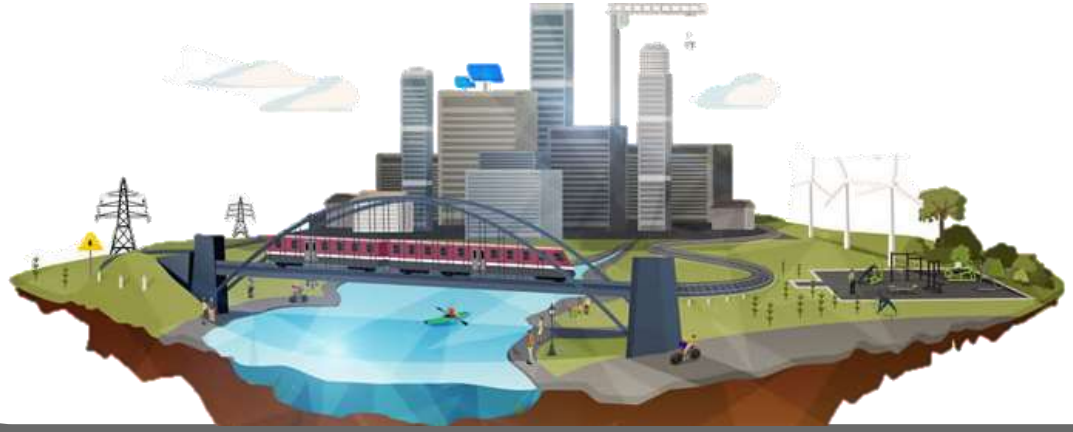


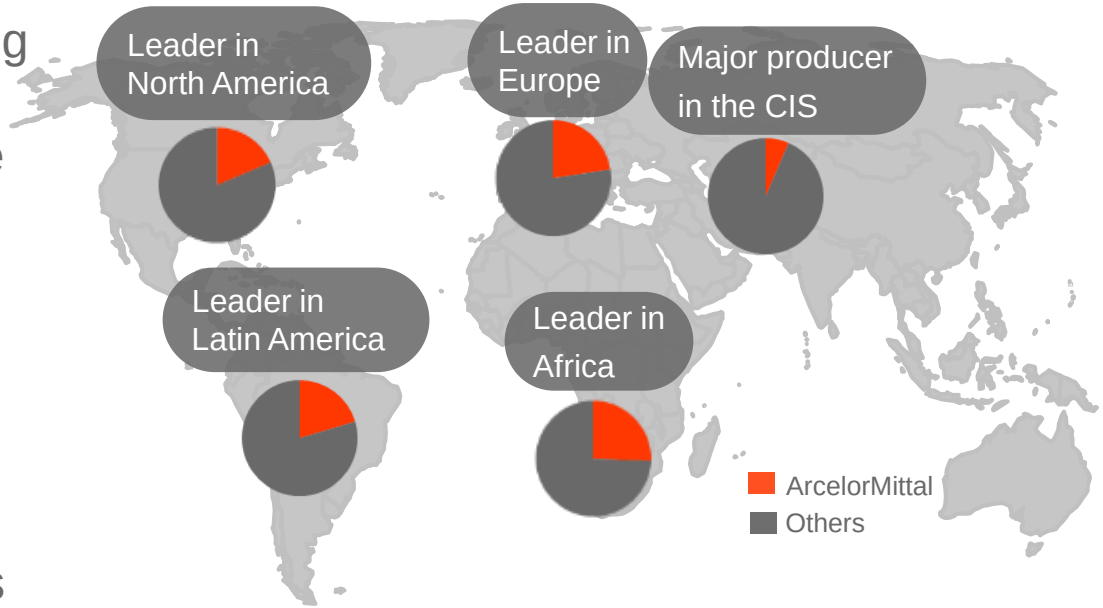
Turning Sustainability into a catalyst for innovation

Anne-Laure Hettinger, ArcelorMittal
Patricia Cortijo, Utopies

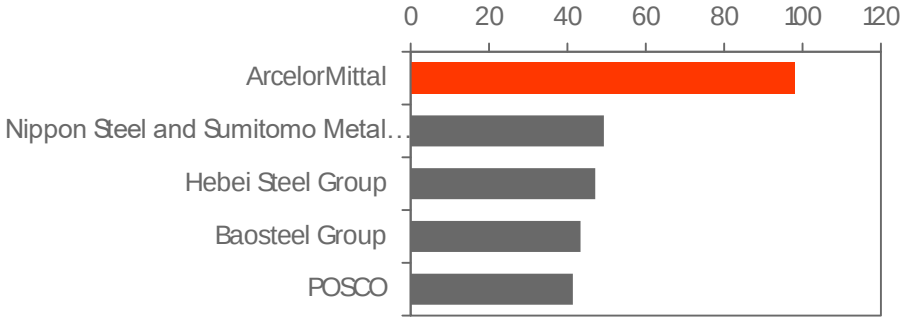
LCM 2017

ArcelorMittal
steel and mining company

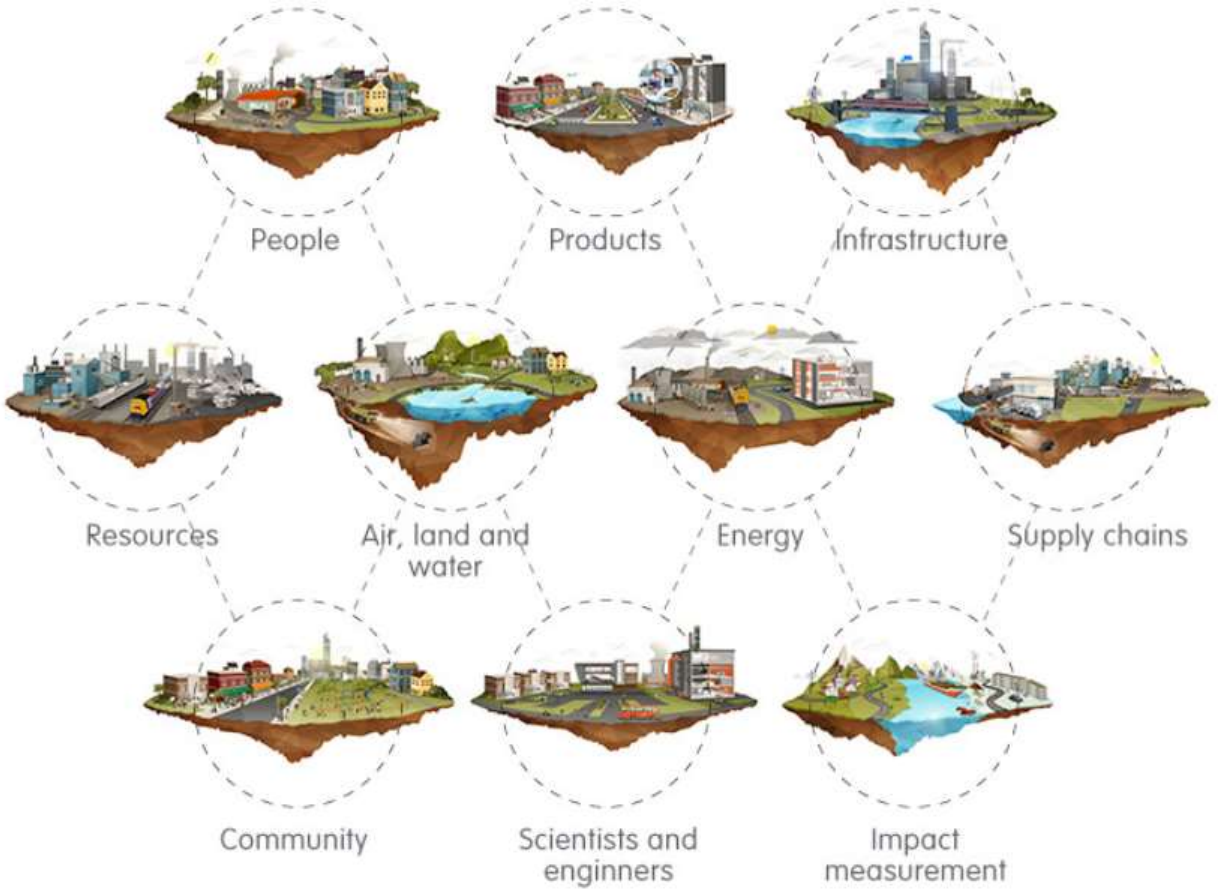
- ArcelorMittal is the world's leading steel and mining company, with over 200,000 employees in more than 60 countries.
- Leader in all major global steel markets, including automotive, construction, household appliances and packaging, with leading R&D and technology, as well as sizeable captive supplies of raw materials and outstanding distribution networks.



Top 5 steel producers 2015 (million tons)



ArcelorMittal
our 10 sustainability outcomes



All underpinned by

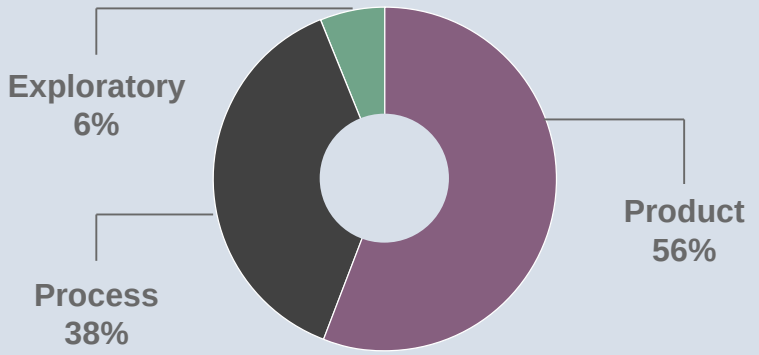
transparent good governance

ArcelorMittal R&D
at a glance

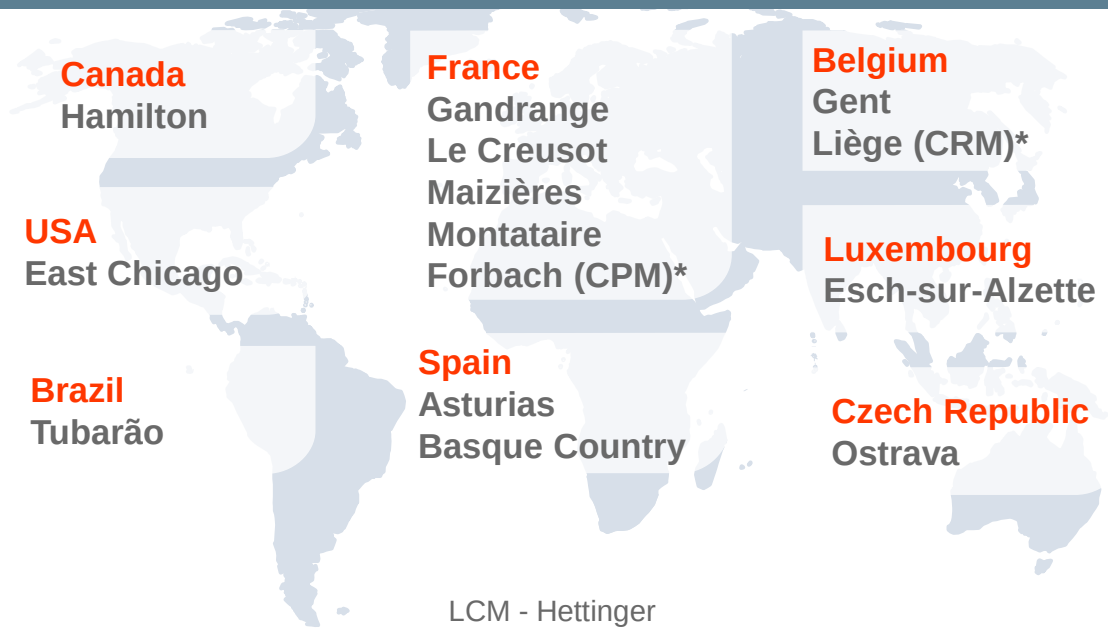
- 1,400 full time researchers
- 2016 spending of $239m

R&D effort fully aligned with Group strategy: geography, value chain, product differentiation

Budget spending by focus area



12 research centres



Canada
Hamilton

USA
East Chicago

Brazil
Tubarão

France
Gandrange
Le Creusot
Maizières
Montataire
Forbach (CPM)*

Spain
Asturias
Basque Country

Belgium
Gent
Liège (CRM)*

Luxembourg
Esch-sur-Alzette

Czech Republic
Ostrava

* *Strategic partner*

ArcelorMittal R&D
domains of product research

ArcelorMittal R&D
domains of process research

Objectives

WE AIM AT IMPROVING THE SUSTAINABILITY PERFORMANCE OF FUTURE ARCELORMIITAL PRODUCTION & SOLUTIONS

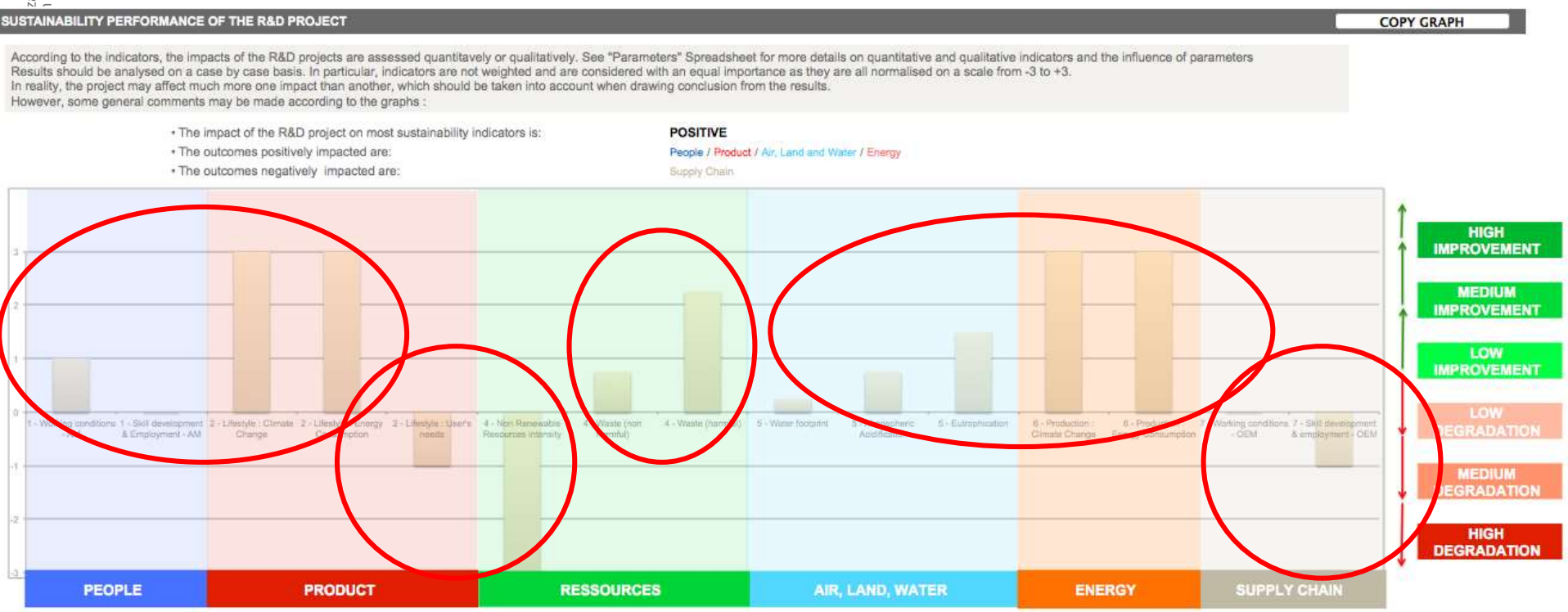
- To engage researchers in **developing products and processes achieving a higher sustainability performance**
- To help **promoting the sustainability added-value of our solutions** towards clients and stakeholders
- To **identify the projects with the highest potential** contribution to sustainability development

How does it work?

Inputs	Analysis	Results
Resources: Coal, water, natural gas **Worker safety**: Personal protection, Toxicity **In-use properties**: Car crash, energy efficiency	Computer based calculation using ArcelorMittal databases	Social & environmental indicators calculated for 7 sustainability concerns

Practically:

- This assessment enables to identify the **strong points** of the project regarding ArcelorMittal Sustainability Outcomes….
  - …. as well as the **parameters that should be improved**
  - **From X2 to X5**, the researcher can modify the inputs and test their effects



9

Where are we now

- Beta version tested in 2016
  - Tool user-friendly and easy to use.
  - Estimated time for the evaluation : less than 30 minutes
  - Work done on increasing transparency
- Official launch December 2016 (internal and external)
- First deployment to test and improve the tool
  - 3 sectors (process, automotive and construction – potentially 70% of ArcelorMittal R&D budget)
  - 2 research programs per sector
- Progressively extended to all R&D sectors

Our goal: development only possible if increased sustainable performance is proven

Thank you!

Anne-Laure Hettinger
ArcelorMittal Sustainability
anne-laure.hettinger@arcelormittal.com