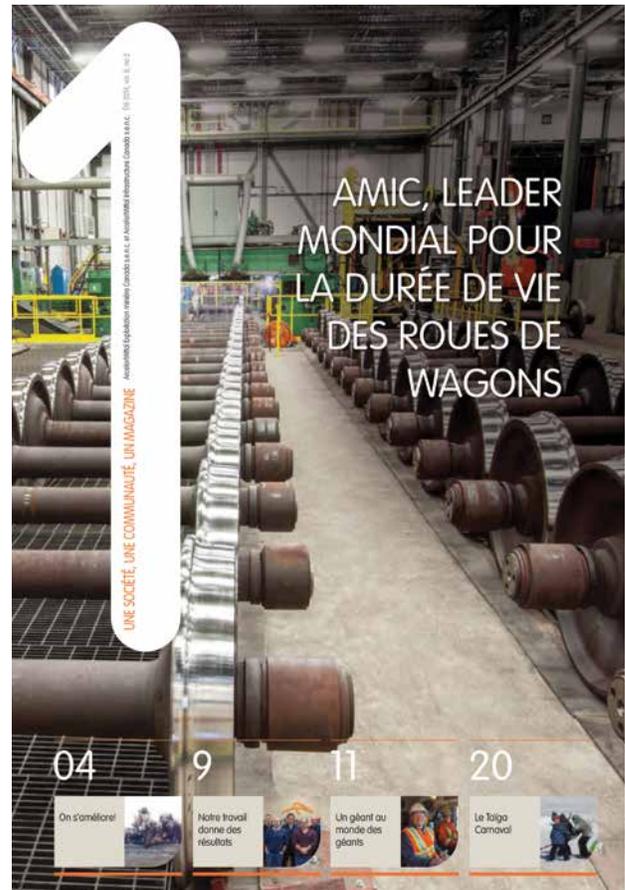
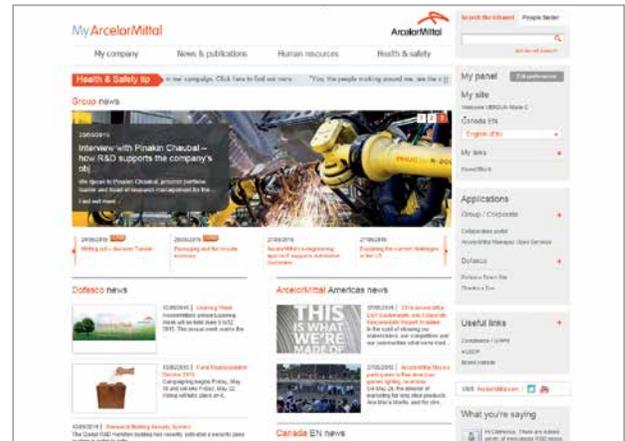


Figure includes the number of new Canadian employees filling permanent and temporary positions.



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Pipeline of Talented and Qualified Employees for Tomorrow

The economy of tomorrow will rely on science, technology and engineering skills but as the demand for these roles increases, it will get harder to attract the very best.

In Canada, the average age of our employees is 45 years old. As this generation of employees moves towards retirement, we risk losing the skills they have developed. In Canada, we also see a growing shortage of skilled trades, technician and engineering talent.

The skills associated with science, technology, engineering and mathematics (STEM) are critical for sustainable development of the workforce. Sectors such as construction, automotive and our own industries of steel and mining, all require top-quality employees to develop more sustainable production methods, rethink how we use and re-use resources, and develop the technology for clean energy generation.

Our size, geographical spread and range of functions mean we have a lot to offer those wanting to develop skills in science and technology. If we can find the right people with the right skills, we know we can contribute to a more sustainable future for everyone — not just by leading our industry in sustainability, but by designing products that deliver the same benefits but use fewer resources. We also see value in bringing more women into STEM-based careers, and this is a high priority for our company at the global level, as it is for our industry.

In Canada we have three initiatives to help in this regard: support for STEM-related initiatives, comprehensive apprenticeship training, and proactive knowledge transfer programs to ensure our long-service employees have an opportunity to share their learned knowledge with our newer employees.

In Hamilton, we are the presenting sponsor for the ArcelorMittal Dofasco Bay Area Science and Engineering Fair. We also have Ontario's largest skilled trades apprenticeship training program, in partnership with Mohawk College. Dofasco also supports four provincial LORAN Scholarships for academic achievement and community involvement, while our Long Products segment provides more than \$25,000 annually in scholarships for academic excellence, leadership and innovation, as well as investments in local colleges and universities with STEM-related programs. Our Mining team participates in the Quebec Engineering Games and the Canadian Mining Games to expose students to careers in engineering and skilled trades apprenticeship programs.

Case Study

Building a Pipeline of Talented and Qualified Employees for Tomorrow



In September and October 2014, Baffinland and Mining Matters delivered the first phase of earth science and professional development programming to 207 youths between the ages of 13 and 24 in the Qikiqtani region of Baffin Island. This program, called “Mining Rocks,” provides fun and educational lessons on basics of earth science and the mining industry.

“The program captures the imagination of the learner while instilling basic knowledge of the mining industry locally and around the globe,” says Robert Barnett, Baffinland’s Training and Development Manager.

The aim of “Mining Rocks” is to provide engaging and hands-on programming, meaningful educational opportunities and mentorship, in order to build the capacity of local communities. As part of the program, 81 elementary and secondary school teachers were trained and provided with resource kits, which included lesson plans, rock and mineral samples, and videos to integrate the “Mining Rocks” program with school curriculum. These lesson plans, called “Deeper and Deeper” and “Discovering Diamonds,” aim to continue the educational and professional development of students.

Feedback from participants has shown that the programming is highly effective in building awareness and interest of both earth sciences and the mining industry. Between 73 and 97 per cent of participants enjoyed the “Mining Rocks” program, with half demonstrating an interest in a career in the mining industry.

The program will continue in spring of 2015 with an additional session in Igloolik, Nunavut. Future phases are also planned and will include activities focusing on the life cycle of steel — from the extraction of raw materials to finished products used in daily life around the world.

A man wearing glasses and a dark jacket is operating a control panel in a steel mill. The control panel has many buttons and a microphone. In the background, there is a large industrial structure with glowing orange lights, likely a rolling mill.

Performance

Making Steel More Sustainable

The demands of a resource-constrained world mean that steel must be sustainable. ArcelorMittal's response is focused first and foremost on directly influencing the environmental impacts from mining and steel production, as well as from the use of steel.

We are creating sustainable value through:

- Making products that accelerate sustainable lifestyles and create sustainable infrastructure, such as advanced high-strength steels for vehicles, as well as solutions for low-carbon buildings;
- Improving the immediate impact of our production processes in mining and steelmaking; and
- Being an efficient, trusted and responsible user of resources.

Our processes are some of the most sophisticated in the world. Here, our team operates our 7-stand rolling mill at our Hamilton flat carbon steel operations. The site produces 4.5 million metric tonnes of steel each year for the automotive, energy, construction, packaging and distribution sectors.

2014 Performance at a Glance

Indicator	Topic	Description (Value)	2014	2013
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	39.78%	N/A
	Primary energy consumption	Primary energy consumption in PJ	125.85	119.39
EN6	Reduction of energy consumption	Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in GJ	1,233,484	N/A
		Percentage change in energy intensity per tonne of steel compared to the previous year	4.33%	2.46%
		Percentage change in energy intensity per tonne of concentrate compared to the previous year	-7.51%	N/A
EN7	Reductions in energy requirements of products ¹	Percentage change in energy intensity per tonne of iron ore pellets compared to the previous year	-2.08%	N/A
		Energy consumption per tonne of steel produced, in GJ	21.7	20.8
		Energy consumption for tonne of tonne of concentrate (mining), in GJ/t	0.357	0.386
		Energy consumption for tonne of tonne of iron ore pellets (mining) in GJ/t	0.94	0.96
EN8	Total water withdrawal	Million cubic metres of water withdrawn surface water, ground water, rainwater, waste water and municipal water supplies	307.7	293.3
EN10	Water recycled or reused ²	Percentage of water recycled or reused	77.37%	N/A
EN19	Reduction of greenhouse gas emissions	Amount of GHG emissions reductions achieved as a direct result of initiatives to reduce emissions, in million tonnes (MT) of CO ₂ equivalent	1.074	0.083
	Total CO ₂ emissions	CO ₂ emissions per tonne of steel produced, in tonnes of CO ₂ equivalent	1.16	1.26
		CO ₂ emissions per tonne (mining), in tonnes of CO ₂ equivalent	16.2 kg/t for concentrate, 96.3 kg/t for pellets	18.6 kg/t for concentrate, 96.3kg/t for pellets
EN21	Air emissions ³	Air emissions of: NO _x , SO _x , Particulate Matter (PM or Stack Dust) and Volatile organic compounds (VOC), in KT	114.704 KT total (11.263 KT for NO _x 8.341 KT for SO ₂ 1.937 for PM; and, 0.521 KT for VOC)	119.862 KT total (11.793 KT of NO _x 14.339 KT of SO ₂ 1.559 of PM; and, 0.208 KT of VOC)
EN22	Total water discharge ⁴	Total water discharge by quality and destination, in cubic metres	266,375,000	N/A
EN29	Monetary value of significant fines for non-compliance with environmental laws and regulations	Dollar value of significant fines	\$585,087.50	-
	Mining excesses	Tonnes of tailings and waste rock	147 MT (44 MT of tailings; 103 MT of waste rock)	64.47 MT
	Operations certified to ISO 14001	Percentage of operations certified to ISO 14001	93%	100%

1 Figures included in ArcelorMittal Canada's 2013 Corporate Responsibility report are being restated - figures reported last year covered a different scope of operations.

2 ArcelorMittal Mining Canada's concentrator reuses 80% of its water. However, in periods of extreme cold, the water cannot be recirculated.

3 Figures included in ArcelorMittal Canada's 2013 Corporate Responsibility report are being restated - those stated in 2013 only included NO_x and SO₂ figures for a limited number of production locations.

4 All process water is treated before discharge. Treatment may include metal/sediment removal, organics removal, pH control, oil removal etc. Treatment is dependent on water use. Water not re-used by other organizations.

Data includes all Canadian operations unless otherwise noted. See Data table on pages 41-43 for exceptions.

Product Innovation and Design

Achieving more sustainable lifestyles is a shared challenge — and steel has a massive contribution to make. It is already playing a key role, for example, in making cars lighter, which reduces carbon emissions, in providing goods and packaging that are easily recyclable and in contributing to sustainable construction. Steel's strength, durability and recyclability make it a vital material to support sustainable lifestyles in everyday products from cans to cars.

To create a global future with nine billion people enjoying high-quality lives will require products that use natural resources in ways that are ultra-efficient and help create what many now call the "circular economy." The context is very different in developed as compared to developing markets, but the answer is the same:

innovation. To create and sustain quality lives we need to design more energy-efficient products, using materials that can be re-used and recycled, and which can be produced using fewer resources and without negative consequences for the environment or society.

Manufacturers have always been able to choose different materials based on their cost, quality and suitability, however there are more factors at play now with the demand for sustainable products. The use of materials needs to be assessed in terms of their full lifecycle impacts, which makes considerations like weight, recyclability and lifespan key. Years of successful innovation put steel at an advantage here — and the challenge for our industry is to maintain our advantage with increasingly sustainable process and products.

Case Study

Innovating a Safer and Lower Carbon Automotive Future

As the automotive industry strives to reach aggressive safety standards and new, stringent tailpipe emissions and fuel economy standards by 2025, automakers are looking to achieve the optimal balance of weight, performance and cost. While there has been acceleration in the development of lighter, stronger metals, we are confident that steel can provide all the weight reduction that auto producers require to satisfy the new fuel-efficiency standards, for all types of vehicles. ArcelorMittal's advancements in lightweight, high-strength steels enable today's automakers to address the challenge of providing vehicles that perform well in terms of environmental, safety and crash performance.

"That may come as a surprise to some, as other materials talk about being 30 or 40 percent lighter than steel, but that's only accurate if you are using the steel of 2005 as a comparison," said Blake Zuidema, director of automotive product applications, ArcelorMittal. "Today, we are working with completely different steels, which are the results of hundreds of millions of dollars of investment."

ArcelorMittal's commercially available advanced and ultra-high strength steels, coupled with emerging and longer-term breakthrough steels, are at the forefront of the automotive industry. Over the next three to four years, we expect to commercially release a steady stream of important new products for the automotive industry, resulting in reduced weight and emissions while not compromising on safety.

In September 2014, ArcelorMittal launched the S-in motion Steel Pickup to reduce the average weight of the North American light truck market. Using currently available advanced high-strength steels and press hardenable steels, such as Usibor® 1500 and Ductibor® 500, the solutions can achieve weight savings up to 23 per cent over a 2014 baseline vehicle. The S-in motion Steel Pickup complements the original S-in motion program launched in 2010, which offers steel solutions for 63 parts of a typical C-segment vehicle and weight savings up to 22 per cent.

"The steel industry is constantly in a state of technological revolution. Our steels for the automotive sector are a perfect example," said Zuidema. "Steel's strength has multiplied by almost 10 times over the past 20 years, from 270 to 1700 megapascals tensile strength. These are phenomenal changes. And we don't know where the limit is in terms of product development. Every day we open up new frontiers and do things which yesterday didn't seem possible."



We need to provide evidence of where steel's unique properties can best create sustainable lifestyles. We already have the research to show where steel's environmental footprint is better than other materials through Life Cycle Assessment, and we need to build on this and demonstrate to the manufacturers who use our steel, and society in general, where steel can make a positive contribution over its whole lifecycle.

Research and Development

Our global research and development (R&D) teams are pushing the limits of steel — developing new, exciting forms to meet society's demands for safe, environmentally friendly and cost-effective materials. Our versatility, expertise and network of academic institutions are second to none, and our continuing pipeline of innovations is proof that steel will be a vital part of a sustainable future.

Quietly and durably, steel plays a crucial role in making cities, transport and energy systems more sustainable. Our R&D work is vital to our ability to adapt to the needs of the modern world and contribute innovative solutions for sustainability.

Globally, ArcelorMittal invested \$300 million in R&D and has more than 1,300 researchers working at ArcelorMittal's 11 R&D centres in seven countries, including 70 researchers in Hamilton, Ontario. They work in partnership with our customers and with researchers from public and private organizations, in areas ranging from metallurgy and energy processes to construction and environmental impact. Globally, ArcelorMittal launched 20 new products in 2014 that contribute directly to sustainability — 13 in the automotive market and the others in the construction, appliances and electrical steel sectors.



Globally, ArcelorMittal invested
\$300 million
in R&D in 2014.

Lifespan of Steel Products

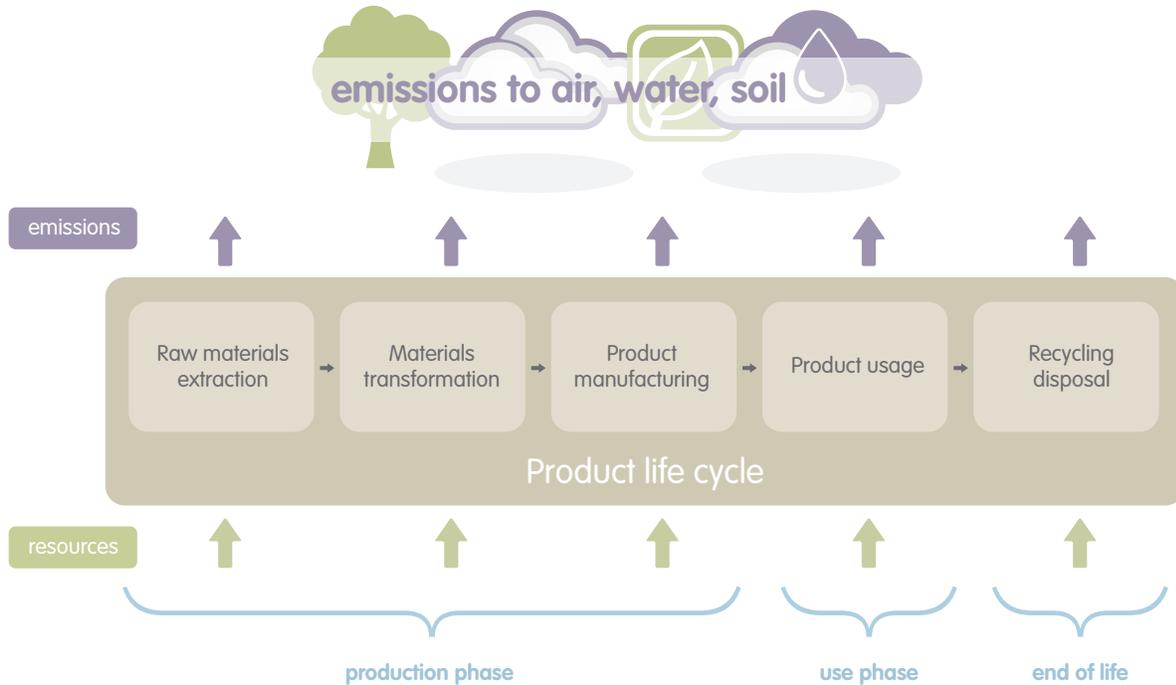
Major steel goods	Recycling rates (%)	Lifespan (years)
Vehicles	95	20
Industrial equipment	97	50
Cladding	85	40
Reinforced steel	50	50
Infrastructure	80	60
Structural steel	97	50
Packaging	60	1
Appliances	95	14
Other	85	20

Source: ArcelorMittal research and development division, work in progress

Using Resources Efficiently and with High Recovery Rates

Steel is strong, safe, flexible and easily recyclable, which means it can be a big part of the answer to today's environmental and social challenges. A tonne of steel also produces less CO₂ than either aluminium, magnesium or carbon fibre over its whole lifetime, thanks to its infinite recyclability. Efficient recycling means that every tonne of new steel will provide many times that amount over its lifetime as it is used and reused. For example, if one tonne of new steel were to be recycled at a rate of 90 per cent, at the end of each use phase, the total amount of steel in use would be 10 tonnes over its lifetime. It is estimated that 84 per cent of the world's steel is recovered at the end of its life, with higher rates in the machinery, automotive and construction industries. The high-strength steels we have developed to make cars lighter are a good example of the value we can create. Though the challenges are clear, the opportunities are also extremely significant.

Life cycle assessment principles



Trusted User of Air, Land, Water and Energy

Water Use

As a major user of water, we know we have a responsibility to use it appropriately — and with full consideration for local circumstances. In general, steel plants require water for cooling and processing and water is reused many times before being discharged. Our sites measure the water withdrawn, as well as the water discharged, but the net use of water for every tonne of steel produced is the best indicator of the operational efficiency of the plant. This represents the amount of water lost during the steelmaking process, usually to evaporation.

For every tonne of steel we produced in Canada in 2014, the net water use was 307.7 million m³, (a 4.2 per cent increase since 2012 due to an increase in production). In mining, water is vital to the concentration process, as it carries the raw material through spirals that separate silica from iron ore through gravity. The new concentrator at our site in Mont-Wright, Quebec, uses new technology to allow for the reuse of nearly all the water in the process. At our Mont-Wright and Fire Lake Mines, we will also invest \$94 million in environmental structures such as intercepting ditches, basins and water treatment over the next 5 years. In addition, conveyor belts for iron ore also utilize water in a closed-loop system.

Land

At our steel sites, we work in partnership with local stakeholders to monitor, manage and protect local biodiversity. The steelmaking process produces a number of residues that may be re-used, recycled, stored for future use or disposed of as waste. The key forms are slag, sludge, scale and dust.

Mining activities can have extensive impacts on land, habitats and biodiversity and our operations aim to follow International Finance Corporation standards, which set out best practice in land management. This includes the assessment and management of environmental risks and impacts, the conservation of biodiversity and the sustainable management of living natural resources.

The main residues that are sometimes generated by mining are mineral wastes, such as displaced rock or “overburden,” and “tailings.” However, in some cases, as in our Mary River joint venture, iron ore deposits are high grade and considered to be direct-shipping ores. There is no upgrade mill or pelletizing required for the iron ore, and thus no tailings ponds required. However, our Quebec mining operations do manage tailings, which are the residues left when the ore is extracted. They are discharged to a storage facility, usually held in water, and held in place by a “dam.” It is vital that these dams are managed carefully to ensure they are structurally sound, and do not pose a risk to local people’s health and safety, or to the environment. This responsibility extends beyond the life of the mine, and this is why we design comprehensive mine-closure plans for our mining sites, in consultation with local stakeholders.

Case Study

Reusing, Recycling and Repurposing



Steel is the most recycled material on earth, as steel products from tin cans to automobile body panels can be infinitely re-used. Recycling occurs in many of our production processes, as well. In Quebec, discarded equipment from the Mont-Wright mine is often used as scrap iron. The equipment, which includes trucks and machinery, is dismantled, cut into pieces and melted in our Montreal electric arc furnace facilities to create new steel.

By-products from the steel production process are also an unexpected source of materials. When iron-oxide pellets arrive at the Contrecoeur reduction plant from ArcelorMittal Mining in Port-Cartier, they must go through a process to be metallized, which results in several by-products:

- Oxide fines: Iron oxide pellets must be shipped, unloaded, and transported to be used in the Contrecoeur plant. During this process, the pellets are prone to breakage, which results in particles known as oxide fines. These fines cannot be used in the Contrecoeur reduction plant – however, they can be used as a source of iron in blast furnaces. To do so, the fines are separated from the pellets and sent to other plants as raw material to be used in the production of new steel.
- Dried sludge: To prevent atmospheric emissions in the reduction process, Contrecoeur has installed “wet scrubbers” to trap dust. The water used in these scrubbers flows into a lagoon, where the solids settle out of the water as sludge. This sludge is then collected, dried in a basin, piled and screened. This process also produces fine particles high in iron-oxide content. In 2014, the Contrecoeur plant shipped approximately 17,000 tonnes of sludge to a cement factory in Joliette to be re-used in other production processes.
- Metallized dust and fragments: The handling of metallized pellets can also cause breakage into fragments and dust. The Contrecoeur plant compresses these by-products into briquettes that are either used in their electric arc furnace, or sent to an external contractor that further manipulates the fragment into round briquettes. Every year, approximately 10,000 tonnes of metallized dust can be recycled to make new steel.
- Spent catalyst: Catalyst is a material made of aluminium and nickel oxide used to convert natural gas into reducing gas. When the catalyst is spent, it can no longer be used in producing steel; however, it still holds value for companies who specialize in recycling nickel. In 2014, for example, ArcelorMittal Montreal sold 32 tonnes of spent catalyst to a nickel recycler.

By distributing by-products to external consumers, we divert several thousand tonnes of industrial waste from landfills. Furthermore, recycling by-products among companies lessens the need to purchase new raw materials, which reduces environmental impacts and conserves natural resources.

The *Quebec Mining Act* requires all active mining operations to submit and obtain approvals for mine-closure plans. Accordingly, ArcelorMittal Mining Canada G.P. submits our plans to the Quebec Ministries of Natural Resources and Wildlife, and Sustainable Development, Environment and Parks for approval every five years, as required, and we also account for the plans in our financial statements. This is a legal requirement and does not indicate an intention to close a mine over that period. Rather, the requirement is to ensure there is a contingency remediation plan in place. ArcelorMittal Mining Canada's mine-closure plan for the period of 2013–2017 received approval.

Our Quebec mining operations are also reporting a higher level of mining excesses — from 83 million tonnes in 2012 to 147 million metric tonnes in 2014. Mining excesses are the unused material in the mining process. In the case of iron ore mining, this is silica. This increase is attributable to the significant increase in our mining production from 16 metric tonnes to 24 metric tonnes between mid-2013 and the end of 2014.

In September 2013, Baffinland and the Qikiqtani Inuit Association (QIA) entered into a long-term land tenure lease, which ensures that North Baffin Island beneficiaries are consulted and benefit from the company's operations on Inuit-owned Land (IOL). For operations on Crown land, Baffinland maintains land use permits and a lease in good standing with Aboriginal Affairs and Northern Development Canada (AANDC). In respect to mine closure, Baffinland is required by law to post reclamation security with the land owners. This estimate, which is developed annually in consultation with the landowners, reflects current site conditions and meets the reclamation objectives outlined in the Mary River Interim Mine Closure and Reclamation Plan.

Air

Our environmental policy commits us to effective environmental stewardship and preventing pollution. In Canada, all facilities but our joint venture Baffinland Iron Mines are certified to the voluntary environmental management system, ISO 14001 — meaning they are monitoring, actively managing and continuously improving their environment impacts. Baffinland is working toward the international occupation health and safety standards OHSAS18001

In our mining operations, we are careful to identify the potential impacts of our operations on air quality and make plans to mitigate them, and we control our emissions as required by legislation. For example, we try to limit the dust from iron-ore stocks at our Quebec mine by spraying water over them.

Dust is one of the main environmental impacts of steelmaking and can create visible emissions both inside and outside the plants. Over the past 25 years, the use of new technology has significantly reduced the amount of dust generated by a typical steel plant. This requires significant capital expenditure and each year we commit large sums of investment to do this. We also continue to invest in monitoring our emissions and improving our production processes. Other pollutants, such as nitrogen oxides (NOx) and sulphur oxides (SOx), have also been significantly controlled in recent decades.

Case Study

Achieving a Step-change in Water Performance

In Hamilton, our company worked with the City of Hamilton to develop a plan to achieve a step-change improvement in water processing.

The first achievement was in 2010 when the water treatment plant was expanded to include new processes for cyanide and fluoride treatment. Another area of focus is the discharge of aromatic hydrocarbons (PAHs), compounds that can be harmful to people or aquatic life if levels are too high. Improvement was made in 2014 with the addition of a five-million gallon tank to the water treatment process, which allows for improved settling. In addition to the construction work on the tank, extensive work was required to modify the piping system. The system now meets the City's very challenging limit of five parts per billion and represents a greater than 95 per cent improvement in our performance.

The steelmaking process also has the potential to create visible air emissions, for which our Canadian facilities are regulated by the Ontario Ministry of the Environment and Climate Change, and the Quebec Ministry of Sustainable Development, Environment and Parks.

In recent years our ArcelorMittal Dofasco site has worked hard to ensure that we both plan and react appropriately where our operations may have an environmental or community impact, consulting through a Community Liaison Committee and informal community meetings, and regularly with the Ontario Ministry of the Environment and Climate Change.

As part of our operations in Hamilton, until March 2015, we operated three plants to produce coke, a fuel for our three blast furnaces. As a result of air emissions from these coke plants in 2012, we were fined in May 2014. Meanwhile, in June 2013, after more than two years of studying our coke needs in Canada, as well as the performance and life expectancy of our coke plants, we decided that one of Hamilton's coke plants would be closed in March 2015. Then, in early 2014 we finalized the details of an \$87-million investment over five years in order to undertake a major restoration of our other two coke plants. This will improve both their efficiency and environmental performance.

Despite these initiatives, we know we do not always get it right. In September 2014, there was a leak at one of our steel finishing lines, where hydrochloric acid is used to clean the steel strip (called "pickling") before galvanizing. The waste solution leaked due to a faulty pipe connection and while we informed the Ontario Ministry of the Environment and Climate Change immediately, and also later wrote to neighbouring households, we know we could have been a better neighbour by informing members of the community more promptly about the incident and any potential impact.

Energy

Energy is the third-largest input cost in steelmaking, after raw materials and labour. Although purchased energy has become increasingly expensive, technological advances have made it possible to reduce, recycle and create energy. Technologies such as efficient LED lighting mean brighter, safer work areas using less electricity.

Through energy conservation efforts like these, our Canadian sites are lowering our demand on Canada's provincial power grid, while contributing to the reduction of Canada's greenhouse gas emissions (GHG). Our energy use per tonne of steel in 2014 was 21.7 gigajoules, a 4.3 per cent increase over 2013.

Case Study At the Front of the Pack for Tailings Management



The main residues generated by mining are mineral wastes, such as displaced rock and the "tailings" left over when the useful ore has been extracted. Our Mining team in Canada is at the forefront in managing tailings, having earned an ArcelorMittal Best Practice Award in 2014 for its management of tailings pond water.

At Mont-Wright, nearly 30 per cent of total material handled is concentrator residues piped to our tailings impoundment. At the site, tailings water is recycled in the concentrator process to minimize the use of fresh water. Nearly 90 per cent of the process water is recycled water.

In addition, we have made a commitment to plant 30 hectares of trees per year until 2045, while investing \$147 million over the next five years for tailing confinement protective infrastructure in Mont-Wright and Port-Cartier in order to help mitigate the impact of operations.

Energy intensity and CO₂ emissions per tonne of production (% annual change)

Steel	Energy intensity	+4.3%
	CO ₂ emissions	-7.9%
Mining concentrate	Energy intensity	-7.5%
	CO ₂ emissions	-12.9%
Iron ore pellets	Energy intensity	-2.1%
	CO ₂ emissions	0%

Creating a Lower Carbon Future

There are two priorities for ArcelorMittal in tackling climate change: to use our engineering expertise to design products for the low carbon economy and to reduce the CO₂ emissions of our own production processes — a key challenge for the steel industry. We report our greenhouse gas (GHG) emissions and are committed to globally cutting CO₂ emissions per tonne of steel by 8 per cent by 2020. In light of the Province of Quebec's GHG emissions (cap and trade) system, which started on January 1, 2013, our manufacturing operations there purchased credits to offset carbon emissions. The cost of emissions is integrated within our decision-making process — in light of the carbon market and the provincial government's commitment to decrease pre-allocated credits to Quebec-based corporations, starting in 2015. Steelmaking is the largest contributor of GHG emissions from our operations. The primary process of making steel from iron ore is highly carbon-intensive, and carbon is an intrinsic by-product of the chemical process itself.

The reduction of iron ore to pig iron in the blast furnace produces significant amounts of carbon dioxide. In addition, the high temperatures required for steelmaking — up to 2000°C — make the process highly energy-intensive. Today, around two-thirds of the world's steel is produced through blast furnace technology.

Steel is also produced in an electric arc furnace, using electricity and scrap metal, as well as pig iron, as raw materials. This technology not only emits less carbon, but is in effect a recycling process. One of the ways of reducing the carbon intensity of steel is to recycle it as much as possible. ArcelorMittal is one of the biggest recyclers of steel in Canada. In 2014, we reused more than 2.6 million tonnes of scrap steel at our three Canadian steelmaking plants.

Through a wide range of initiatives that reduce energy consumption, we have also reduced our GHG emissions significantly. At our steelmaking facility in Hamilton, Ontario we have reduced GHG emissions by 16 per cent since 1990. The reduction of energy consumption includes all types of energy, not just electricity. One of the largest contributors to the improvement in Hamilton was a move towards adding an electric arc furnace stream of steelmaking in 1996 which eliminates a large part of the energy requirements to make the steel. Other projects have been focused around ensuring we capture or retain as much of the heat as possible in the processes. To that end, we also reuse energy from one part of the process to another. For example, our coke oven gas is used to heat processes elsewhere, while a recent project uses surplus steam to generate electricity on site in a turbo generator. In general, we are extremely focused on finding improvements in efficiency — not only does it reduce our environmental impact, but it also makes our business more productive and successful.

Case Study

Shedding a Light on Energy Conservation



Because of the high temperatures required for steelmaking — up to 2,000°C — the process is highly energy-intensive. Energy is the third-largest input cost in steelmaking after raw materials and labour, which makes saving energy a key component in keeping the company competitive both at home and around the world.

When our team in Hamilton wanted to retrofit the older-style high-intensity discharge (HID) metal halide lights in our Hot Mill with far more energy-efficient LED lighting systems — as much as 700 watts in energy savings per fixture — we found several obstacles.

The first was the considerable cost of changing the existing HID installation, consisting of a ceiling-mounted lamp and a wall-mounted ballast and wiring, to accommodate current LED lighting, which comes as an integrated package of light emitting diodes (lights) and circuit boards (drivers). The second included weaknesses in current LED design. Not only must the entire LED fixture be replaced if only one component fails, but the electronic driver increases the heat load in the LED fixture, decreasing both light output and longevity.

To meet the challenge, our Dofasco team decided to look for an LED manufacturer willing to experiment. Enter LED in Action, a Canadian company that worked with ArcelorMittal Dofasco electricians to develop an array of LED ceiling fixtures with remote drivers situated near floor level on the mill wall, where the old HIDs had their ballasts. This not only reduced our wiring and installation costs but also eliminated a significant heat load on the LED arrays, increasing longevity and allowing for easier maintenance of drivers.

The team has taken an industrial LED light and worked with our internal electrical staff and the vendor to improve the light design. The idea is to make a light capable of 40 years of service with redundancy and repairable parts. The result is a remote power source LED high-bay light that is operated from a standard lighting panel, using more than 90 per cent of the original infrastructure. Light energy is 60 per cent lower, yet light on the ground is nearly four times brighter.

Supporting Biodiversity

Since our steel and mining operations are land-intensive, we recognize that we have a responsibility to minimize our impact on biodiversity, restoring value to local ecosystems.

Sustain Our Great Lakes

In total, ArcelorMittal's four integrated mills on the Great Lakes consume more than 30 million net tonnes of raw materials each year that are delivered via the Great Lakes-St. Lawrence Seaway system. Additionally, ArcelorMittal mines in Canada and the United States ship raw materials via the waterways to sister sites and other consumers in North America, Europe and the Middle East. It is a safe and sustainable mode of transportation.

The Seaway system also maintains a rich biodiversity, provides fresh water essential for survival, and supports industry, employment, shipping and tourism. To sustain, restore and protect the fish, wildlife and the habitat of the Great Lakes basin, ArcelorMittal is a partner with Sustain Our Great Lakes (SOGL). This multi-stakeholder partnership was established in 2007 between ArcelorMittal, the NGO National Fish and Wildlife Foundation (NFWF) and a number of public agencies including the US Environmental Protection Agency.

In 2014, two Canadian projects were awarded with grants. Hamilton Conservation Authority will relocate a berm to reconnect Lower Spencer Creek with its floodplain and improve fish passage and spawning habitat (\$125,000), while the Ontario Federation of Anglers and Hunters will treat 46 acres along the Trent Severn Waterway to control one of two known populations of invasive water soldier in North America (\$45,000).

In 2013, two Canadian projects received funding from SOGL. The Royal Botanical Gardens (RBG) in Burlington, Ontario, received \$150,000 to control invasive Phragmites; plant 25,000 native wetland plants; re-establish wild rice; and operate carp exclusion structures to restore more than five acres of coastal habitat in Cootes Paradise Nature Reserve in Hamilton, Ontario. Walpole Island First Nation on Lake St. Clair also received \$49,300 to repair and maintain 2,300 yards of dike and to control invasive species to improve hydrological connectivity, fish access and habitat quality on the 171-acre Swan Lake Marsh along the St. Clair River.

In 2014, both projects made significant headway. The RBG focused on the operation and closure of carp barriers; removal of carp from restoration areas; the planting of over 8,000 native wetlands plants; collection of wild rice seeds; management and mapping of Phragmites australis; and quantitative monitoring

in support of the project, including fish populations monitoring, fishway data, water quality, sediment contaminants and wetland plant communities. A total of 85 Phragmites patches covering seven hectares were documented on RBG properties through GIS mapping; approximately 0.65 ha of Phragmites was treated with herbicide in both the Grindstone Creek and Cootes; and nearly 800 m² of Phragmites were excavated and removed from the Osprey Marsh.

On Walpole Island, while work began on dike repairs and reconstruction, the main priority was contracting and coordinating the implementation of project activities, including repairing and reconstructing the dike around Swan Lake Marsh and developing and designing detailed plans to create weirs/fish passage into Swan Lake Marsh. Also, input to help refine the Restoration & Management Plan for Swan Lake Marsh was sought at community Ecosystem Circles and other community gatherings, which also allowed for the recognition of the support of project partners.

In addition to financial support, ArcelorMittal donates expertise, resources and personnel time to advance environmental awareness and conservation. Through these efforts, the company joins forces with the communities in which its employees live and its business and clients operate. To learn more about Sustain Our Great Lakes, visit www.sustainourgreatlakes.org.



Sustain Our Great Lakes (SOGL) sustains, restores and protects fish, wildlife and habitat in the Great Lakes basin by leveraging funding, building conservation capacity and focusing resources toward key ecological issues. With \$5.2 million in grants from ArcelorMittal, SOGL has provided nearly \$99 million in conservation investment from a variety of donors.



Enriching our Communities

Companies are expected to play an active role in their local communities — to see them not just as physical locations, but as communities of which they are a part, and which they strengthen over time. This is not just about giving money to community projects — though that has a role — it is about understanding the needs and issues of local people, supporting the local economy and employment,

and protecting the local natural assets that people depend on, now and in the future. We play an active role in creating communities that are thriving and resilient, and in making thoughtful, well-targeted contributions that are measured, shared and valued.

Nunavut Quest, partly sponsored by Baffinland, is run between isolated communities in the most northern areas of Baffin Region where the extreme Arctic conditions can be very challenging. The race was established in 1999 shortly after Nunavut became a territory and celebrates the Inuit traditional way of life when they used to travel regularly by dog sled teams.

2014 Performance at a Glance

Indicator	Topic	Description (Value)	2014	2013
EC1	Direct economic value generated and distributed	Direct economic value distributed: employee wages and benefits, in billion \$	\$1.143	\$1.2
		Direct economic value distributed: community investments in \$	\$2,898,480	\$3,260,000
EC9	Proportion of spending on local suppliers at significant location of operations	Proportion of procurement budget spent on suppliers within the province where the operations are located (Steel)	60%	N/A
		Proportion of procurement budget spent on suppliers within the province where the operations are located (Mining)	80%	N/A
	Social dialogue interactions	Number of social dialogue interactions	5	12

Data includes all Canadian operations unless otherwise noted. See Data table on pages 41–43 for exceptions.

Achieving a New Outcome

We are striving to continue to be welcomed as good neighbours, actively engaging at a local level, and making a positive contribution through our day-to-day operations as well as through thoughtful well-targeted investments. To achieve this, we are continuously improving our sustainable development plans to progress against each of our 10 sustainable development outcomes. This improvement is being informed by stakeholder expectations and business needs analysis, as well as the long-term social and environmental trends affecting our operations.

Economic and Social Development

Our most significant contribution to our local, provincial and national economies is through the business we conduct with our customers and suppliers, the wages and salaries we pay, the taxes we contribute and the long-term capital investments we make.

Through our operations located in two provinces and one territory, we are making it possible for nearly 10,000 Canadians directly, and over 40,000 indirectly, to build rewarding careers. We are making investments in not only our future, but Canada's as well — more than \$5.79 billion since 2008.

Case Study Port-Cartier Open House



In September, our Port-Cartier mining team proudly invited the community to an Open House at the facilities. Nearly 400 family and community members visited our facilities to learn more about our pelletizing operations and see one of new equipment installed as part of the major expansion of our operations, including a safe view of our ship loader.

Given the scale of our operations, we are the major employer in many of the Canadian communities in which we operate. We are the largest private employer in Fermont, Contrecoeur and Port-Cartier, Quebec, as well as in Hamilton, Ontario. We work hard with our stakeholders to ensure we can maintain jobs for local people, by ensuring the competitiveness of our operations, investing in skills development for the steel and mining sectors, and by adapting to meet the competitive challenges of a globalized industry.

ArcelorMittal in Canada also has many strong partnerships with Canadian universities and colleges. Our relationships extend through the funding of research chairs, collaborative research initiatives and scholarships. These partnerships are a win-win — as we help to develop the next generation of our teams, while building the capacity of Canadian innovation in industry-related areas and beyond.

Community Engagement and Support

Playing an active role in the communities in which we operate requires a mutual understanding of the needs and priorities of both the company and the community, as well as two-way dialogue. In this regard, we interact with a range of organizations and groups within each community, and always aim for continuously improving dialogue, understanding and relationships with the local community as one of our critical stakeholders.

In 2014, our engagement programs included community meetings, newsletters, emails, social media alerts and information posted to our websites, as well as documented grievance processes at each site to properly address any issues that may arise.

Building Canada's capacity for innovation and developing the best and brightest: ArcelorMittal Canada supports a diverse range of academic endeavours at Canadian universities and colleges

Institution	Support provided
École de technologie supérieure de Montréal	Scholarships in mechanical or electrical engineering
École Polytechnique de Montréal	Scholarship in metallurgical, mechanical or electrical engineering
Laval University	Chair of Sustainable Northern Development Chair of Leadership in the Teaching of Data Analytics Mining Development Fund Scholarship in metallurgical, mechanical or electrical engineering
McGill University	Mining Development Fund
McMaster University	Chair in Cancer Experimental Therapeutics Chair in Advanced Manufacturing Policy Chair in Process Automation and Information Technology Chair in Ferrous Metallurgy
Mohawk College	Development of Mohawk College Enterprise corporate training facility Mohawk College STAART Campus for skilled trades ArcelorMittal Dofasco bursaries (5)
University of British Columbia	Chair in Advanced Steel Processing Dofasco Inc. First Nations Fellowship
Université du Québec	Chair in Eco-advising
Université de Sherbrooke	Scholarship in metallurgical, mechanical or electrical engineering

In 2013, both our Mining and Long teams in Quebec committed to further develop their grievance processes to ensure timely and effective responses to potential queries or complaints. Both teams have made progress on this front. Our team in Long Products has created a website specific to our segment that allows people to submit a concern or query online, and has also refined its emergency response system to ensure complaints or observations submitted by phone are taken care of immediately. The Mining team has begun to advertise in local media, outlining how to submit a comment or concern by email.

Some of our community investments are governed by formal agreements. In the case of our two Canadian mining units, benefit agreements in the jurisdictions in which they are doing business have been formed.

For our joint venture Baffinland Iron Mines, this agreement is with the Baffinland and Qikiqtani Inuit Association (QIA), the Designated Inuit Organization (as per the Nunavut Land Claims Agreement) in charge of managing Inuit-Owned-Lands for the Qikiqtaaluk region. The agreement is the result of negotiations intended to secure progressive and meaningful benefits for QIA beneficiaries and development certainty for Baffinland Iron Mines. This agreement also include important measures to support QIA's role in advancing employment and training opportunities, environmental stewardship, monitoring for and mitigating potential environmental impacts, and managing the financial aspects associated with the iron ore mining operation.

For our ArcelorMittal Mining Canada G.P. segment operating from Fermont and Port-Cartier, Quebec, there is an Impact Benefit Agreement (IBA) with the Innu Nation. The agreement sets clear guidance for employment and training of the Innu people, and documents ArcelorMittal's commitment to strengthening the community through support of specific initiatives and significant funding.

Case Study

Recognizing and Respecting the Knowledge of our Local Communities

In October 2014, our joint venture Baffinland Iron Mines hosted an awards ceremony to recognize and celebrate the involvement of members of the community in the Mary River Project Inuit Knowledge Study, which took place between 2006 and 2009. The participation of the community, which included contributions of traditional Inuit knowledge from elders, workshops on caribou and land use, and visits to North Baffin communities, was integral to completing an environmental assessment of the Mary River project.

Each participant received a plaque featuring polished iron ore mined directly from the Mary River deposit, along with a map book containing much of the knowledge shared between Baffinland and the community. Erik Madsen, Vice President of Sustainable Development, Health, Safety, and Environment, felt the knowledge was shared freely and transparently, as there seemed to be a genuine desire from the communities to contribute their expertise. Since the approval of the Mary River Project, Baffinland has and will continue to consult community members as part of an established Mary River Community Group, comprised of stakeholders including elders, youth, and hunters.



In November 2014, our Hamilton steel was chosen for the 2015 Pan Am/Parapan Am Games' most iconic symbol, the cauldron. Millions of people across the Americas will watch the iconic cauldron being lit on July 10, 2015 to open the Pan Am/Parapan Am Games. The cauldron will be made from 10 types of our made-in-Hamilton steel, including hot roll, Galvalume®, cold-roll enamelling, and tubular, and will weigh more than 30 tonnes. A second cauldron will also be produced as a legacy to stay in the City of Hamilton. "Both the games and steel are an agent of change and transformation," Sean Donnelly, President and CEO ArcelorMittal Dofasco (above) noted at our partnership announcement. "Steel is the fabric of life — it is more than the roads, rail and energy infrastructure, buildings, household products, packaging and vehicles that the modern world depends on. It is a vital part of the world we live in, and plays an important role in helping the world develop and grow, while forging a more sustainable future". Saâd Rafi, Chief Executive Officer of the TORONTO 2015 Pan Am/Parapan Am Games Organizing Committee, said he is "absolutely thrilled" to have ArcelorMittal Dofasco on board. "We are happy that your reputation for excellence will be part of these historic games. When we light the most iconic aspect of these games — the cauldron — 380 million people will see the quality of your product. These beautiful cauldrons made of your steel will be a highly visible reminder of ArcelorMittal Dofasco's contribution to the games and a powerful symbol of hope and friendship we are all seeking across the Americas." The Toronto 2015 Pan Am Games will take place July 10–26 and the Parapan Am Games Aug. 7–15.

Community Leadership and Volunteerism

Enriching our communities also means being active through leadership roles and volunteering with local initiatives. We encourage our employees to participate, whether through boards and councils, volunteer roles on their own, or as part of our many corporate volunteer projects.

In Hamilton, Ontario, our Team Orange volunteers logged 2,983 volunteer hours at 64 events. The team also raised \$68,586 for local Hamilton organizations while doing their work. Throughout the year, employees at our Canadian sites were working in the community and fundraising for local causes. Our Long Products employees in Hamilton entered a team in the MACKIDS Miracle Weekend Plane Pull, in support of McMaster Children's Hospital. Each team was given two opportunities to pull a Boeing 727

twenty-five feet, with prizes awarded to the fastest team and team with the most spirit. The team raised \$6,368 for the hospital. Our Mining colleagues worked together to raise funds for both breast and prostate cancer and in 2014, raised a total of \$7,225 for the cause.

At a global level, each year ArcelorMittal selects more than 50 employees worldwide to participate in the Solidarity Holidays. The program provides an opportunity for employees to spend part of their annual vacation working abroad to help those less privileged. In 2014, 90 employees conducted nine Solidarity Holiday projects. Four Canadians participated in projects in Liberia, Poland, Mexico and Romania.

Philanthropy, Corporate Grants and Employee Donations

Our investments in the community must be done in the same spirit as our community dialogue — not just delivered and measured, but adapted to specific local needs and circumstances, and aligned with our skills and strategy as a business.

In 2014, our Canadian sites invested \$2.9 million in the form of corporate philanthropic gifts, corporate grants, sponsorships and employee giving that helped build community strength across five core areas, including:

- Education;
- Environment;
- Sports and leisure;
- Health and social services; and
- Arts and culture.

Together, these investments help build the vibrancy of the areas in which we operate and live. This is important to our business — as we believe that a successful business depends on a successful community.

Our sponsorship portfolio in Canada is diverse, ranging from charitable fundraising events to sporting events and community festivals. Our grants programs support charitable and nonprofit organizations that are working to deliver meaningful and impactful programs that are a priority for our communities, and which enhance their quality of life and the environment. In 2014, Canadian grants supported organizations in Canada, including food banks and breakfast programs, youth at risk, addiction recovery, home ownership through Habitat for Humanity, and wetland rehabilitation, among others.

In addition to corporate support, many of our employees also donate through either collections or payroll deductions. Every segment participated in their local United Way Campaign in 2014 and all segments supported various initiatives through employee donations.

Looking ahead we will grow investments to initiatives aligned with our global theme of STEM (science, technology, engineering, math), education and skills.

Case Study

Doing Good in Canada with the United Way



In 2014, all of ArcelorMittal's Canadian business units supported the United Way's campaign to create opportunities for communities to improve quality of life. In 2014, ArcelorMittal Canada, its employees and retirees invested \$825,600 in United Way campaigns in Ontario and Quebec.

Business Unit	Donation
Dofasco	\$500,000
Montreal	\$256,000
Mines	\$64,000
Tubular (Woodstock)	\$5,600

ArcelorMittal Montreal contributed its highest overall donation. Our Tubular team in Woodstock, Ontario, also made significant gains in doubling its number of pledges in 2014. In recognition of this accomplishment, the United Way awarded the team the Quantum Leap Award and the Spirit Award.

In 2014, ArcelorMittal spent \$1.14 billion dollars in employment costs in Canada.



Awards and Accolades

Our Canadian teams were pleased to earn the following awards in 2014:

- World Steel Association “Steelie Award” for Innovation of the Year
- Canada’s Top 100 Employers
- 2014 Corporate Knights Magazine Top Foreign Corporate Citizens
- Canada Awards for Excellence — Gold-level winner in the Healthy Workplace category
- Ford Motor Company business unit review (BUR) highest overall ranking for the fourth year in a row (Canada and USA award)
- Flex-N-Gate, Seeburn Supplier of the Year award
- United Way Quantum Leap Award and the Spirit Award
- Best Practice, ArcelorMittal Knowledge Management Process
- International Festivals & Events Association’s 2014 Pinnacle Award in the Best Partner-Sponsorship category (Burlington Sound of Music Sweat Seats)
- Finalist, Altius Award, Health and Wellness
- Double Regional Finalist, Innovation category, *Commission de la santé et de la sécurité du travail’s* (CSST: Quebec’s workers compensation board) Grands Prix SST competition

Case Study

Back-to-back Global “Steelie” Awards for our Made-in-Canada Innovation



In 2014, our ArcelorMittal Dofasco team became a repeat winner for Innovation of the Year at Worldsteel’s “Steelie” Awards competition. The innovation award is in recognition of the world’s only, automated variable-width spreader beam, which adjusts to accommodate both scrap bucket and hot-metal ladle widths in the electric arc furnace. The solution means that the beam can be remotely controlled to accommodate either size, which provides speed and efficiency in switching between scrap and hot-metal charging in the furnace. The automation took a 7-minute changeover down to 50 seconds, adding the potential for an extra heat of steel per day at the facility.

Due to the extreme temperatures of the hot metal ladles, the solution required the development of an innovative heat shield to protect the gear assemblies on the automated beam, as well as a dedicated drive for each hook. The team also incorporated modular drive systems to allow for their quick change-out.

Worldsteel’s Steelie Innovation of the Year award recognizes the most innovative nomination for technical improvement or environment mitigation among the organization’s 170 member companies. Nominations are sought through the Worldsteel Technology Committee and judged by the Technology Committee Steering Committee.



Performance

Transparent Governance

We believe in open and visible governance with a commitment to operating ethically and transparently. We have processes in place to identify and manage risks and understand the potential impacts of our operations and we maintain supply chains that our customers trust. Compliance with

regulations is a core responsibility, but this alone is not enough. Organizations today must strive to create a positive culture in which everyone wants and knows how to do the right thing.

Representatives from ArcelorMittal Dofasco talk with members of the community at a September 2014 information session in Hamilton, Ontario. The community information session was held to discuss the company's application to the Ministry of Environment and Climate Change for its site-wide Certificate of Approval (Air), which was approved in 2014.

2014 Performance at a Glance

Indicator	Topic	Description (Value)	2014	2013
HR2	Employee training on human rights policies or procedures	Percentage of employees trained on human rights policies or procedures concerning aspects of human rights that are relevant to operations	94.0%	90.5%
	Percentage of employees compliant with internal anti-corruption training requirements	Percentage of obligated employees who are required to receive anti-corruption training who had completed it by year end	94.8%	91.5%

Sustainable Development Governance and Reporting

The way ArcelorMittal manages sustainable development and corporate responsibility is evolving. The principles of governance, however, remain the same.

Accountability

The Board of Directors is ultimately responsible for sustainable development performance and strategic direction, and reviews performance quarterly. The Board delegates the operational management of sustainable development to the Group Management Board (GMB).

Oversight

The Sustainable Development Council (formerly the Corporate Responsibility Council) is mandated by the GMB to coordinate corporate responsibility and sustainable development across the group, and to oversee performance. It is chaired by Henri Blaffart, Executive Vice President for Human Resources and Corporate Services, who reports directly to the Chairman and CEO. Its members include senior managers from each of the four segments of the business — Europe, Americas, ACIS and Mining — and also from the corporate functions of environment, health and safety, human resources, risk, communications and corporate responsibility. The Council holds quarterly meetings, to ensure that it takes a strategic view of the issues it discusses. In 2014, these included water, health, integrity, the “circular economy” and carbon, as well as the 10 sustainable development outcomes.

Implementation: Corporate and Canada

A small corporate team of experts supports and coordinates the practical implementation of corporate responsibility and our new sustainable development framework across the business. Our Canadian team maintains regular contact with the corporate team and receives support to identify long-term social and environmental trends and the expectations of global stakeholders, including international NGOs and socially responsible investors. Our site leadership is responsible for managing issues in each operation, supported by local coordinators, who map stakeholder expectations and develop an appropriate response. In 2015, our team will work with senior leaders to roll out the new sustainable development framework. This will involve coordinating a sustainable development committee, ensuring stakeholder expectations between different functional areas of the business, and supporting the development of a medium-term sustainable development plan.

Corporate Responsibility Reporting

This report marks ArcelorMittal Canada's second annual Sustainability and Corporate Responsibility Report. The report provides an overview of ArcelorMittal Canada's sustainability and corporate responsibility activities for 2014. The data that comprises ArcelorMittal Canada's corporate responsibility indicators is collected by individual sites using parameters outlined by either the department's key performance indicators (KPIs) or the related Global Reporting Initiative (GRI) Sustainability Reporting Guidelines' indicator.

Case Study

Dofasco: Community Liaison Committee

ArcelorMittal Dofasco has been a part of Hamilton's economic, social and environmental landscape for more than 100 years. Our location in an urban centre with a residential community adjacent to the facilities requires an open and transparent relationship. To help manage expectations of both residents and the company, a Community Liaison Committee (CLC) has been put in place. The CLC is comprised of representatives from ArcelorMittal Dofasco, local community members and officials from the Ontario Ministry of the Environment and Climate Change, and meets quarterly to discuss our operations, focusing on the environmental impact. Each meeting provides opportunities for community representatives to learn more about ArcelorMittal Dofasco's vast operations, and to ask questions and bring forward issues or concerns if they may arise. The CLC is also provided with regular operational updates directly via email. Members are not only key stakeholders but also act as disseminators of information — regularly posting notices and information on their social media channels, in order to keep their friends and neighbours up to date. The company has also begun to post these updates on its Facebook page and company website.

Our Hamilton team's outreach was further enhanced in 2014, after a hydrochloric acid leak at a finishing line. The incident, which did not pose a long-term health risk, did unfortunately damage the paint finish on cars parked in the area. It was reported to the Ministry of the Environment and Climate Change by ArcelorMittal Dofasco, and the company initiated a process to engage and inform community members. As part of this process, letters were delivered to surrounding communities. The letter acknowledged the incident, indicated subsequent actions taken by ArcelorMittal Dofasco to control the situation, and also provided community members with the opportunity to join a mailing list, in order to receive additional information on CLC meetings. Residents were also provided with the contact information of a point person at ArcelorMittal Dofasco, to whom they could speak regarding any questions and concerns.

In October of 2014, ArcelorMittal Dofasco hosted a CLC meeting to discuss the implications of the acid leak. In this meeting, representatives from ArcelorMittal Dofasco's Environment Department provided information on the incident, and residents were encouraged to come forward with any questions or concerns. A number of local residents reached out to ArcelorMittal Dofasco, with concerns being followed up personally over the following six weeks.

Reporting Principles

The 2014 ArcelorMittal Canada Sustainability and Corporate Responsibility Report is guided by 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 Canada. We determine the materiality and importance of issues as they relate to our stakeholders and ArcelorMittal Canada, and work to continuously improve performance in all areas of our business.

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 dofasco.arcelormittal.com.

Responsible Sourcing

We need to manage our supply chain actively and effectively, so our stakeholders and customers can be confident that our suppliers behave ethically, and work towards upholding robust environmental and social standards.

Our global code for responsible sourcing sets out the same high standards for our suppliers as we expect of our own operations. It was established in 2010, in consultation with customers, suppliers, peer companies and NGOs, and observes international best practice. It covers health and safety, human rights, labour standards, business ethics and environmental management, and has evolved to incorporate new developments, such as global standards on conflict minerals.

Our Canadian segments are working towards meeting the standards set out in the code and having our supply chain also agree to the terms of the code.

Ethics, Integrity and Human Rights

We believe in integrity: this means being honest and transparent, treating people with dignity and respect, and setting a good example. This is embedded in our code of business conduct and applies to all our employees in everything we do — from the way we treat our own people, to our relationships with our stakeholders.

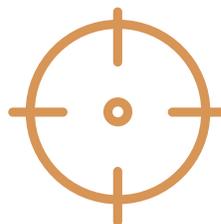
Respect for human rights is fundamental to the culture of integrity we want for ArcelorMittal. It is integral to our approach to sustainable development across all 10 outcomes, and governs how we behave towards our colleagues, contractors, suppliers, and the communities in which we work.

ArcelorMittal has a comprehensive program to ensure that employees comply with our standards regarding business conduct, antitrust, anti-corruption, economic sanctions and human rights. All employees are required to undergo both business conduct and human rights training, while select groups of employees are required to participate in antitrust, economic sanctions and insider dealing training.

Employees are required to complete anticorruption and code of business conduct training every three years. In 2014, 94.8 per cent of employees requiring anticorruption training and 94 per cent of employees requiring human rights training received the training.

Whistleblowing

If an individual or group has concerns with any matters pertaining to financial misconduct, they may report their concern through the anonymous third-party whistleblower hotline and website. The whistleblower service is intended for reporting concerns with regard to possible irregularities in accounting, auditing or banking matters, or bribery within any of our sites or businesses, and is managed by an independent organization.



94.8%

of employees requiring anticorruption training received the training

94%

of employees requiring human rights training received the training

Stakeholders

Globally, our key stakeholder groups are our employees, shareholders, governments and regulators, our customers and the communities in which we work. Lenders, unions, suppliers, NGOs, business multilateral organizations and research institutions are also important. In 2013, ArcelorMittal carried out a review of its stakeholders, bringing in peer group analysis, a review of emerging best practice across the world and an assessment of the company's different stakeholder groups — based on the principles of the AA1000 Stakeholder Engagement Standard 2011. This gave the company renewed confidence that it has identified the most important stakeholders. Understanding and managing their expectations is a fundamental principle of our new sustainable development framework.

We place a high priority on open, proactive and meaningful engagement with all of our stakeholders and we are committed to giving them appropriate information that is honest and transparent. Engaging with stakeholders helps us to understand what matters to them. ArcelorMittal requires all of its sites around the world to have a detailed stakeholder engagement plan in place by 2015 — one that follows the company's stakeholder engagement procedure. In 2014, all Canadian sites either had

these plans in place or were in the process of developing them. Meaningful face-to-face dialogue enables our teams to understand the most important issues for our stakeholders and helps us to take action early to prevent potential problems.

We engage with various stakeholders in a number of different ways. For example, our mining operations in Quebec utilize a Stakeholder Advisory Committee that meets yearly over a day and a half, while our flat carbon site in Hamilton has a Community Liaison Committee that holds meetings four times per year, which any member of the community may attend.

Consultation with stakeholders for Baffinland's Mary River Project is focused on the Inuit communities proximate to the mine sites, and includes the public, local and regional Inuit organizations, the Government of Nunavut, and federal agencies with a mandate relevant to the Project.

Baffinland has a network of Baffinland Community Liaison Officers (BCLOs) in the five closest communities.

Baffinland's Impact and Benefits Agreement is implemented under the guidance of a Management Committee and Executive Committee with members from both Baffinland and the QIA.

	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, lightweight 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 surveys 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 competitive 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

Data

Investing in our People

Indicator	Topic	Description (Value)	2014	2013
LA1	Total number and rates of new employee hires and employee turnover ^a	Number of new employees hired ¹	1,044	N/A
		Rate of new employee hires as a proportion of total employees	10.15%	N/A
		Number of employee separations	621	N/A
		Employee turnover (separations as a percentage of total employees)	6.04%	N/A
LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Description of benefits provided to full-time employees that are not provided to temporary or part-time employees	See footnote #2 on page 43	
LA3	Parental leave	Return to work and retention rates after parental leave	See footnote #3 on page 43	
LA5	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	Percentage of the total workforce represented in formal joint management-worker health and safety committees	100%	100%
LA6	Restricted work, Medical aid, and Work-related fatalities for the total workforce	Restricted work frequency (restricted work/million hours worked)	3.03	N/A
		Medical aid frequency (medical aid/million hours worked)	6.96	N/A
		Work-related fatalities	0	N/A
	Lost time injury frequency rate percent change (per million hours worked)	Lost time injury frequency rate, per million hours worked	0.61	0.73
		Percent change over the previous year	-16.7%	-65.6%
LA9	Average hours of training per year per employee ^a	Average number of hours of training per year per employee	66.5	31.8
LA11	Percentage of employees receiving regular performance and career development review, by employee category ^b	Percentage of management employees receiving regular performance and career development review	100%	N/A
		Percentage of workforce receiving regular performance and career development review	92.43%	N/A
LA13	Ratio of basic salary and remuneration of women to men	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	See note # 4 on page 43	
	Unionized workforce	Percentage of employees that are unionized	34.91%	35.20%

Making steel more sustainable

Indicator	Topic	Description (Value)	2014	2013
EN2	Percentage of materials used that are recycled input materials ^c	The weight or volume of recycled input materials as a percentage of the total input materials used	39.78%	N/A
	Primary energy consumption	Primary energy consumption in PJ	125.85	119.39
EN6	Reduction of energy consumption ^d	Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in GJ	1,233,484	N/A
EN7	Reductions in energy requirements of products ⁵	Percentage change in energy intensity per tonne of steel compared to the previous year	4.33%	2.46%
		Percentage change in energy intensity per tonne of concentrate compared to the previous year	-7.51%	N/A
		Percentage change in energy intensity per tonne of iron ore pellets compared to the previous year	-2.08%	N/A
		Energy consumption per tonne of steel produced, in GJ	21.7	20.8
		Energy consumption for tonne of tonne of concentrate (mining), in GJ/t	0.357	0.386
EN7		Energy consumption for tonne of tonne of iron ore pellets (mining) in GJ/t	0.94	0.96
EN8	Total water withdrawal ⁹	Million cubic metres of water withdrawn surface water, ground water, rainwater, waste water and municipal water supplies	307.7	293.3
EN10	Water recycled or reused ^{6, d}	Percentage of water recycled or reused	77.37%	N/A
EN19	Reduction of greenhouse gas emissions	Amount of GHG emissions reductions achieved as a direct result of initiatives to reduce emissions, in million metric tons (MT) of CO ₂ equivalent	1.074	0.083
	Total CO ₂ emissions	CO ₂ emissions per tonne of steel produced, in tonnes of CO ₂ equivalent	1.16	1.26
		CO ₂ emissions per tonne (mining), in tonnes of CO ₂ equivalent	16.2 kg/t for concentrate, 96.3 kg/t for pellets	18.6 kg/t for concentrate, 96.3kg/t for pellets
EN21	Air emissions ⁷	Air emissions of: NO _x , SO _x , Particulate Matter (PM or Stack Dust) and Volatile organic compounds (VOC), in KT	114.706 KT total (11.263 KT of NO _x ; 8.341 KT of SO ₂ ; 1.937 of PM; and, 0.521 KT of VOC)	119.862 KT total (11.793 KT of NO _x ; 14.339 KT of SO ₂ ; 1.559 of PM; and, 0.208 KT of VOC)
EN22	Total water discharge ⁸	Total water discharge by quality and destination, in cubic metres	266,375,000	N/A
EN29	Monetary value of significant fines for non-compliance with environmental laws and regulations	Dollar value of significant fines	\$585,087.50	-
	Mining excesses	Tonnes of tailings and waste rock	147 MT (44 MT of tailings; 103 MT of waste rock)	64.47 MT
	Operations certified to ISO 14001	Percentage of operations certified to ISO 14001	93%	100%

Enriching our Communities

Indicator	Topic	Description (Value)	2014	2013
EC1	Direct economic value generated and distributed ^d	Direct economic value distributed: employee wages and benefits, in billion \$	\$1.143	\$1.2
		Direct economic value distributed: community investments in \$	\$2,898,480	\$3,260,000
EC9	Proportion of spending on local suppliers at significant location of operations	Proportion of procurement budget spent on suppliers within the province where the operations are located (Steel) ^e	60%	N/A
		Proportion of procurement budget spent on suppliers within the province where the operations are located (Mining) ^f	80%	N/A
	Social dialogue interactions	Number of social dialogue interactions	5	12

Transparent Governance

Indicator	Topic	Description (Value)	2014	2013
HR2	Employee training on human rights policies or procedures	Percentage of employees trained on human rights policies or procedures concerning aspects of human rights that are relevant to operations	94.0%	90.5%
	Percentage of employees compliant with internal anti-corruption training requirements	Percentage of obligated employees who are required to receive anti-corruption training who had completed it by year end	94.8%	91.5%

1 We practice employment equity, which also applies to our hiring practices.

2 Part-time or temporary employees do not get access to pension plans and health care/income protection programs that are offered to full-time employees.

3 All employees are entitled to parental leave and all come back to work

4 ArcelorMittal complies with pay equity legislation in Quebec and Ontario.

5 Figures included in ArcelorMittal Canada's 2013 Corporate Responsibility report are being restated - figures reported last year covered a different scope of operations.

6 ArcelorMittal Mining Canada's concentrator reuses 80% of its water. However, in periods of extreme cold, the water cannot be recirculated.

7 Figures included in ArcelorMittal Canada's 2013 Corporate Responsibility report are being restated - those stated in 2013 only included NO_x and SO₂ figures for a limited number of production locations.

8 All process water is treated before discharge. Treatment may include metal/sediment removal, organics removal, pH control, oil removal etc. Treatment is dependent on water use. Water not re-used by other organizations.

Data for 2014 includes all Canadian operations unless noted here. Unless otherwise specified, data for 2013 excludes Tubular products and Baffinland Iron Mines.

a Data for 2014 excludes Tubular Products.

b Data for 2014 only covers Flat Carbon unit and Baffinland Iron Mines.

c Data for 2014 only includes Flat Carbon and Long Carbon units.

d Data for 2014 only includes Flat Carbon, Long Carbon and Mining Canada units. Employee wages and benefits data for 2013 includes Baffinland Iron Mines.

e Data for 2014 only includes Flat Carbon unit.

f Data for 2014 only includes Mining Canada unit.

Resources and Memberships

ArcelorMittal

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

- ArcelorMittal — www.arcelormittal.com
- ArcelorMittal Dofasco — dofasco.arcelormittal.com
- ArcelorMittal Infrastructure Canada G.P. — www.transformerlavenir.com
- ArcelorMittal Mining Canada G.P. — www.transformerlavenir.com
- ArcelorMittal Montreal — montreal.arcelormittal.com
- S-in motion — www.arcelormittal.com/automotive
- Sustain Our Great Lakes — www.sustainourgreatlakes.org

Steelmaking

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

- Canadian Steel Producers Association — www.canadiansteel.ca
- American Iron and Steel Institute — www.steel.org
- Association for Iron and Steel Technology — www.aist.org
- Steel Recycling Institute — www.recycle-steel.org
- World Steel Association — www.worldsteel.org
- WorldAutoSteel — www.autosteel.org

Partial List of Corporate Memberships

ArcelorMittal is an active member of the following local, regional, national and international organizations. These trusted and valued partners support us in improving our performance in our corporate responsibility pillars.

ArcelorMittal

- World Business Council for Sustainable Development
- United Nations Global Compact
- Extractive Industries Transparency Initiative

ArcelorMittal Dofasco

- AISI (American Iron and Steel Institute)
- Canadian Manufacturers & Exporters
- Canadian Steel Producers Association

ArcelorMittal Mining Canada G.P.

- Association minière du Québec
The Mining Association of Canada
- Comité sectoriel de main d'oeuvre de l'industrie des mines
- Conseil patronal de l'environnement du Québec
- COREM (Consortium of applied research for the processing and transformation of mineral substances)

ArcelorMittal Montreal

- Board of Trade of Metropolitan Montreal
- Comité municipal de sécurité civile de la ville de Contrecoeur
- Comité sectoriel de main-d'oeuvre de la métallurgie

ArcelorMittal Tubular Products

- Woodstock General Hospital
- Woodstock's Operation Sharing Knapsacks for Kids Program
- Loonies for Underprivileged Kids Camp

Baffinland Iron Mines

- Mining Association of Canada (MAC)
- NWT & Nunavut Chamber of Mines
- Northern Mine Safety Forum (NMSF)

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Our Memberships

worldsteel
ASSOCIATION



Participant



WE SUPPORT