Corporate Responsibility Report 2013

ArcelorMittal

ArcelorMittal Gent, Geel & Genk

Content

*In this report, an overview is given on the Corporate Responsibility initiatives taken by the production sites in Gent, Geel and Genk in 2013.

Employing
4,600
people, we are one of the largest private employers in Flanders.

ArcelorMittal Gent in a nutshell

Maritime and integrated

ArcelorMittal Gent is an integrated steelworks located in the port of Gent. We are part of the ArcelorMittal Group, which is a leading steel and mining company. Our plant has all the necessary facilities to convert raw materials into steel products with high added value. Every year, 5 million tons of flat carbon steel is shipped to automotive and industrial customers. Many cars, appliances, furniture and other applications are therefore made of our steel.

Employing 4,600 people, we are one of the largest private employers in Flanders. Our employees' knowledge and motivation are two of our main assets. They play an essential part in the further optimisation of our safety performance, product quality and overall productivity.

High-tech

Research and innovation are at the heart of our company. We work closely together with different research centres within ArcelorMittal and schools to develop new steel grades and new coatings.

The production departments use mathematical models to further optimise the production process. The different steps in the production process are described in process models. Thanks to software systems, statistical techniques are applicable online, which is of paramount importance in product quality control and in the production process efficiency. Through control models, the organisational and logistic aspects of the production process are watched closely. Thanks to this process innovation, we have been able to double our productivity in 15 years.

Gathering and centralising knowledge is crucial to the company's continuity and technological progress. That is why supporting services are so valuable: they allow knowledge to be passed on smoothly in case of adjustments or expansions.

Environment-conscious

In terms of our environmental performance, innovation is also vital. It is a prerequisite for sustainable development. About 15% of our investment budget is dedicated to environmental improvements.
Our concern for the environment and thorough knowledge of the production process have resulted in sophisticated process-integrated measures and in the improvement of our environmental performance. This is for instance illustrated by our continuous efforts to be among the most energy-efficient steel companies in the world. Over the past 20 years, we have reduced our energy consumption by 30% by investing in a modern production apparatus and by recovering the energy present in flue gases to produce steam.

Thanks to process innovation, we have been able to double our productivity in 15 years.

Mission and values of ArcelorMittal Gent

As a producer of flat carbon steel, ArcelorMittal Gent is part of basic industry. It regards **safety** at work as its number one priority: safety for all its employees, without making a distinction between its own personnel and any contractors working on site.

Within the business unit Flat Carbon Europe, ArcelorMittal Gent strives towards **leadership** in the production of high-quality flat steel products in a sustainable entrepreneurial way.

ArcelorMittal Gent is fully aware that this entails great **responsibility** towards its stakeholders, customers, employees, the immediate surroundings and the environment.

The steel business remains a basic industry creating products that are essential to the world economy. ArcelorMittal Gent has the advantage of being located at a site where a maritime steel industry is still able to further develop.

Keeping a heavy industry running in a region with a dense population and vulnerable **environment** is therefore a challenge ArcelorMittal Gent is willing to take on at all times.

By investing in research and development, ArcelorMittal Gent is fully committed to reaching **top technological performances**. Maintaining continuous contact with customers and researching new applications in collaboration with customers are key factors in developing new products and processes.

The efforts put into **research and development** are intended to optimise the life cycle of steel, from the raw material extraction right through to the ultimate recovery and recycling of end products with due respect for the environment.

In developing **human capital**, ArcelorMittal Gent applies the principle of subsidiarity. Each employee is encouraged to have ownership to the tasks entrusted to him and only to turn to the hierarchy if that would offer genuine added value.

ArcelorMittal Gent well realises that its **customers** are its reason for existence. In order to ensure profitability, ArcelorMittal Gent aims for perfection in its service and product quality and does its utmost to build a relationship of trust with its customers.

The Group's **international character** brings new potential for collaboration. Exchanging know-how and merging different cultures in an atmosphere of openness and mutual respect are vital for taking full advantage of this opportunity.

Message from the CEO

Matthieu Jehl

World crude steel production reached 1,607 million tons for the year 2013, up by 3.5% compared to 2012. The growth came mainly from Asia and the Middle East while crude steel production in all other regions decreased in 2013 compared to 2012.

Annual production for Asia was 1,080.9 million tons of crude steel in 2013, an increase by 6.0% compared to 2012. The region's share of world steel production increased slightly from 65.7% in 2012 to 67.3% in 2013. China's crude steel production in 2013 reached 779 million tons, an increase by 7.5% on 2012. China's share of world crude steel production increased from 46.7% in 2012 to 48.5% in 2013.

In 2013, crude steel production in North America was 119.3 million tons, a decrease by 1.9% on 2012. The US produced 87 million tons of crude steel, down by 2.0% compared to 2012. Annual crude steel production for South America was 46.0 million tons in 2013, a decrease by 0.8% on 2012. Brazil produced 34.2 million tons in 2013.

The European Union recorded a decrease by 1.8% compared to 2012, producing 165.6 million tons of crude steel in 2013. Germany produced 42.6 million tons of crude steel in 2013, remaining at the same production level as 2012. Italy produced 24.1 million tons in 2013, an 11.7% decrease compared to 2012. France's crude steel production in 2013 was 15.7 million tons (i.e. an increase by 0.5% on 2012), Spain's amounted to 13.7 million tons (up by 0.7%).

For global economy, steel industry and ArcelorMittal, 2013 was another challenging year. We are still impacted by the lower economic activity in Europe. European steel demand remains about 30% below the 2007 level. This means steel production has dropped by 50 to 60 million tons. The steel industry is facing overcapacity and this is unlikely to change in the near future. In order to remain competitive, it is vital to have an excellent cost position. In terms of production costs, ArcelorMittal Gent is the leading company within the business unit Flat Carbon Europe and must continue to improve in order to keep hold of this position.

This is also important because sales prices are under pressure. In 2013, margins were narrow or even negative and in 2014, no significant changes are expected in this respect.

The strategy adopted by Flat Carbon Europe, which comprised concentrating the production capacity in the best-performing plants and maximising the capacity utilisation, has started to pay off. This strategy was one of the reasons why ArcelorMittal Gent has managed to significantly improve production costs since mid-2012. Other contributing factors are excellent operating points in the production departments, high production volumes and low transformation costs.

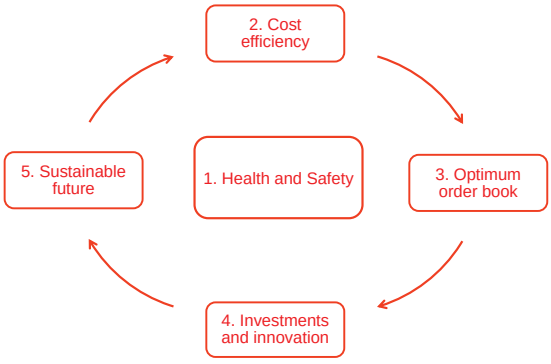
Besides this general economic context, Belgian companies also have to deal with a number of structural handicaps, such as high energy and wage costs. As these are higher in Belgium than in neighbouring countries, we must continuously optimise variable costs and control fixed costs of production.

With a recovery of underlying demand for steel and a slight increase in inventory, we expect European steel demand to increase by approximately 1.2% in 2014. However, in 2014 growth will remain fragile, especially in South America, where consumption remains under pressure because of the limited availability of credits and high unemployment rate. Within this context, it is crucial to keep costs under control in spite of past optimisations.

The strategy set out for ArcelorMittal Gent in 2014 consists of five elements. First and foremost, we require excellent safety performance. Then, we must do ordinary things extraordinary well. We must improve our competitiveness. This will enable us to keep production costs low, which is absolutely necessary in a market facing overcapacity. A good cost position will allow us to attract high production volumes and compose the right order book. We aim at tying customers to our company by offering them top quality and service. We depend on our customers to be profitable and able to invest in our people, in the environment, in maintenance and in our facilities. This is how we will build a sustainable future for our company.

I hope you will enjoy reading this third edition of our Corporate Responsibility report.

Matthieu Jehl – CEO and Chairman of the Management Committee of ArcelorMittal Gent



Key Performance Indicators 2013

In terms of production costs, ArcelorMittal Gent is the leading company within the business unit Flat Carbon Europe.

Sustainable business comprehends more than cost efficiency and reliability. In terms of sustainable development, ArcelorMittal Gent adopts the same strategy as the ArcelorMittal Group, which is based upon four pillars:

Investing in our people

As one of the largest private employers in the province of East Flanders, we bear major responsibility. The health and safety of our employees is one aspect, but it is also important to ensure that our employees can work in a pleasant atmosphere and feel appreciated for their abilities and performances. By for instance offering training opportunities to our employees and by communicating openly and transparently, we try to increase job satisfaction and commitment. In other words: every single day, we try to further develop a positive corporate culture.

Making steel more sustainable

We aim at producing high-quality steel in Flanders and at the same time keeping our environmental impact to a minimum. Every year, 15% of our investment budget is spent on measures to boost our environmental performance. In order to further integrate our company into the region, it is also important that we communicate openly and transparently with our neighbours about our environmental efforts.

Enriching our communities

Every company that seeks to implement sustainable development must be aware of what is going on elsewhere in the world. We want to make an active contribution to society to increase welfare and overall well-being. We participate in sustainable community development by for instance combating poverty or creating training opportunities for people who find themselves on the brink of society.

Transparent governance

Our corporate strategy, business and daily activities are underpinned by transparent governance. We want to be acknowledged for our irreproachable behaviour towards our employees, customers, business partners and society.

Investing in our people

• Safety frequency rate - Internal employees - Contractors	 **1.17** **2.23**
• Percentage of the sites that have a safety management system that meets the requirements of the international OHSAS 18001 standard	**100%**
• Number of training hours	**257,343**

Making steel more sustainable

• CO_2 emissions per ton of liquid steel	**1.8 tons**
• Specific energy consumption per ton of hot rolled coils	**16.774 GJ**
• Specific water consumption per ton of liquid steel	**4.4 m³**
• Amount of scrap per ton of liquid steel	**184 kg**
• Total amount of environmental investments	**2.61 million €**
• Percentage of the sites that have an environmental management system that meets the requirements of the international ISO 14001 standard	**100%**

Enriching our communities

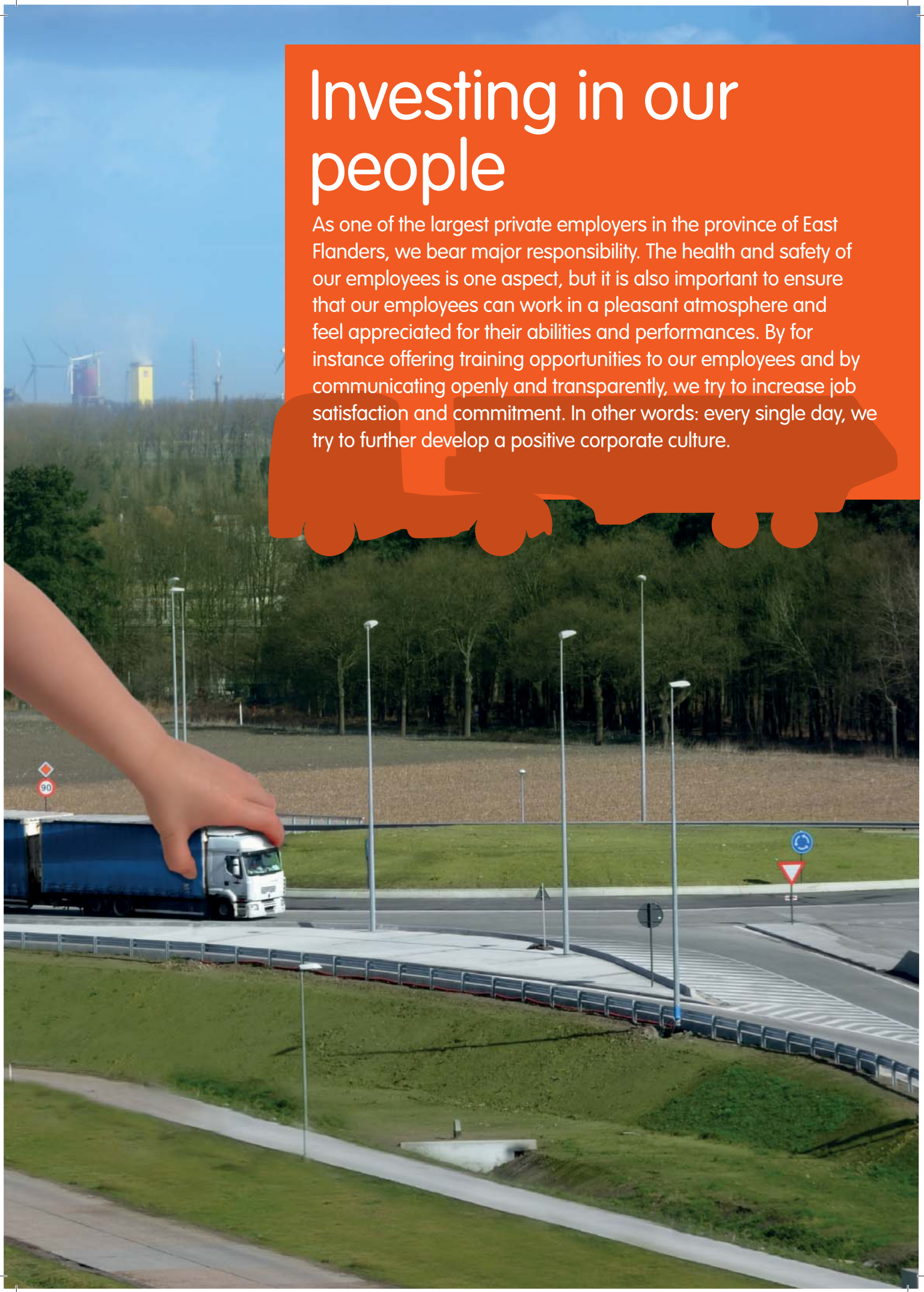
• Number of employees ArcelorMittal Gent, Geel and Genk	**4,782**
• Number of active registered contractors	**1,524**
• Number of sponsored projects	**70**

Transparent governance

• Percentage of employees that have subscribed to the principles of the Code of Business Conduct	**100%**
• Frequency of information sessions for employees	**3 x**

Investing in our people

As one of the largest private employers in the province of East Flanders, we bear major responsibility. The health and safety of our employees is one aspect, but it is also important to ensure that our employees can work in a pleasant atmosphere and feel appreciated for their abilities and performances. By for instance offering training opportunities to our employees and by communicating openly and transparently, we try to increase job satisfaction and commitment. In other words: every single day, we try to further develop a positive corporate culture.



Investing in our people

We must look after each other's safety.

Luc Roesbeke

Q. What to remember from 2013 in terms of safety?

A. 2013 had a groom start. On 20 January 2013, Luc Roesbeke died while carrying out mechanical repair work at the coilers in the hot strip mill.

Following this fatal accident, the ArcelorMittal Group conducted a Fatality Prevention Audit in Gent between 5 and 8 February. After thorough analysis it was concluded that we have all the required procedures and systems to be able to work safely, but there is still room for improvement in terms of correct safety behaviour.

After this fatal accident, communication sessions were organised in all production departments. In a video message, our CEO emphasized the importance of applying the principle of shared vigilance and strictly following safety instructions.

In 2013, global safety figures did not match the 2012 performance. The global lost injury frequency rate (i.e. the number of accidents resulting in at least one day's absence from work per million hours worked) of internal employees and contractors combined was 1.4 at the end of 2013. The target set by the ArcelorMittal Group was a maximum frequency rate of 1 which had to be reached by the end of 2013.

2013 has taught us that we must significantly improve our approach to safety. In order to prevent accidents, we must practise correct safety behaviour and apply the principle of shared vigilance. We must look after each other's safety, make clear working arrangements to guarantee our safety and respect these arrangements.

Q. How was the safety performance of internal employees?

A. Internal employees did not perform well in terms of safety in 2013. The lost time injury frequency rate dropped to 1.17, but we suffered a fatal accident. Eye and hand injuries, fire incidents and reports of serious incidents still require our attention. With the safety management system OHSAS 18001, shop floor audits conducted by managers, systematic risk analyses drawn up before commencing tasks and the development of safety cases within the context of World Class Manufacturing (WCM), we put in structural efforts to further improve our safety performance.

In terms of fire safety, 2013 was not a good year either. We recorded some severe fires, for instance in continuous casting line 2. Fortunately, all employees were safely evacuated and repairs only took three weeks.

During summer, communication sessions on safety were organised for the safety stewards. Safety stewards are employees who pay particular attention to their colleagues' safety while performing their tasks. They put the theory of shared vigilance into practice. In 2012, the hot dip galvanising lines Sidgal were the first production line at ArcelorMittal Gent to follow the example set by the colleagues of ArcelorMittal Genk and introduce this concept. In 2013, the hot strip mill jumped on the bandwagon. In 2014, all departments will introduce the steward concept. All stewards will be trained during 1 week.

Between late October and early November, the certification agency SGS S&SC conducted an audit of the health and safety management system applicable at ArcelorMittal Gent, Geel and Genk with a view to renewing the OHSAS 18001 certificate. A new OHSAS 18001 certificate was issued to our company which will remain valid for three years.

On Thursday 25 April 2013, the worldwide ArcelorMittal Health and Safety Day took place. This year's theme was 'Stop, think and act safely'. Almost all internal departments and numerous contractors organised activities to put the spotlight on operational health and safety. In the departments numerous shop floor audits were conducted, start-work-risk analyses were drawn up, emergency procedures and systems were tested. Much attention was also paid to the 10 Golden Rules. The Golden Rules are safety rules that deal with possible life-threatening risks related to our business activities. Employees' knowledge of these rules was for instance tested during a quiz. At the occasion of the Health and Safety Day, we also made a movie covering 4 topics: safety at work, safety outside of work, health and best practices. After the Health and Safety Day, the movie was shown to all employees during safety sessions.

Finally, to mark the worldwide Health and Safety Day, we included a new safety contest into our company magazine '1'. Many employees called upon their children or even grandchildren to solve a word puzzle. On 5 July 2013, 25 winners collected their prizes.

On 5 July 2013 the lucky winners of our safety contest were presented with their prizes by COO Primary Kristian Notebaert.

Q. How do we improve contractor safety?

A. In 2011 a working group was created to lift contractors' safety performance to a higher level. We have managed to reduce the number of external companies working at ArcelorMittal Gent through improved selection, follow-up and assessment. All departments are responsible for preparing work adequately, for clearly specifying environmental risks on the hot work permit and, above all, for ensuring that safety standards are applied on site. Via the Contractor and Supplier Portal external companies can register their employees in advance and put in the estimated work time. We use the portal to convey safety information, e.g. on the Golden Rules, general zone-related risks, dangerous substances and preparations, and the duration of badges or qualifications with respect to specific training courses.

Contractors' lost time injury frequency rate increased from 1.05 in 2012 to 2.23 in 2013. Just as internal employees, contractors strived towards achieving a frequency rate below 1.

To further support safety improvements by contractors, a European project was set up to narrow the language gap there sometimes exists on the work floor. 'Contracteranto' is an online lexicon containing terminology referring to all sectors of industry, all high-risk functions and all safety-related subjects. ArcelorMittal Gent was involved in this project as a partner.

On the Health and Safety Day, a new interactive version of the Vademecum for Contractors was presented. Managers of external companies carrying out work at ArcelorMittal Gent are required to take this training course every three years. The Dutch version was presented in 2013, the English version will be finalised in 2014.

On 24 April 2013, a Haulier Day was organised at ArcelorMittal Gent to strengthen our relationship with hauliers. Every day, there are 400 to 500 trucks on the road transporting goods for ArcelorMittal Gent. Usually, all communication with transport companies is handled by phone, email or the new supplier portal. On the day, various safety topics were discussed, such as securing loads, crossing railways, respecting speed limits and wearing the correct personal protection equipment. Face to face meetings are an ideal way to strengthen cooperation between parties.

In order to raise contractors' safety awareness, we send them copies of our personnel magazine '1' and offer them the opportunity of elaborating on their safety approach in a dedicated article series.

On the Health and Safety Day, the hot dip galvanising line Sidgal organised a training session on the use of the emergency cabinet.

Investing in our people

Q. How do we invest in road safety?

A. Road safety figures show that traffic and safety do not always match. Statistics show that it is more dangerous for employees to be on the road than at work. In 2013, 29 employees suffered accidents on their way to or from work. This is a 36% decline compared to 2012, but there were still too many cycling accidents. So as to thoroughly analyse road accidents, the safety department sits down with employees who have suffered a road accident to review the circumstances in which the accident occurred. By analysing road accidents and taking preventive actions, we hope to prevent future accidents from happening.

In order to enhance safety at our internal railway crossings, stop signs have been placed and high risk crossings have been fitted with barriers. We hope that this will contribute towards the strict application of the Golden Rule on rail safety and reduce the number of (near) collisions. The Golden Rule on rail safety stipulates that vehicles must come to a complete standstill before crossing a railway and we expect all employees and contractors to comply with this fully.

Q. Why is health this important?

A. Safety is our top priority and health cannot be seen separately from it. That is why we have a Golden Rule about starting work in a fit and able condition. Any company that cares about its employees wishes them good health. Management ensures that people can work in good health. There are also objective considerations to take into account. Healthy employees feel fitter, perform better, are more productive and are less likely to be absent from work.

In 2012, the health project 'AM Fit' was launched. The 'AM Fit' working group drew up an action plan in 2013 following an external health audit conducted within the framework of JobFit. The JobFit project was initiated by the Flemish government to improve employees' eating and exercising habits. Our action plan will focus on healthy eating, exercising and smoking.

Smoking and obesity are two risk factors that may have a negative impact on our health. Over the past few years, there has been a significant change in mentality: everybody now acknowledges that both active and passive smoking are damaging to our health. As a company, we do not only want to sensitise smokers but also protect employees against forced passive smoking. Healthy eating is another important theme that is addressed during medical consultations. We point out the dangers of obesity. In safety sessions, health and safety training workshops for new employees and in the '1' magazine, the subject of healthy eating is discussed. In the company restaurant, employees can have a healthy meal if they look for the Vitality label. In the production departments, healthy sandwiches are sold, as our employees requested themselves.

At the end of September, ArcelorMittal for the fourth time organised a Health Week in all plants across the globe. With this initiative, the ArcelorMittal Group wants to contribute towards all employees' health by promoting a healthy way of living. How we live our lives outside of work, also affects our performance at work. With 'AM Fit', we address employees' health in a structural manner, but initiatives like Health Week help us to point all noses in the same direction. Last year's Health Week was the most popular edition so far: in all, 1,600 colleagues participated in a wide range of activities and 1,246 employees signed up for a flu vaccine shot. Popular activities included spinning, an initiation course on healthy eating, a guided stroll in the woods of ArcelorMittal Gent, stress theatre and first-aid training. Attendance was also high for information sessions on substance abuse and the way managers should deal with this issue.

For the Management Committee of ArcelorMittal Gent, smoking cessation was the main theme of last year's Health Week. About 1,000 employees of ArcelorMittal Gent smoke, 185 of whom participated in smoking cessation seminars using the Allen Car method. During these seminars experienced trainers, all former smokers, try to remove the need and desire to smoke. Finally, 224 employees took up the challenge to quit smoking for good. We also produced video testimonials featuring employees who had quit smoking or who had significantly changed their eating or exercising habits.

Ensuring employees come to work in a fit and able condition is not only about promoting a healthy lifestyle. It is also about consistently improving working conditions. In 2012, the KIM tool was presented to all managers and lifting coordinators were trained in various departments. The KIM tool is a risk assessment tool used to identify health risks related to load handling. All managers were also informed of a new tool used to identify risks related to working with chemical substances. Over the coming years, we will be focusing on both these themes.

Reducing absenteeism is also an important issue. Absenteeism in 2013 remained at the same level as in 2012, i.e. 4.6%. Analyses reveal that the main causes for absenteeism include injuries sustained while practising sports or doing chores around the house. We also pay great attention to reintegrating employees who have been ill.

Healthy employees feel fitter, perform better, are more productive and are less likely to be absent from work.

In times of change, information and communication are essential.

Q. How do we engage our employees?

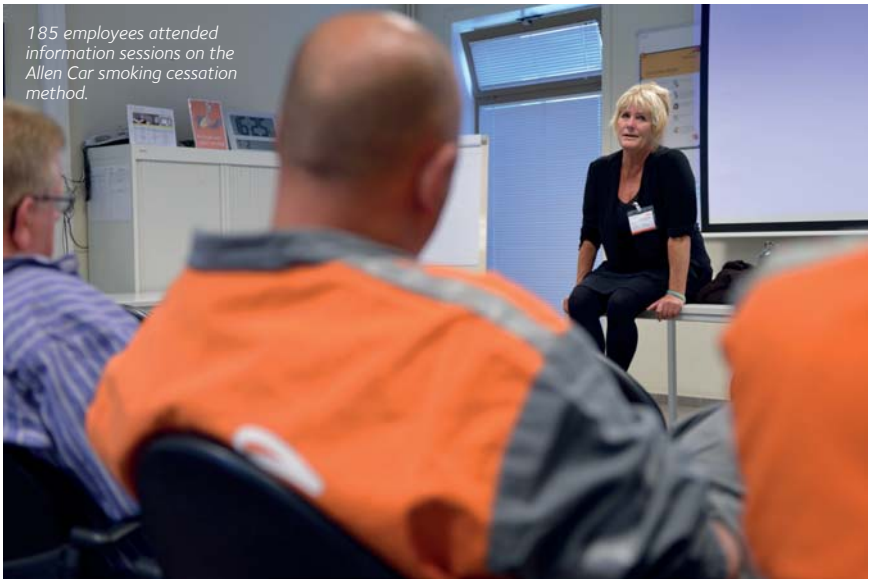
A. In times of change, information and communication are essential to keep people motivated. We inform our employees through LCD screens, newsflashes and our company magazine. However, communication is not just about informing; it is about two-way interaction. Line managers play an important role in this respect: they are the first point of call employees feel they can turn to when they have questions to ask. Our Management Committee also assumes its responsibility and in the course of 2013 organised information meetings with all employees to strengthen dialogue. By correctly informing our colleagues and starting a dialogue with them, we hope to be able to rely on their understanding, commitment and confidence so that we can work together and achieve our ambitious targets.

Furthermore, we like to show our appreciation and respect for the dedication and loyalty of our employees by organising internal events for them.

- Every year, there is a Decoration happening. Employees who have been at work for 25, 30, 35 or even 40 years and their partners are put in the spotlight for an entire day.
- For several years now, we have been sponsoring the Gent Jazz Festival, in July. All employees can request two day tickets for free. In all, we distribute 750 tickets for this world-famous jazz festival.

Every year, the ArcelorMittal Foundation organises an e-card contest for employees' children. In 2013, the theme was 'Giving makes the world a better place'. One of the children to participate in the contest was Julie, whose mother works for ArcelorMittal Flat Carbon Europe. Julie's drawing was selected as national winner to represent Belgium in the global contest.

During the Decoration happening, we put the spotlight on employees who have been at work for 25, 30, 35 or even 40 years.



185 employees attended information sessions on the Allen Car smoking cessation method.

One of the more popular activities during Health Week was a guided stroll in the woods of ArcelorMittal Gent.

On 1 October, Flemish Minister for Education Pascal Smet and Raymonda Verdyck, managing director of the community education network of schools, presented a unique workplace learning project at ArcelorMittal Gent.

Investing in our people

Q. How do we develop our employees?

A. We fully believe that all employees should have the opportunity to progress their careers, to shape their careers in accordance with their capacities, interests and ambitions. This has a direct impact on job satisfaction. For this reason, we invest heavily in training and development. Employees are trained to become specialists in their fields of expertise or can take additional training. In 2013, ArcelorMittal Gent spent 5.3% of its labour cost on training and development. For comparison, the target imposed on companies by the federal government's Generation Pact is 1.9%.

Our training offer is quite extensive and meets the needs of the production departments. These are a few examples of training courses employees can take:

- safety
- electrical and mechanical maintenance
- the production process, including metallurgical aspects and customer relations
- quality: for example, quality assurance, statistics and World Class Manufacturing
- management skills: for example, attitude, management, learning techniques and teaching techniques
- languages
- IT: both Office, SAP and in-house developed tools

The training department utilises both internal teachers and external experts. There are also e-learning opportunities, some of which are organised by the ArcelorMittal University.

Knowledge and know-how are fundamental to the needs of each activity domain. It is important that competences and knowledge be centralised and be transferred to ensure the continuity of the company. We strongly believe in mixing young and old. In other words, the experience and knowledge that senior co-workers can transmit to younger employees are priceless. In fact, this knowledge is one of the main ways in which we have stood out from the competition and can continue to do so in the future. In order to mark the importance of learning and development, the ArcelorMittal Group organised a Learning Day on 24 September 2013. At our in-house training department, information sessions were organised for all employees who can register colleagues for training.

On 14 September 2013, we paid tribute to the employees who had finished the metallurgy course and the night course in electricity, and to the maintenance workers who had successfully finished their promotion tests. In 2013, 33 maintenance workers became head technicians and were given a certificate. 11 employees obtained their degree in metallurgy and 11 colleagues finished a night course in electricity.

Moreover, we have been working closely together with educational institutes for years now, as their students may become future employees.

- Every year, we support approximately a hundred – mainly technical – students with their internships, master theses and integrated tests.
- Every year, over 1,500 students visit our company and are offered a dedicated programme.
- We organise internships and training courses for teachers in technical schools, which gives them the opportunity to adapt their courses to industrial reality in an optimum manner.
- Every year, our in-house teachers spend five to ten days in technical schools in the surrounding area to give classes to students in industrial maintenance techniques.
- For the Regional Technological Centre of the province of East Flanders, ArcelorMittal Gent is the centre of expertise in the field of lubrication techniques.

On 18 May 2013, we took part in a technology fair called 'Boetiek Techniek' in the city of Gent for the second time. This interactive fair was designed to promote technical education amongst youngsters between 10 and 14 years of age. 20 East Flemish companies and organisations were present. We displayed some practical applications of new steel products found in everyday life and gladly gave some more explanation.

On 1 October, Flemish Minister for Education Pascal Smet and Raymonda Verdyck, managing director of the community education network of schools, presented a unique workplace learning project at ArcelorMittal Gent. The Techno+ project offers students in secondary school the opportunity to experience an industrial working environment in the course of their studies. Depending on the discipline and the company, students can enter into a working and learning scheme at a company for one day per week for at least one year. Twenty schools and twenty companies have taken on this project, our company being one of them. We are offering four students of a near-by technical secondary school the opportunity to work at our company for one day per week during one or two years. They will take the same proficiency courses as our internal employees and will gain invaluable experience.

5.3%

of the labour cost of ArcelorMittal Gent was spent on training and development in 2013.

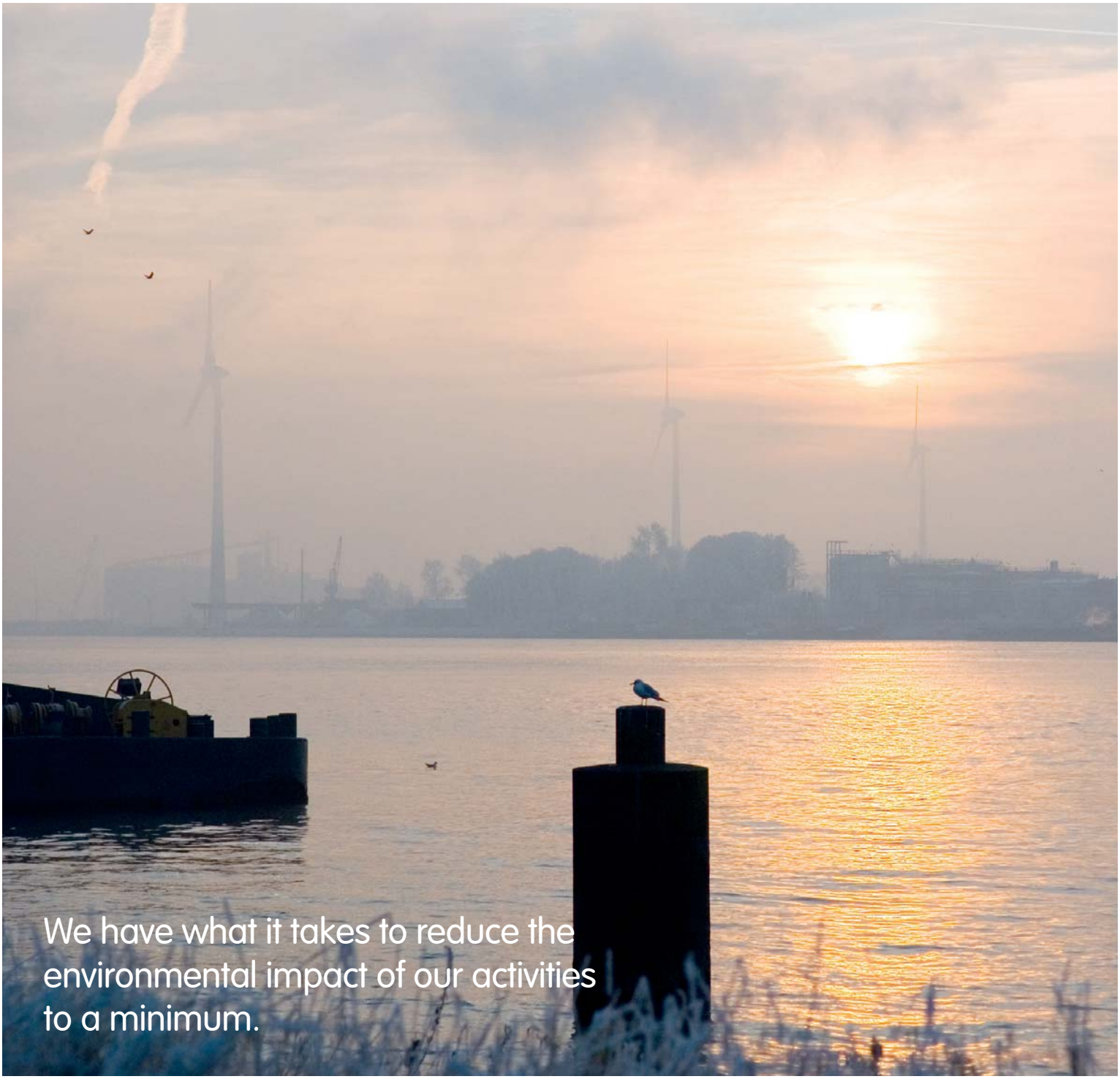
In 2012 we launched a coaching project for managers piloted by the blast furnaces and sinter plants. Coaching sessions were organised focusing on communication and other managerial aspects. At the end of 2013, it was decided to take this project to a higher level and develop a full development programme for managers, of which coaching would be one aspect. We are convinced that by setting up such a programme, we will boost the managing skills of our foremen, supervisors and line managers. To us, this is the way to increase employee commitment and motivation.

On 24 September 2013, ArcelorMittal organised a Learning Day to mark the importance of training and development.

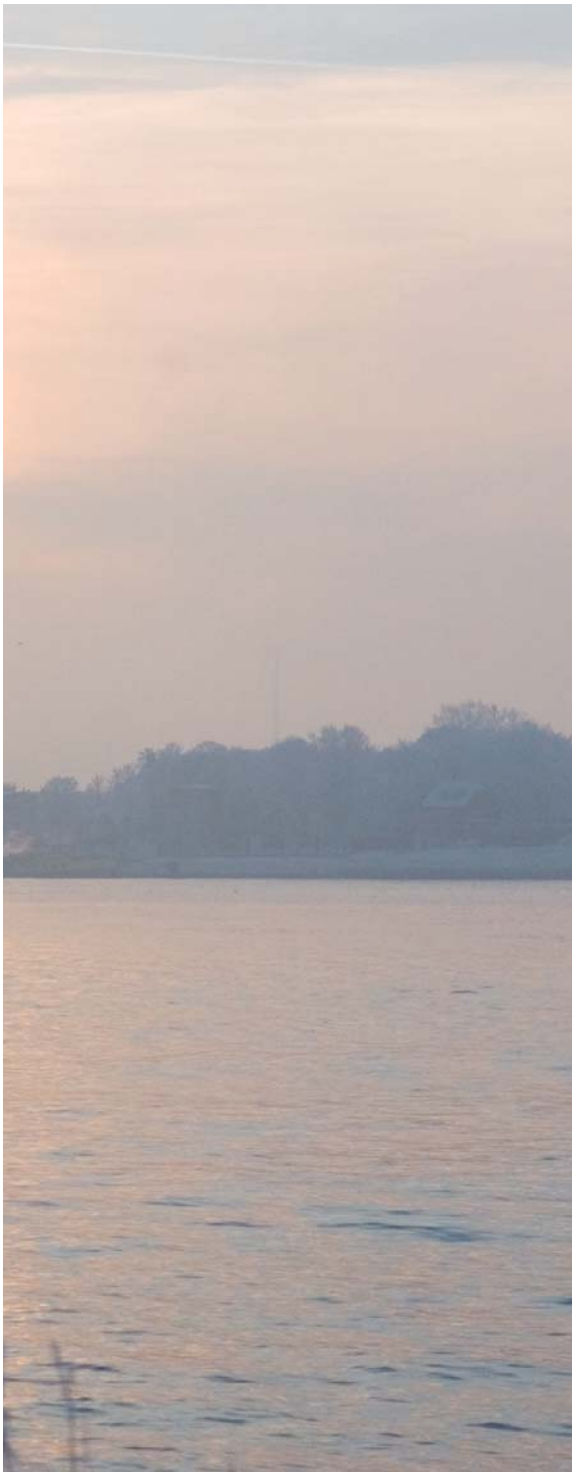
Making steel more sustainable

We aim at producing high-quality steel in Flanders and at the same time keeping our environmental impact to a minimum. Every year, 15% of our investment budget is spent on measures to boost our environmental performance. In order to further integrate our company into the region, it is also important that we communicate openly and transparently with our neighbours about our environmental efforts.

Making steel more sustainable



9 million tons
of raw materials are used by us per year.



Q. What is the environmental impact of steel production?

A. ArcelorMittal Gent is an integrated steelworks with an annual steel production capacity of 5 million tons. This means we have all the necessary facilities to convert raw materials into high-quality finished products. We use about 9 million tons of raw materials per year, mainly iron ore and coal.

Steel production via the so-called blast furnace route is energy-intensive. Combustion processes inevitably lead to the formation of NO_x, SO_2, CO_2 and dust.

We also use considerable quantities of water, which is used as cooling water, as process water and in gas treatment facilities. Most water is taken in from the Gent-Terneuzen canal, treated and reused several times before being discharged back into the canal.

We also use additives and fluxes. Numerous liquid products are stored in vessels and/or tanks and are transported through ducts. We are committed to prevent all spilling and leaking.

Our processes and facilities produce noise; just think of fans, compressors, mills and all types of transport. At all times, we try to minimise the impact this has on our neighbours. When new investments are planned, experts conduct noise studies to determine the noise impact these investments might have. If necessary, adequate measures are taken. The sound source may be enclosed, the isolation of the building may be adapted or end-of-pipe solutions such as sound dampers may be installed.

In different production stages, a bypass flow of products is generated which we try to recycle as much as possible, especially products containing iron and/or carbon. Only a limited quantity of substances for which we cannot find a useful application is considered as waste.

It is clear that our company has some impact on the environment. However, we are a high-tech company with state-of-the-art facilities and highly qualified and motivated people. These assets allow us to reduce the environmental impact of our activities to a minimum. We have what it takes to reduce the environmental impact of our activities to a minimum.

Making steel more sustainable

Q. How do we use natural resources economically?

A. As part of basic industry, ArcelorMittal Gent uses large quantities of iron ore, fluxes, energy and water. One of the spearheads of our environmental policy is the 'economical use of natural resources and energy'. That is why we invest in our production apparatus so that we do not only produce steel, but also valuable by-products that may be used as raw materials for other industries or for other useful applications instead of natural resources. In other words, we strive towards converting all natural resources into products that are useful for society.

In the different production stages, fluxing agents are used which are converted into products for which we seek a useful application. These products may be used as end products or as raw materials in other production processes. Substances with high iron content (e.g. dust collected in dedusting facilities) are recycled internally for as far as there are no process-technical restrictions. This flow of substances can be classified in three categories: by-products, residues and waste products.

By-products are reused in the most diverse applications as a raw material or as a substitute for live rock. An important source of by-products is the liquid slag formed during the steelmaking process at high temperatures. This slag is either granulated or stabilised chemically and/or physically in order to be converted into valuable products. During the blast furnace process, not only liquid hot metal but also slag is produced. This slag is granulated by powerful water jets in a separate facility. We call this granulated slag blast furnace sand, which is used in the cement industry as an alternative to clinker. During the production of liquid steel in the converter in the steel shop, another slag type is formed, called LD slag (Linz Donawitz slag). The characteristics of this slag, such as the viscosity and the temperature, will determine whether the batch is suitable to be converted into LD gravel in a separate slag treatment unit. In this unit, sand and nitrogen are injected into the liquid slag. As a result, the remaining iron is oxidised and the silicium binds with the free lime. This is how LD gravel is produced, which can be used as an alternative to porphyry, which is used in road construction. Slag which is not suited for conversion into LD gravel is crushed. Then, the iron is extracted and the slag is screened in various grain sizes. LD slag can be used for durable surfaces – such as car parks, roads, paths and driveways. Coarser fractions (larger than 40 mm) can be used as a full alternative to crushed gravel and for hydraulic structures, such as the reinforcement of the banks of the Western Scheldt.

In the coking plant, tar, benzol and sulphur are separated from the coke oven gas in dedicated tools. All of these products are sold to the chemical industry as raw materials.

Coke oven gas, blast furnace gas and converter gas must also be listed as by-products. Because of their energy content, they can be used as fuels in our own facilities instead of natural gas. The gas volume that is not used internally is transferred to the Electrabel power station nearby to be converted into electricity.

[1]LD refers to the Linz Donawitz steelmaking process. In this process, a water-cooled lance blows pure oxygen on top of the hot metal bath so as to burn all impurities. The LD steelmaking process was commercialised by two steel companies in Austria – Voest in Linz and ÖAMG in Donawitz.

Main raw materials		2013		Products		Recycled gases	
Coal	1,577,460 t	**Coking plant** Coke	1,261,744 t	Benzol Tar Sulphur	11,707 t 45,751 t 2,013 t	Coke oven gas for internal use	9,993,360 GJ
Iron ore Anthracite Limestone	4,643,283 t 235,804 t 155,699 t	**Sinter plants** Sinter	5,542,432 t				
Pulverised coal	1,000,216 t	**Blast furnaces** Hot metal	4,342,514 t	Blast furnace slag	1,185,857 t	Blast furnace gas for internal use Blast furnace gas for power station	5,718,026 GJ 16,560,319 GJ
External scrap	551,963 t	**Steel shop** Liquid steel	4,819,238 t	Steel slag	367,443 t	Converter gas for internal use Converter gas for power station	1,988,232 GJ 1,238,065 GJ
		Hot strip mill Hot rolled coils	4,746,847 t	Finished hot rolled coils	1,589,644 t		
		Cold rolling mill and finishing lines		Finished cold rolled coils and sheets	2,846,390 t		

Environmental care has become everybody's business.

Residues are various substances that are inevitably generated during the production process and are separated from an air or water stream in dust abatement and/or water treatment facilities. They mostly contain iron and carbon (dust and sludge). We aim at maximising the reuse of these substances but have to consider their process-technical and environmental impact. We reuse these residues either by mixing them with iron ore before sintering or by converting them into briquettes which are injected in the converter during the steelmaking process. By recycling these substances, we can economise on expensive raw materials such as iron ore and coal, optimise the use of natural resources and avoid landfilling.

Scrap is also produced at different stages of the production process, for example by the side trimmers in the cold rolling mills that cut the steel coils to the customer's requirements. Both internally recycled and externally purchased scrap is added as a coolant to the liquid hot metal in the converters of the steel shop, where liquid hot metal is converted into liquid steel.

For residues that cannot be reutilised internally, we look for alternative useful applications in other industries. One of these substances is the sludge resulting from the gas scrubbing process in the steel shop when galvanised scrap is used in the steelmaking process. In this case, the zinc content of the sludge is too high and would disturb the blast furnace process.

All other substances for which there is no useful internal or external application are called waste products. These are carefully collected and removed by registered specialised companies.

Clean and pure wood waste from our packaging lines for instance, is collected selectively. It can be used as a raw material for the production of chipboard. Plastic bottles, metal containers and drink cartons are also collected selectively for recycling. Dangerous and/or combustible waste is destroyed externally in dedicated waste incinerators. Only a small fraction of non-hazardous inert industrial waste is landfilled.

In 2013, the scope of the environmental management system was expanded with the electrolytic galvanising line in Genk.

Q. Why do we have an environmental management system?

A. Since 2001, ArcelorMittal Gent has had an environmental management system that fully meets the requirements of the international ISO 14001 standard. In the late 1990s, the 'easiest' environmental optimisations had already been realised and it had become increasingly difficult to continue to improve. That is why we implemented the environmental management system. It forced us to go about environmental management in a structured manner, starting with the identification of our environmental priorities. This helped us to conceive an environmental policy and set targets to ensure continuous improvement. After the implementation of the environmental management system, employees have become much more involved in environmental care: it has become everybody's business. Each production department is responsible for its environmental performance and every employee can make an impact.

Our environmental management system is audited every year by an external independent organisation which checks if we keep on meeting all requirements and keep on improving. The ISO 14001 certificate assures all external stakeholders, such as our neighbours, the authorities, suppliers and customers, that 'sustainable development' are no empty words.

In 2013, the scope of the environmental management system was expanded with the electrolytic galvanising line in Genk. Since 2000, ArcelorMittal Genk had been declared ISO 14001 compliant, but the company chose to align with the environmental management system of ArcelorMittal Gent to benefit from this synergy. This means that there is now one common environmental management system in Gent, Geel and Genk.

In November 2013, the certification agency SGS S&SC conducted an audit of our environmental management system with a view to renewing the ISO 14001 certificate. Such a recertification audit is conducted every three years and is more elaborate than the annual follow-up audits. No major non-conformities were found but the audit team saw one minor non-conformity and three opportunities for improvement. These are now being worked on.

Part of the blast furnace gas is used to produce electricity in the power station owned by Electrabel.

Making steel more sustainable

Q. How do we reduce CO_2 emissions?

A. CO_2 emissions are inherent in steel production via the blast furnace route. Chemically speaking, iron ore consists of iron and oxygen. In the blast furnaces, the oxygen is extracted from the iron ore by chemically reacting with coke or pulverised coal, which are used as fuels and reducing agents. The carbon present in the coke and pulverised coal binds itself to the oxygen that is extracted from the ore. As a result, liquid hot metal and blast furnace gas are produced. The use of blast furnace gas as a combustible in our production process and for power production inevitably results in CO_2 emissions when used as a fuel.

Coke oven gas is produced in the coking plant, where coal is converted into metallurgical coke. Because of its physical and chemical characteristics, coal is not suited for direct use in the blast furnace as a fuel. When coal is converted into coke, volatile hydrocarbons are removed from the coal, thus producing coke oven gas, which after treatment can also be used as a fuel in different production departments.

In the steel shop, a third combustible process gas is produced, namely converter gas. In the steel shop, the liquid hot metal from the blast furnaces is converted into liquid steel by burning the carbon and impurities that are present in the hot metal. For this purpose, pure oxygen is blown on top of the hot metal bath. The oxygen binds itself to the carbon present in the hot metal bath, creating a gas mixture of CO and CO_2. This gas mixture is called converter gas. Just like blast furnace gas and coke oven gas, converter gas contains energy and can be used as a fuel.

In addition to the siderurgical gases, natural gas and limited quantities of fuel are used in various production departments. CO_2 emissions also occur in the sinter plants, where the carbon present in the raw materials, the fuels and the additives is converted into CO_2.

CO_2 emissions are inherent in steel production via the blast furnace route. Because efficiency is high, we are very close to the theoretical minimum emissions. In 2013, our global specific emissions amounted to approximately 1.8 tons of CO_2 per ton of steel produced.

Contrary to other materials such as plastic and aluminium, steel can be recycled infinitely. Steel is added to the converter load in the steel shop in the form of scrap. When pure oxygen is blown on top of the hot metal bath, large quantities of energy are released. This offers us a double bonus. Firstly, the energy which is released during the converter process is used for melting the added scrap. Secondly, as less liquid hot metal is required to produce liquid steel, CO_2 emissions per ton of steel are reduced.

Because steel maintains its original characteristics, scrap is a full raw material. However, there will never be enough scrap to meet world steel demand. That is why steel production via the blast furnace route remains necessary. In order to further cut back CO_2 emissions by the blast furnaces, we continuously try to reduce the amount of carbon needed in the various production stages, by optimising the production process and selecting the right raw materials. The quality of the coke and the sinter strongly determine the carbon input in the blast furnaces. The better this carbon input is controlled, the more efficiently carbon is used and the lower CO_2 emissions will be.

Since CO_2 emissions are directly linked to energy consumption, any effort to optimise energy efficiency also reduces greenhouse gas emissions.

Q. How exactly does CO_2 emission trading work?

A. On 16 February 2005, the Kyoto protocol came into effect. The signatory industrialised nations committed themselves to reduce their overall emissions of greenhouse gases by 2008-2012 by an average 5.2% in relation to 1990. The European Union went a step further and committed itself to reduce CO_2 emissions by 8%. This target was divided between the member states in individual targets. Belgium was requested to reduce its greenhouse gas emissions by 7.5%.

For electricity producers and a number of energy-intensive businesses such as the steel industry, a CO_2 emission trading scheme was set up by the European Union. Since 1 January 2005, companies belonging to these branches of industry have been surrendering CO_2 emission allowances for each ton of CO_2 they emit. When this system was set up, national governments every year allocated a specific quantity of CO_2 emission rights for the duration of the trading period to companies participating in this system. The allocation was based on the expected future activity level and associated CO_2 emissions. In Flanders, the CO_2 emission rights were allocated for free if a voluntary

Although CO_2 emissions are inherent in steel production via the blast furnace route, we are very close to the theoretical minimum emissions.

commitment was taken to strive for maximum energy efficiency.

Emission rights may be traded: companies can sell or buy them. For every calendar year in the trading period, companies had to surrender a quantity of CO_2 emission rights covering their emissions, which are verified by an independent body. If companies' emissions exceed their allocations, they have to buy additional emission rights on the market to make up for the shortfall, because they have to surrender a number of CO_2 emission rights that is equal to the verified emissions. If they do not comply with this obligation, they are penalized and have to pay a fine of 100 Euros per ton of shortfall and they have to buy the missing allowances all the same. If companies emit less CO_2 than the allocated amount of CO_2 emission rights, they can sell the surplus and use these earnings for instance to invest in CO_2 and/or energy saving projects.

There are three trading periods: 2005-2007, 2008-2012 and 2013-2020. Before the start of each trading period, there is a consultation phase during which the authorities determine the annual amount of CO_2 emission rights that will be allocated to companies in the trading period to come. The allocation rules for the first two trading periods were established at member state level in accordance with European guidelines. Since in Belgium environmental issues are dealt with at regional level, we were allocated emission rights in accordance with the Flemish allocation plan. Companies that signed the Flemish government's Benchmark covenant committed themselves to maximise energy efficiency. In return, they were allocated emission rights free of charge.

Since 2013, the allocation of CO_2 emission rights has been following new European rules. The amount of CO_2 emission rights to be allocated is calculated on the basis of the average production levels over the period 2005-2008 and European benchmark CO_2 emissions per type of product (coke, sinter and hot metal). This reference carbon intensity for these three products, imposed by European authorities, is much lower than what is technically feasible. It is partly motivated by the fact that European authorities have refused a 100% free allocation for electricity production in which process gases are used as combustibles. In addition, a cross-sectoral correction factor set by the European Commission is applied so that these preliminary allocations do not exceed the maximum amount of free allocations allowed for each sector. This means that contrary to the first two trading periods, the steel business at normal activity levels will be facing a structural shortfall of free CO_2 emission allowances as from 2013.

In the second trading period we recorded a cumulative excess of 6.7 million tons of allowances over the 5-year trading period, due to production cutbacks because of the economic crisis. 2.16 million tons of these excess allowances were sold and profits were used to invest in projects to optimise energy efficiency, such as

- a system to recover the energy-rich converter gas which is released during the steel production process. Part of this gas is used internally as an alternative to natural gas, part is utilised in the Electrabel power station.
- an intensive mixer, which mixes fine ore grades with water and powdered lime to boost the productivity of the sinter plant and reduce fuel consumption.
- energy-saving projects in the organic coating lines in Gent and in Geel.

Although we are one of the most energy-efficient steel producers in the world, because of the application of the aforementioned correction factor, at normal production levels, in the trading period 2013-2020 we will face a shortage of emission allowances which will increase year after year. The provisional annual allocation will decrease from approximately 7.1 million tons of CO_2 allowances in 2013 to approximately 6.2 million tons in 2020. These allocations do not cover our CO_2 emissions, which amounted to 8.7 million tons in 2013. In the third trading period, we can use the 4.5 million tons of emission allowances transferred from the second trading period. These will be used to compensate for the shortage in allocated allowances in the third trading period. However, at normal production levels, we will have to buy additional CO_2 emission allowances on the market as from 2015-2016, which will increase the cost of our products. This will put pressure on our competitivity as steel is traded on a global market and it is not possible to compensate for cost increases by adapting sales prices. After all, we have to compete with companies outside Europe which are not bound by CO_2 legislation and can sell their products at lower prices on the European market. This concern is shared by all European steel producers and has been expressed to European decision makers.

Making steel more sustainable

Q. Why have we been amongst the most energy-efficient companies in the world for years?

A. Steel production via the blast furnace route is energy-intensive. The different production steps, such as producing metallurgical coke, sintering the iron ore and the reduction process in the blast furnace itself, all take place at high temperatures and demand considerable quantities of fossil fuels. Then again, rolling steel slabs consumes much electricity. And still, we have been amongst the most energy-efficient companies in the world for years now, as is shown during annual energy audits conducted by an independent body. In 2013 we kept our position amongst the best performing companies in the world.

Our motives are both ecological and economic. Society on the one hand is confronted with the greenhouse gas effect and climate change. At company level on the other, energy costs account for an important share of the total production cost per ton of steel. Both aspects are directly linked to energy consumption. We owe it to future generations to produce steel in the most energy-efficient way possible. And as energy prices are rising, energy savings are also an economic necessity.

In 30 years, we have succeeded in reducing our energy consumption per ton of steel produced by one third. In 1980, the production of 1 ton of hot rolled coils required 25 GJ of energy. In 2013 this figure dropped to beneath 17 GJ. This significant achievement is to be explained by our sound energy management. We invest in our facilities and processes to reduce energy consumption and we aim at recovering and reutilising a maximum of energy if this is technically and economically feasible.

In September 2003, ArcelorMittal Gent signed the Benchmark covenant with the Flemish government. In this way, we committed ourselves to be among the best performing companies in the world in the field of energy consumption per ton of steel produced. As a benchmark figure, a fictitious reference company was created by an independent expert combining the best-performing production departments of various companies. A company is considered to be among the best-performing companies in the world if its specific energy consumption does not exceed the energy consumption by this fictitious reference company by more than 10%. In 2013, our specific energy consumption exceeded the reference company's by 6.19%. This clearly shows that we have reached a very high level of energy efficiency.

Mid-2010, an important step forward was made in terms of energy efficiency when we commissioned the converter gas recovery unit in the steel shop. Energy-rich converter gas which used to be flared off is now recovered and reutilised. Part of the converter gas is used in various production facilities as a fuel to replace natural gas. The remainder is used by the Electrabel power station nearby to produce electricity. This investment allowed us to reduce energy consumption by 0.7 GJ per ton of liquid steel. This is a 4% cut in our company's overall energy consumption.

In the same year, Electrabel commissioned a new power station, which converts blast furnace gas and converter gas into electricity. This new state-of-the art power station has an efficiency of over 40%. For comparison, the old power station that converted blast furnace gas into electricity only had an efficiency of 35%. Although the new power station has the same thermal capacity as the old facility, its production capacity is 25 MW higher.

Q. How do we improve air quality?

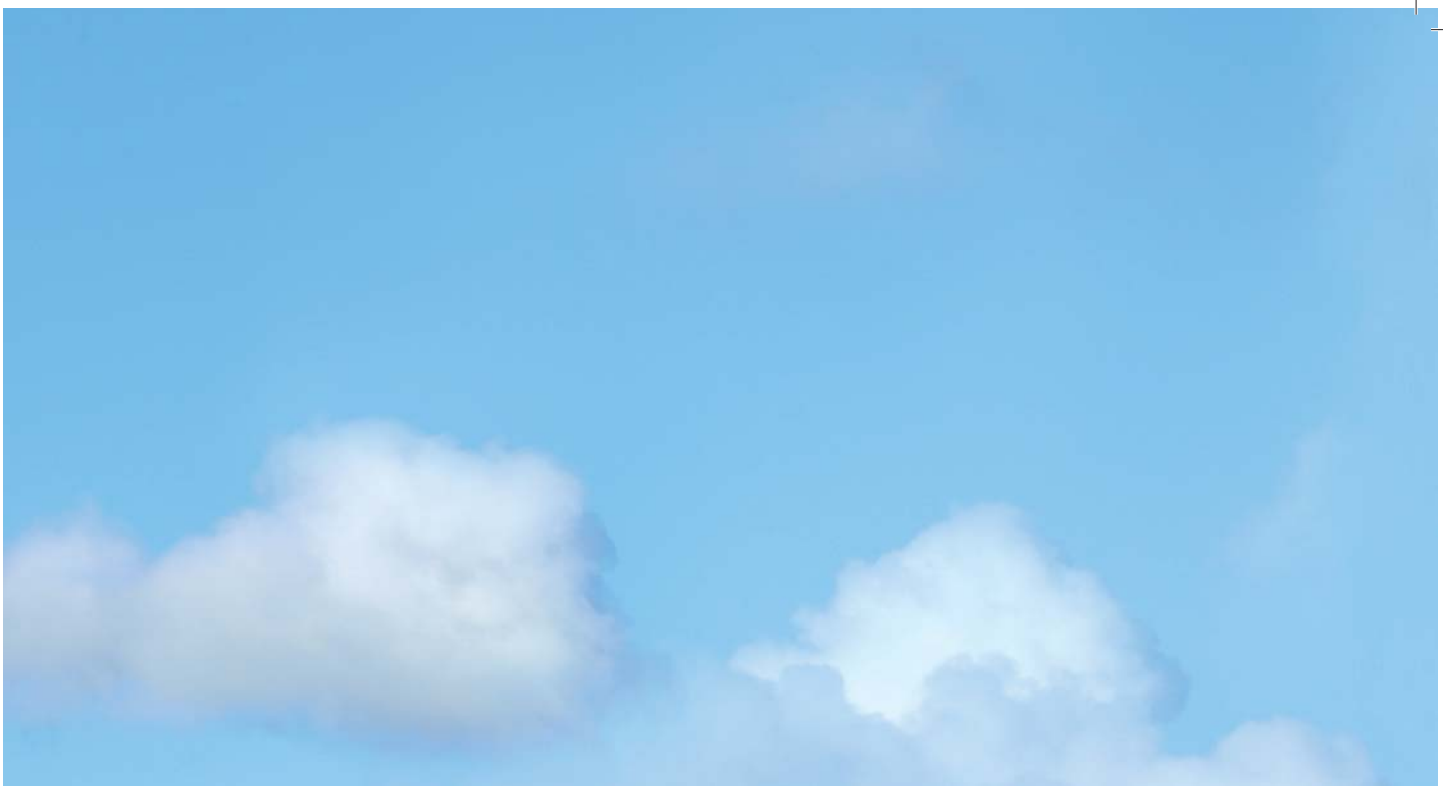
A. Combating dust has always been one of the key elements in our environmental policy. This is proven by the performances we have achieved over the past years thanks to capital-intensive measures. Dust emissions nowadays amount to only 10% of dust emissions in the late 1980s.

Looking at guided sources – i.e. chimneys – we can see that considerable investments have been made into efficient dedusting facilities. We attach great importance to the maintenance and operation of these facilities so as to ensure dust is captured in the most optimum fashion. Our most recent investment was the expansion of the casthouse dedusting system in one of our blast furnaces to improve dedusting efficiency. A sleeve filter was added to the existing electrofilter. This environmental investment was worth 7.9 million Euros and was completed in October 2012. With this investment, dust emissions have been reduced by 100 tons per year. Moreover, the filtering facilities now capture an additional 500 tons of dust per year, which used to end up in the production hall and in the environment.

Over the past few years, ambient air quality and particulate matter in particular have been hot topics. Flanders is in a part of Europe that is characterised by relatively high dust concentrations. A study conducted by the Flemish Institute for Technological Research (VITO) shows that 70 to 80% of the measured dust concentrations in Flanders come from elsewhere. Indeed, Flanders is sandwiched between the industrialised areas of Holland, Germany and France.

The Gent canal area is one of the hot spots in Flanders. In practice, this means that the air quality standards for suspended matter PM10 (particulate matter having a grain size of less than 10 micrometres) are not always met. A recent study conducted by VITO as requested by the Environment, Nature and Energy Department

In 30 years, we have succeeded in reducing our energy consumption per ton of steel produced by one third.



of the Flemish government shows that our company is responsible for about 10% of particulate matter measured in the ambient air.

In 2005-2006 we had VITO analyse our company so as to identify the main sources of dust and obtain valuable information on how to combat dust emissions effectively. This research revealed that diffuse emissions have the greatest impact on the air quality in the vicinity of our company. That is why over the past few years we have been focusing on combating these diffuse emissions. In order to coordinate all actions and give priority to those with the highest yield, the environmental management department, in cooperation with all relevant departments, drew up a dust reduction plan that includes the following measures:

- raising awareness of our staff in the raw materials, harbour and transport department as they are directly involved in the unloading and treatment of raw materials
- enclosing dropping points in the conveyor belt network
- spraying water on unpaved roads during dry spells
- creating a coating (crust) on top of the raw material stacks during dry and windy spells to combat wind erosion
- a thorough swiping programme to keep roads dust-free
- avoiding spilling raw materials
- weather alarms
- investing in a new grab ship unloader equipped with a spill-plate, wind screens with spray system, and automatic grab mode with filling ratio and scissor grabs

In 2013, a new analysis was made of all activities that may have an impact on our dust emissions so as to identify further improvement potential, in part because the Vlarem II legislation on dust abatement had been modified. The conclusion of this analysis will be used to draw up by mid-2014 a new dust report and an action plan listing concrete measures, together with an independent certified air expert.

All other types of emissions, such as NO_x, SO_2 and dioxin emissions, are closely monitored through an intensive internal measuring programme. This is how we can monitor the performance of our production and treatment facilities and intervene if needed. In terms of NO_x and SO_2 emissions, we also work proactively and select raw materials with relatively low nitrogen (N) and sulphur (S) contents.

Dust emissions nowadays amount to only 10% of dust emissions in the late 1980s.

Making steel more sustainable

Each cubic meter of water that is taken in, is used 27 times.

Q. How do we limit water consumption?

A. The steel production process does require quantities of water, which is used as cooling water, process water and in environmental-technical applications. Since water is a natural resource, it is important that we use it as economically as possible.

As high temperatures are part of the steel production process, our facilities need cooling. Just think of the engines in the sinter plants, the shell of the blast furnace, the converter in the steel shop and the rolling stands in the hot strip mill.

Process water is used during the production process itself. Examples include the water we use to quench coke, to granulate blast furnace slag to produce blast furnace sand, to remove the scale layer from slabs in the hot strip mill and water that is used for steam production.

For environmental purposes, water is used to combat dust (e.g. for sprinkling unpaved roads during dry spells or in the spray system installed on unloading cranes) and in the gas treatment facilities in the blast furnaces and the steel shop.

The Gent-Terneuzen canal is our main source of water. Canal water is taken in at the north side of our company land and is used in counterflow with the production process before it is discharged near the southern boundary of our territory. Each cubic meter of water that is taken in, is used 27 times. This requires numerous water treatment facilities, water towers and cooling towers. In the mid-1990s, we launched a multi-annual project, which doubled our water recycling rate compared to the 1993 level. In 2013, 19.4 million m^3 of canal water were pumped and about 10.2 million m^3 were discharged after treatment. The water discharged meets all environmental requirements.

In the past, groundwater was also used for various applications. Wherever possible, we have taken measures to use canal water instead. This is how we have managed to significantly reduce the groundwater intake over the years (from 2 million m^3 per year to just under 1.3 million m^3 in 2013). Nowadays, groundwater is only used for safety reasons. At a number of locations, the groundwater level needs to be controlled to avoid contact with liquid hot metal or liquid steel, which could cause explosions. This is done by safety drainages. To prevent this groundwater from going to waste, we use it in a number of quality-critical applications.

In 2013 our specific water consumption amounted to 4.4 m^3 per ton of liquid steel, which corresponds more or less to levels recorded in previous years (4.6 m^3 per ton of liquid steel in 2012). The characteristics of the water taken in prohibit any further water savings. With this performance, we are amongst the most efficient integrated steelworks in the world.

Q. How do we reconciliate industrial activities with nature conservation on our company premises?

A. ArcelorMittal Gent's company premises cover a surface area of about 800 ha. Thanks to efficient environmental planning, only half of this surface area is used for industrial purposes (production facilities and the storage of by-products, semi-finished and finished products).

The other half is in fact a belt of rich woodland used as a buffer between our industrial activities and the surrounding region. Over the years, there has been continuous afforestation. Here you can mainly find high-quality native deciduous trees such as oak, birch, ash, poplar, black alder, willow and many others. Together with the flora, a rich fauna has developed itself on our premises. Game (such as rabbits and pheasants) make up approximately 10% of the animal population, but hedgehogs, squirrels, herons, buzzards, toads, shelducks, black-headed gulls and many other rare and common types of birds have found the site to be an excellent habitat as well.

Although the land is barely 50 years old and for the most part has been artificially raised, the fauna and flora have been able to develop well. We also have a chartered forester who is responsible for land management.

Half of our company's surface area is a belt of rich woodland used as a buffer between our industrial activities and the surrounding region.

Making steel more sustainable

Q. How do we work with our customers?

A. Innovation is key to ensure the future of our company. Our ambition does not lie in the production of commodities with limited added value, but in the production of challenging products with high added value. Process innovation is a prerequisite for product innovation and is a driving force for progress.

Our customers demand cost-efficient and environment-friendly steel solutions. This is why the development of new products focuses on sustainability, energy and cost efficiency.

We aim to become the reference company for the production of (ultra) high-strength steels. It is a strategic choice to prepare our production lines for products that are high in demand. The development of high-strength steels is primarily important for the automotive business. Car manufacturers are always looking for ways to reduce the weight of the car bodywork while still ensuring the passengers' safety. At the moment, in automotive applications the use of advanced high-strength steels is booming.

High-strength steels are also useful in other markets. This is clearly shown by the Amstrong™ quality label. The Amstrong™ high-strength steels and advanced high-strength steels, which are for instance produced in Gent, are ideal for reducing the thickness and weight of constructions and yet increasing load capacity. For a wide range of applications, such as trailers and dumpers, excavators and harvesters, the Amstrong™ line offers considerable benefits.

Together with ArcelorMittal Global R&D and the steel research centre OCAS we are also looking to find the most suited product for any non-automotive application. One suiting example of this is xcelcoat®, which can be used as an alternative to stainless steel. The brand name xcelcoat® covers in fact three steel products with high added value that excel in terms of aesthetics and roughness. In the case of xcellook®, galvanised steel is brushed to give it a stainless look. This cost-efficient solution can for instance be used to manufacture decorative panels. In the case of xceldesign®, a logo or structure is applied on the steel surface using Electron Beam Texturing. Finally, in the case of xcelcolour®, steel with homogenous roughness is coated with a thin coloured layer.

Other innovative, sustainable and cost-efficient steel solutions we developed for our customers include Magnelis® and Optigal™. This new coating and substrate composed of zinc, aluminium and magnesium are for instance used in structural elements in construction projects and offer optimum corrosion resistance.

Because of the increasing competition with commodities at low-cost price ranges, we must distinguish ourselves by fulfilling specific customer needs. We aim at building a relationship of trust with customers not only by having regular contacts and exchanging information, but also by offering them unique products. For instance, we offer customers variations on existing steel grades that do not entail complex changes in the steel production process. We have also expanded the feasibility diagram for steel products. Furthermore, we develop products that allow customers to eliminate steps in their production processes. Suiting examples of this are Solfer® CA, which are developments by the continuous annealing and processing line with stringent thickness specifications for enamellable steel grades, and new non-metallic coatings as part of the Easyfilm® range. One of our products, the HC300EK steel grade, was used by our customer Ariston in a specific development for boilers.

In a competitive market customer orientation is key. The intense cooperation with the commercial organisation resulted in a concrete action plan for the three market segments targeted by ArcelorMittal Gent: the automotive, non-automotive and export business. This action plan was conceived around three pillars: (1) service, (2) quality and (3) product development.

1. A number of non-automotive customers located within limited distance of the company, can be offered short delivery times. In practice, this means that some customers can place their orders shortly before they are due for delivery, regardless of the capacity utilisation of the production lines at that time. This way of working has its advantages for both parties. On the one hand, our customers can react more flexibly to demands by their own customers and at the same time reduce internal stocks. On the other hand, we are certain that orders will be placed even in periods of low economic activity. In recent years, the short lead time orders increased from 5% to 20%. Our customers are quite satisfied with this evolution. In the end, short lead times will tie customers to our company and protect us against imports of cheap steel products. Despite the positive evolution in these short lead time offers, our general delivery time performances were not up to standard in 2013. In order to make progress, it is crucial to further improve reliability.

2. Service cannot be seen apart from quality. Delivery time performances cannot be improved at the cost of quality and vice versa. In 2013, customers'

We aim to become the reference company for the production of (ultra) high-strength steels.

satisfaction about product quality was high. The volume percentage of first choice material shipped increased to 97%. Possible quality issues were detected internally, which benefited the customer. We must now maintain this level of external quality performance and keep on improving our internal quality performance.

3. ArcelorMittal Gent aims at increasing its market share through product development. In 2013 a working group was created composed of specialists from production departments at ArcelorMittal Gent, from the steel research centre OCAS and from the commercial organisation. The aim was to increase the production of high added value products in the finishing lines by making small adaptations to the facilities. In 2014, this development programme will be continued and the following new products will be produced on an industrial scale:
   - Easyclean, a dirt-repellent coating that is applied onto painted strips used in the construction industry.
   - Optigal ™, a substrate composed of zinc, aluminium and magnesium that is applied onto painted strips used in the construction industry. This product will be manufactured in parallel with galfan.
   - Ultragal®, a hot dip galvanised steel grade with excellent surface quality used in automotive applications.
   - New ultra high-strength steels with a tensile strength of 1,200 MPa used in automotive applications.

By focusing on these three aspects – service, quality and product development – we managed to ship 4.7 million tons of steel products in 2013, an increase by 168,000 tons compared to 2012. For 2014 an even higher shipment target has been set and we aim at producing as many steel products with high added value as possible.

To produce xcellook® galvanised steel is brushed to give it a stainless look.

Did you know that a 100 kg weight reduction of a car decreases CO_2 emissions by that car by 8 g/km?

Making steel more sustainable

Q. How does innovation focus on the environment?

A. Product development and innovation go hand in hand. They are a necessary condition for sustainable business. Together with the research centres within the ArcelorMittal Group, we are exploring new ways to tailor steel to customer requirements. Furthermore, safety and the environment play an important role in the development of new products.

About 40% of our steel products are destined for the automotive industry. Car manufacturers are constantly looking for ways to reduce the weight of vehicles so as to minimise fuel consumption and CO_2 emissions. As the car bodywork is the largest and heaviest component of a car, it makes sense from an environmental point of view to reduce its weight. Car manufacturers impose increasingly stringent demands on their suppliers in the area of costs, energy consumption, safety, sustainability and recyclability of the materials used. Therefore, steel has to compete with alternative materials, such as aluminium and synthetic materials. When the customer has a choice between different materials, his decision will inevitably be based on the price of the raw material that is used, the life cycle of the product and the recyclability at the end of this life cycle.

These past few decades, steel manufacturers have worked together with the automotive industry and have succeeded in significantly reducing the weight of the car bodywork. Over the last few years, the steel product range has changed beyond recognition because of market demand and competitive pressure. Compared with seven years ago, 60% of our products are new developments or fundamental modifications to existing steel grades. Modern high-strength steels are of superior quality and are more deformable in spite of their increased strength, which enhances processability. On the basis of specific characteristics we can make a distinction between high-strength steels and advanced high-strength steels, including ultra high-strength steels. About half of our products are high-strength steels.

Late 2010 ArcelorMittal launched *S-in motion*, an innovative concept for the automotive industry. The use of advanced high-strength steel allows us to significantly further reduce the weight of the so-called body-in-white. The body-in-white is the car bodywork without the closing parts. The technology of *S-in motion* can also be used for weight reduction of other parts, such as moving parts and chassis components.

As a logic next step, in June 2013 ArcelorMittal presented a new ultra lightweight car door solution. Using steels and technology currently available, ArcelorMittal has already succeeded in achieving a 27% weight reduction. Looking ahead to new advanced high-strength steels and technology that will come to market over the next few years, we already see new potential for weight reduction.

2013 also saw the launch of the new Honda 2014M Acura MDX in the United States. One component of the latest model is the industry's first single-piece, hot-stamped, side-opening panel reinforcement – the so-called door ring – produced entirely from Usibor®. This structure is not only lighter but also stronger and safer than the traditional solution.

Weight reduction is also becoming increasingly important in freight transport. In collaboration with our customers, ArcelorMittal has developed Trailtech, as a solution for producing lighter trailers and for reducing both production and application costs.

ArcelorMittal R&D engineers have also conducted a feasibility study for reducing the tare weight and maintenance costs of freight wagons. Results of this study are looking promising. This advanced solution uses high-strength and ultra high-strength steels and is expected to reduce CO_2 equivalent emissions per ton of goods shipped by 40%.

For an increasing number of applications, our steel requires additional treatments after cold rolling. To protect the steel against corrosion, a layer of zinc can be applied. An additional protective layer prevents the zinc layer itself from corroding and gives the product the desired look. Moreover, we can paint our steel products. Organically coated products are increasingly used for wall covering. Atmospheric resistance is one of the key requirements.

In the past, all these protective coatings contained chromium-VI and/or heavy metals. Subsequently, when it was discovered that chromium-VI can be harmful to the environment and to human health, the European Union issued a number of new directives to reduce and even ban the use of these substances. In the past few years, ArcelorMittal R&D centres have focused on finding alternatives to heavy metals and especially chromium-VI for post-treatments that are applied in the galvanising lines or in the organic coating line. This is how the *Nature* range was developed: sustainable pre-painted steel products suited for all kinds of indoor and outdoor applications. Just think of cladding, roofing, gutters, wall panels, lowered ceilings and light fittings. The *Nature* range is 100% free of chromium-VI and heavy metals.

Q. Why is cost leadership so important for our future?

A. Cost leadership is absolutely required for attracting orders and new investments.

ArcelorMittal Gent is active in a very competitive market. European steel demand today has dropped by 30% on a structural basis compared to the 2007 level. Because there is overcapacity, only production sites with good cost positions will be able to make it. In 2013, ArcelorMittal was the cost leader within Flat Carbon Europe. Various departments found top-class operating points and in most departments transformation costs were low.

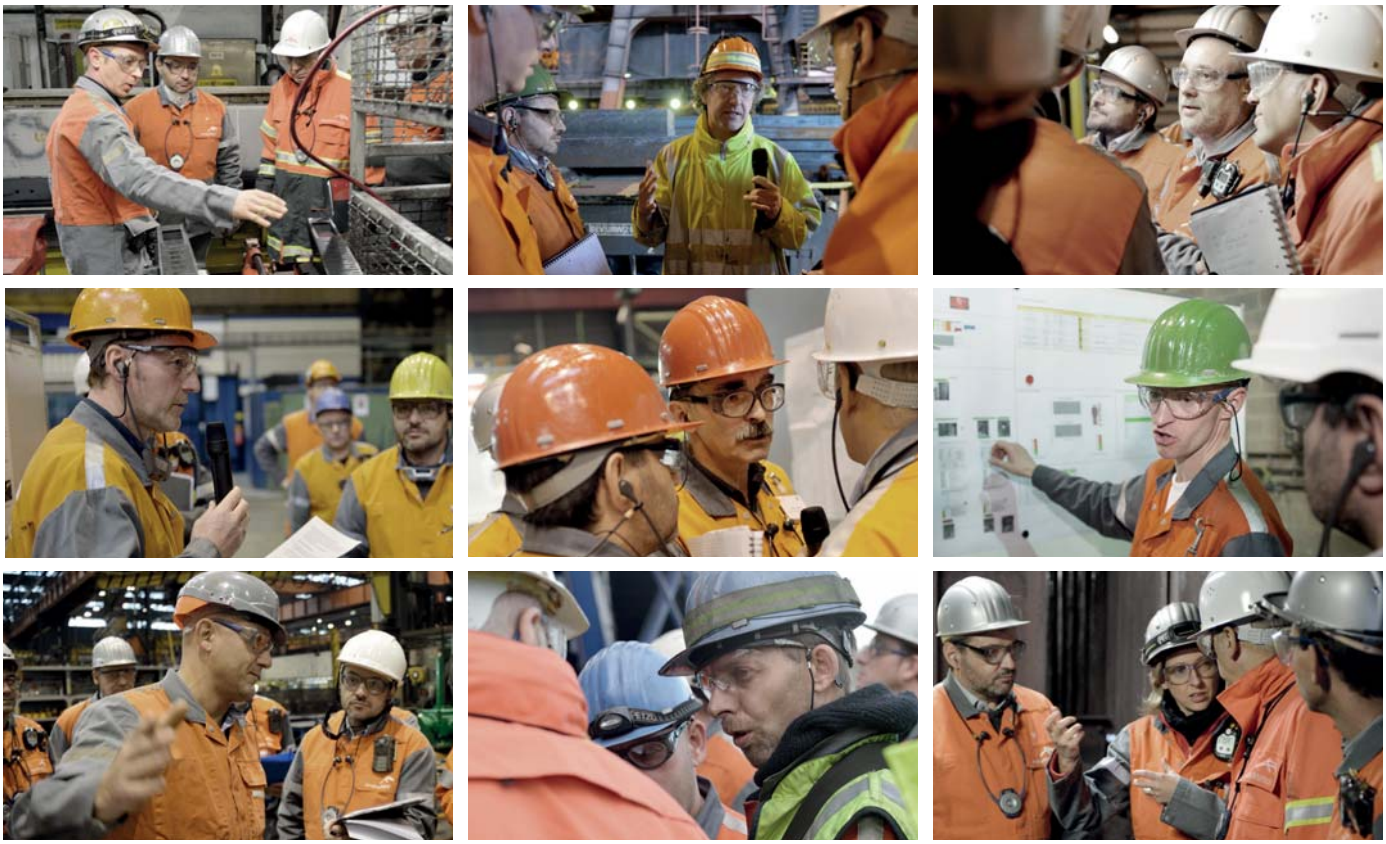
This good cost position is also important because sales prices are under pressure. In 2013, margins were limited or negative and the outlook for 2014 does not show any improvement.

Even though our cost position was excellent in 2013, this does not mean it is a done deal. Personnel and energy costs in Belgium are high, which is a handicap compared to other countries and specially steel-producing neighbouring countries targeting the same markets as we are. We must improve continuously and control fixed costs to remain competitive.

It was clearly shown that ArcelorMittal Gent requires high production levels to be able to operate at low costs. Therefore, operational reliability is key. In times of budget restraints, we must set the right priorities and approach maintenance projects in a cost-efficient manner. Efficient project management is key to optimise the added value of maintenance. The reliability of tools has a direct impact on costs, quality and service.

Under the current economic circumstances, World Class Manufacturing (WCM) is an important management tool to boost our competitivity. We use WCM to increase efficiency and reduce costs. In 2013, we worked hard on several WCM pillars. Recently, the ArcelorMittal Group has started handing out awards to plants that integrate WCM into their daily operations. ArcelorMittal Gent decided to strive for the bronze medal. Within this framework, ArcelorMittal Gent, Geel and Genk organised pre-audits in November and December. The bronze medal is the first milestone on our journey to becoming an even more efficient organisation. WCM continues pushing us forward.

Thanks to WCM our employees realise how they play an essential part in the further optimisation of our safety performance, product quality and cost efficiency.



Making steel more sustainable

Q. What investment projects did we complete in 2013?

A. In 2013 we invested no less than 74 million Euros to boost the sustainability of the facilities and develop new products. Many investments were also of strategic importance as they contributed to the long-term development of ArcelorMittal Gent, such as the new harbour cranes, the ladle furnace in the steel shop and the third walking beam furnace in the hot strip mill.

During summer, the vessel, trunnion ring and drive of converter 3 were replaced in the steel shop.

In 2013 the following major investment projects were completed:

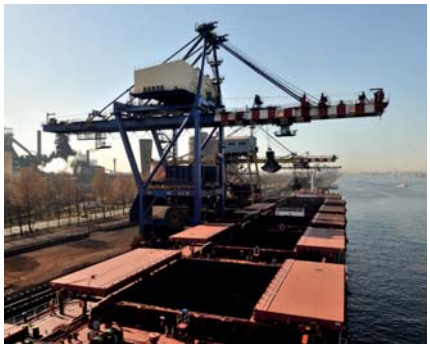
- A facility to inject water- and oil-bearing oxides from the hot strip mill into blast furnace B. These oxides will no longer be processed externally.
- The reconstruction of the reinforcement of the hot blast stoves of the blast furnaces to improve reliability.
- Three additional torpedo ladles for optimised transport of liquid hot metal between the blast furnaces and the steel shop.
- An entire new converter (vessel, trunnion ring and drive) in the steel shop, which will allow us to increase the converter load even more in the future.
- A new slag stopper on both converters in the steel shop to increase material yield.
- A new tundish car in continuous casting line 2 to replace the one that was destroyed in the fire in April.
- A new overhead crane in the slab yard, which is part of a plan to systematically replace and revamp old overhead cranes.
- New powerful AC engines for two rolling stands (F3 and F5) of the finishing mill in the hot strip mill. This investment secures our future since it will allow us to take in more orders for high-strength steels.
- The revamping of pickling line 1 in the cold rolling mill to automate a number of processes in the entry and exit zone, to boost productivity and to optimise material yield.
- A cost savings plan in the organic coating line Decosteel which reduced gas and electricity consumption and improved productivity.
- A new oxygen plant built by Air Products. Because production levels are high, oxygen consumption in the blast furnaces and the steel shop has increased as well.

The following investments were approved and/or started in 2013:

- Late 2013 ArcelorMittal Gent ordered two new harbour cranes. With this investment, ArcelorMittal is anticipating the construction of the new sea lock in Terneuzen, which is expected to be commissioned by 2020. The new sea lock will allow Capesize vessels to access the port of Gent and therefore ArcelorMittal Gent's quay as well.
  - One of the two cranes ordered (A9) is designed to unload Capesize vessels which on arrival at the ArcelorMittal quay, will contain around 120,000 tons of raw materials. ArcelorMittal Gent is currently able to unload vessels with a deadweight of 71,000 tons at its unloading quay.

74 In 2013 we invested no less than million Euros.

  - The second crane is designed to unload barges (B1). Due to the limited depth of the Gent-Terneuzen canal, part of the load of larger vessels is trans-shipped in barges which will be unloaded using the B1 crane.
- New local dedusting filters in the dosage building of sinter plant 2.
- A new crane at blast furnace A.
- Two new mobile chimneys for the converters in the steel shop.
- The new ladle furnace in the steel shop which will allow us to expand our range of ultra high-strength steels.
- The revamping of the continuous casting line to implement dynamic soft reduction, which is the technology used to control the pressure exerted by the guide rolls onto the surface of the solidifying strand. Dynamic soft reduction will allow us to optimise the internal homogeneity of the slabs.
- Slag tapping using crane 122 in continuous casting line 2. This logistic optimisation in the steel shop will allow us to optimise the condition of the refractory lining of steel ladles in continuous casting line 2 as steel and slag residues remain at the bottom of the steel ladles for a shorter period of time.
- The installation of a new protective tube manipulator in continuous casting line 2.
- New powerful AC engines for two rolling stands (F1 and F6) of the finishing mill in the hot strip mill. This is the third phase in a project to replace the engines of finishing stands F1 to F6. When this long-range plan will be completed, the most powerful engines within Flat Carbon Europe will be found in Gent.
- The modernisation of the basic automation in the hot strip mill.
- In October 2013, ArcelorMittal approved the construction of a third walking beam furnace in the hot strip mill. This new furnace will replace the two existing pusher-type furnaces and will make use of state-of-the-art technology to optimise gas consumption, NO_x emissions and material yield in the oven. This strategic investment will allow us to reduce operating costs and enhance reliability and product quality.
- The replacement of the locked and emergency stops of the TTS line in the cold rolling mill.
- The installation of a double block, bleed and spade in the batch annealing lines and in the continuous annealing and processing line in the cold rolling mill as a safety measure.
- A project to optimise logistics around the expedition halls of the cold rolling mill. A new parking lot will be built where trucks will be able to wait before they are signalled to drive to the expedition halls in order to load coils.
- The replacement of one of the overhead cranes in expedition hall TU.
- The first phase of the electrical revamping of hot dip galvanising line 3. This project comprises the replacement of critical drives, PLCs and the process network.
- The reinforcement of the 150 kV supply grid and the installation of a new high-voltage line.

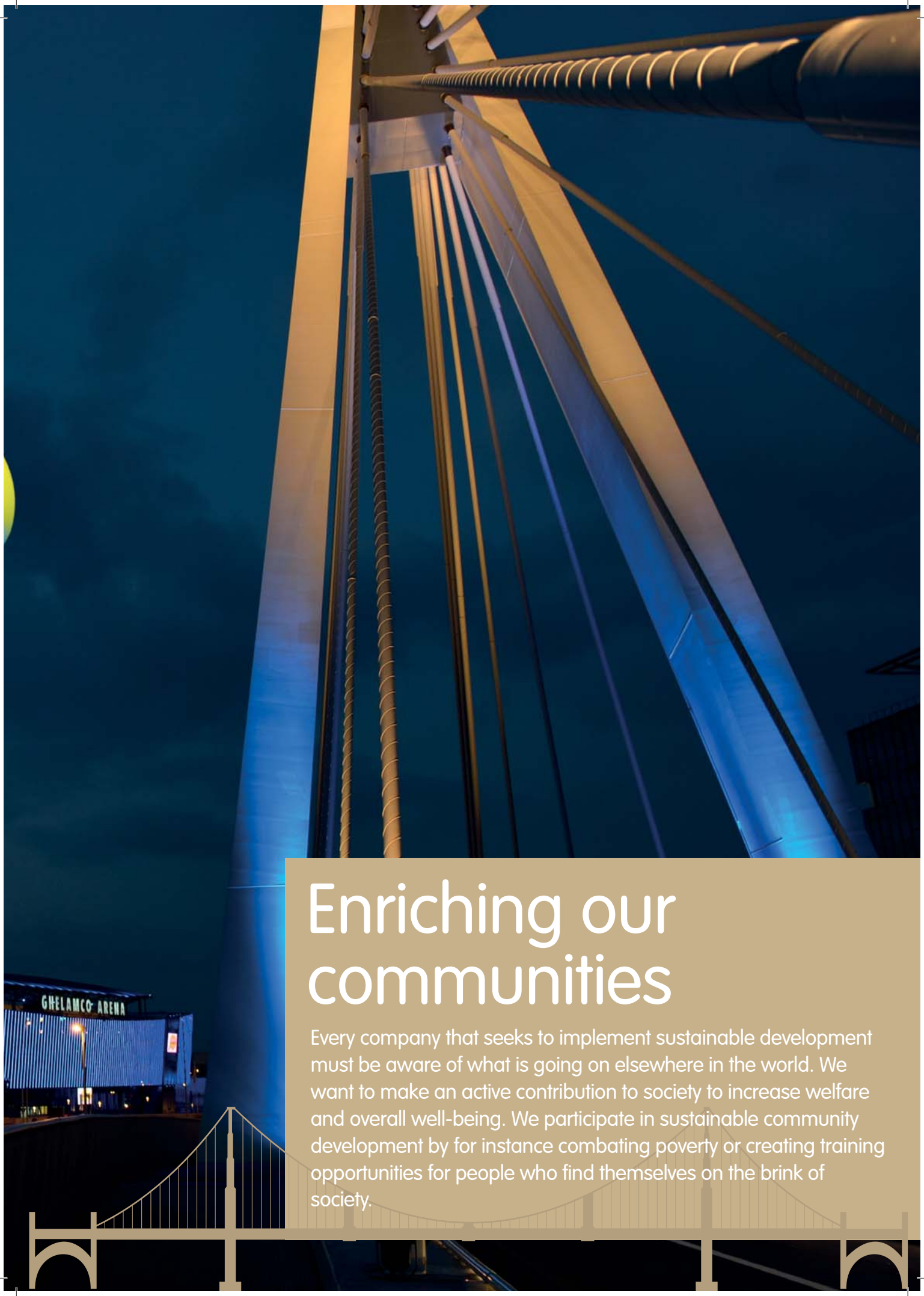


Top: In the hot strip mill, new powerful engines were installed in finishing stands F3 and F5.

Bottom: By ordering two new harbour cranes, ArcelorMittal Gent is anticipating the construction of the new sea lock in Terneuzen.

Late 2013 a new overhead crane was commissioned in the slab yard of the hot strip mill.

Ghelamco Arena-KAA Gent
Bontinck Architecture & Engineering



Enriching our communities

Every company that seeks to implement sustainable development must be aware of what is going on elsewhere in the world. We want to make an active contribution to society to increase welfare and overall well-being. We participate in sustainable community development by for instance combating poverty or creating training opportunities for people who find themselves on the brink of society.

Enriching our communities

Q. Why do we pay attention to what is going on elsewhere in the World?

A. ArcelorMittal Gent is a founding member of Entrepreneurs for Entrepreneurs. This is a network of Belgian companies and non-governmental organisations (NGOs). Entrepreneurs for Entrepreneurs wants to contribute to welfare in the South and close the gap between North and South. It aims at supporting profitable business projects in developing countries, so as to stimulate local employment and economic activity. The motto of the organisation is: 'Companies support sustainable development'. By bringing together the expertise in project management offered by big companies and the field knowledge of non-governmental organisations, Entrepreneurs for Entrepreneurs focuses on supporting projects that can boost local economy in the South in a sustainable manner.

Besides structural sponsoring, we also support specific projects of Entrepreneurs for Entrepreneurs, such as the Brussels 20 km run. On 26 May 2013, 65 employees of ArcelorMittal Gent participated as a team and raised money for the training and development of children and teenagers living near the brickworks in Battambang, Cambodia. Children who would otherwise be working hard all day long in unhealthy conditions are now taught trades. In this way, one day they will be able to stand on their own two feet and build a better future for themselves and their families.

Early 2013, two containers filled with old working clothes of ArcelorMittal Gent were shipped to Africa. These clothes are now worn by craftsmen in workshops set up by the non-governmental organisation called Codéart and ensure the craftsmen's safety. Codéart is one of the non-governmental organisations that cooperate with Entrepreneurs for Entrepreneurs. Codéart supports local agriculture through local crafting associations. The organisation focuses on the African continent and has activities in Congo, Benin, Haiti, Togo and Ruanda. The organisation's catchphrase is: 'Machines to feed humans'. In these workshops, our working clothes have been put into new use: they now ensure the safety of the local craftsmen.

In November, the Philippines were hit by the most powerful typhoon ever. Therefore, between 12 and 15 November 2013, ArcelorMittal Gent donated 1 Euro per meal that was served in our company restaurant to the Belgian Red Cross, to support this region in distress.

65 employees of ArcelorMittal Gent participated in the Brussels 20 km run to raise money for the training and development of children and teenagers living near the brickworks in Battambang, Cambodia.

Old working clothes of ArcelorMittal Gent are now worn by craftsmen in workshops set up by the non-governmental organisation Codéart.

Enriching our communities






On 5 December 2013, the ArcelorMittal Foundation organised the worldwide Volunteer Day. We contributed by collecting used clothes and toys and donating these to Spullenhulp. Our medical department organised a blood donation campaign together with the Red Cross. And for the first time, employees were given the opportunity to sign up as volunteers and help out one of the organisations supported by our company. Ten colleagues lent out a helping hand to four charity organisations (CAW Artevelde, De Kromme Boom, Kras and Natuurpunt, a nature association).

We support local initiatives in which our own employees are often involved, but also initiatives in third countries.

Professor Frans Schuit, winner of the Sidmar Prize for Medical-Scientific Research.

Q. Which local projects do we support?

A. ArcelorMittal Gent does not turn a blind eye to social challenges closer to home either: we support various social projects to combat poverty and create training opportunities for people who have ended up on the verge of society.

- The 'Kromme Boom' is in many ways a unique care project. It helps people in real distress who can no longer function in society. Often they have a history in institutions. At the Kromme Boom, these inhabitants are offered a total package of living, working and relaxing – in short: the ability to cope independently -, so they learn how to live a normal life and take back their place in society. This project is atypical since it does not follow the normal employment path. None of the staff members at the Kromme Boom are trained therapists. The Kromme Boom also refuses to pin labels on the people it addresses. That is why this non-profit organisation is not subsidised and depends entirely on aid and (financial) support from third parties. No less than 4,000 addresses support the Kromme Boom, including private people and companies such as ArcelorMittal Gent.
- CAW Artevelde (Centre for General Social Work Artevelde) helps the underprivileged in the region of Gent. It provides all kinds of services, from relationship and divorce mediation to assistance with applications for social allowances or help with filling out requests for asylum. On average, social workers at CAW receive 12,000 requests for help per year, most of which are about relationship and housing issues.
- Kras is a cooperation between 13 services that combat poverty in the region of Gent. The Kras services support between 4,000 and 5,000 underprivileged families. Kras offers, amongst other tings, food, clothing, material aid, budget support and training and can help these families participate in cultural life.
- ArcelorMittal Gent supports the non-profit organisation called Uilenspel, which organises homework support for underprivileged children in Sint-Amandsberg or Gent-Dampoort (two neighbourhoods in Gent). Underprivileged and foreign children often find it difficult at school and have one bad school experience after another. Just a little bit of extra support can separate failure from success. About 70 volunteers spend one hour per week teaching children school skills in a fun way.

Besides poverty reduction projects, we also support health initiatives.

- On 22 June 2013, the city of Gent hosted the Midsummer Night Run for the third time. 5,000 people participated in this running contest, including 60 employees of ArcelorMittal Gent. They ran 10 or 15 km across the historic city centre and in this way raised money for UNICEF, the United Nations Children's Fund.
- On 15 December, our company showed its fittest side. 70 employees took part in the Winter run in Gent. They covered 5, 10, 21 or even 42 km in the green belt around the city of Gent. The Blaarmeersen domain was the start and finish venue. By participating in the race, they supported UNICEF.
- The non-profit organisation Special Olympics Belgium annually organises championships for mentally disabled athletes, with our company's financial support. The event is alternately organised in Flanders, Wallonia and Brussels. Over 3,250 athletes, 1,200 coaches and 1,700 volunteers from all over Belgium gathered during this four-day event, which took place in Gent last year.
- Between 10 and 18 May 2013, the Give and Gain week was organised. During an entire week, various international companies including ArcelorMittal promote volunteer work. For this occasion, ArcelorMittal Gent served a sober meal in its company restaurant. Instead of offering employees five menus to choose from, only one meal was on offer. The money saved with this initiative was donated to Voedselondersteuning Gent, a non-profit organisation that provides food to the underprivileged in the region of Gent. We also presented a Corporate Responsibility film featuring some of the charity organisations we support. The film also includes testimonials by employees who participated in charitable activities.
- On 21 December 2013, the triennial Sidmar Prize for Medical-Scientific Research was presented at the Academy Palace in Brussels. The 2011-2013 prize was awarded to Professor Frans Schuit for his research into the development mechanisms of diabetes, obesity and metabolic syndrome.

Enriching our communities

Q. How do we enhance integration into the region?

A. In order to promote our company's integration into the region, in 2013 we set forth the tradition of organising external events:

- On 6 October 2013, we participated in Company Discovery Day. 2,500 people visited the continuous casting line and the hot strip mill. Every year at the occasion of Company Discovery Day, we support one charity initiative. This year, all profit from catering was donated to the Flemish division of the MS Liga, which supports MS patients and their families.
- Every two years, we organise an Environmental Meeting Day during which we inform our neighbours, local residents' groups, environmental councils, nature associations and the general public on our environmental management. On 5 October 2013, this event was organised for the fifth time. The theme was: ArcelorMittal Gent, ten-time winner of the East Flanders Environmental Charter. All profit made on the Environmental Meeting Day from catering was donated to the nature association Natuurpunt, which has been active for over 50 years.
- ArcelorMittal Gent also supports various cultural events in the region, such as the Festival of Flanders and the Gent Jazz Festival.
- In 2013, individual sessions were organised to inform local, regional and national authorities proactively on our company and the economic context we operate in.

During Company Discovery Day, ArcelorMittal Gent raised money for the Flemish division of the MS Liga.

After the Environmental Meeting Day, earnings from catering were donated to the nature association Natuurpunt.

Transparent governance

Our corporate strategy, business and daily activities are underpinned by transparent governance. We want to be acknowledged for our irreproachable behaviour towards our employees, customers, business partners and society.

Transparent governance

Fair and ethical business practices are at the heart of the ArcelorMittal way of working. These principles are enshrined in our Code of Business Conduct, which applies to all plants and all employees across the globe. The Code of Business Conduct must help us understand the ethical and legal obligations we must meet doing business. The Code of Business Conduct describes the basic values and ethical standards every ArcelorMittal employee across the globe must observe. Every new recruit receives the Code of Business Conduct upon hiring and subscribes to these principles.

Q. How is our management organised?

A. Until 31 December 2013, the Management Committee of ArcelorMittal Gent, Geel and Genk consisted of the following four members:

- Wim Van Gerven, CEO (Chief Executive Officer) of ArcelorMittal Gent and Chairman of the Management Committee.
- Kristian Notebaert, COO (Chief Operational Officer) Primary, responsible for all production departments in the hot phase and for general services and energy.
- Marc Fisette, COO (Chief Operational Officer) Finishing, responsible for all production departments in the cold phase, and for customer relations and quality management.
- Guy Bontinck, HR Director, responsible for personnel management, management development, and training and development.

In December 2013 a change in management of ArcelorMittal Gent was announced. Wim Van Gerven, CEO of ArcelorMittal Gent, left the plant. He was appointed CEO of the Business Division North by the ArcelorMittal Group to replace Geert Van Poelvoorde, who became CEO of Flat Carbon Europe. Matthieu Jehl, up until then CEO of ArcelorMittal Eisenhüttenstadt, became the new CEO of ArcelorMittal Gent.

On 1 February 2014 Marc Fisette, COO Finishing of ArcelorMittal Gent, was appointed Responsible Performance Optimisation within Flat Carbon Europe. He reports to Geert Van Poelvoorde, CEO of ArcelorMittal Flat Carbon Europe.

For strategic reasons, the hot strip mill of ArcelorMittal Gent was transferred from the Primary to the Finishing departments. It is indeed our objective to expand the capacity of the hot strip mill and the cold rolling mill and align these capacities to the slab capacity. Furthermore, the hot strip mill and the cold rolling mill will focus on the development of new high added value products, such as ultra high-strength steels.

As a consequence, the composition of the Management Committee of ArcelorMittal Gent, Geel and Genk has changed. The Management Committee now consists of:

- Matthieu Jehl, CEO of ArcelorMittal Gent and Chairman of the Management Committee.
- Geert Verbeeck, COO Primary, responsible for all production departments in the hot phase (from the raw materials department down to and including the steel shop), energy and the general services department.
- Kristian Notebaert, COO Finishing, responsible for all production departments in the cold phase (including the hot strip mill), and for customer relations and quality management.
- Guy Bontinck, HR Director, responsible for personnel management, management development, and training and development.

ArcelorMittal Gent has a Corporate Responsibility Coordinator who reports to the CEO. Corporate Responsibility is an integrated part of our business activities. We support a wide range of local initiatives, in which our own employees are often involved. Moreover, we support community initiatives in developing countries. These community initiatives are frequently discussed during Management Committee meetings.

Until 31 December 2013, the Management Committee of ArcelorMittal Gent consisted of Kristian Notebaert, Marc Fisette, Wim Van Gerven and Guy Bontinck.

The current Management Committee of ArcelorMittal Gent: Geert Verbeeck, Guy Bontinck, Matthieu Jehl and Kristian Notebaert.

During information sessions held in various departments, management engages into direct dialogue with our employees.

Q. How do we communicate with our employees?

A. We strive towards communicating openly and transparently with our employees on corporate matters. This does not only increase commitment but also overall job satisfaction. Our employees are informed through various channels.

Flash newsletters (Sidmar Berichten and Snelberichten Veiligheid) are distributed on a regular basis to quickly inform them on current affairs. Moreover, information is shown every day on information screens inside the production departments. These LCD screens display a wide range of both corporate and departmental information: global safety results, customer visits and events (corporate information), planned maintenance, new recruits etc. (departmental information). In 2013, we commissioned a new software system to manage these information screens. The new system offers us new interactive possibilities, such as distributing video and displaying live updated information.

By publishing our '1' personnel magazine, we inform our employees every two months on our company's objectives, on what happens to our products after they have been shipped (customers), on our efforts in terms of safety, environment, quality, training, costs (sustainable development) and on the common vision and values of the ArcelorMittal Group (feeling of belonging). In our personnel magazine, we focus on people. By interviewing people who worked on a project on the shop floor, employees with particular hobbies, retired colleagues... we make it clear that we would not have come this far without the contribution of each and every employee.

In 2013 communication was reoriented and audiovisual communication came to the fore. We made short safety films with employee testimonials on, among other things, shared vigilance and accidents at work, at home or on the road. These films were shown during safety sessions. We also produced short films about major investments.

Every year in January, the Management Committee issues a policy statement. Afterwards, the heads of department organise meetings at departmental level in which they pass on the key messages from the policy statement and elaborate on their own departments' performances. Because the policy statement offers a clear view on our company and the context in which we operate, it was decided in 2011 to further disseminate the key messages to the shop floor. That is why since then, additional information sessions have been organised at departmental level. First, there is always a short presentation. Then, employees have the opportunity of asking questions and engaging into direct dialogue with management. In 2013, these information sessions were organised in February-March and in September-October.

After the September-October sessions, employees were asked to take part in a communications survey issued by ArcelorMittal. The results of this survey show that globally, employees are well informed. However, the communication between local managers and the shop floor requires our attention. This type of communications survey will be conducted four times a year following the announcement of the quarterly financial results by ArcelorMittal.

In order to enhance the flow of information, every month an information package is distributed containing background information on six strategic axes. This package is shown on the information screens and is also commented on by management during regular meetings.

It goes without saying that these central communication initiatives mainly play a supporting role. Direct interaction between employees and their supervisors, the openness and the approachability of these supervisors have the biggest impact on daily operations and on employee motivation and commitment.

The openness and the approachability of supervisors have the biggest impact on daily operations and on employee motivation and commitment.

Transparent governance

Q. How do we communicate with the public at large?

A. Not only internal stakeholders (our employees) but also external stakeholders demand proactive, open and transparent communication. By external stakeholders we typically mean our neighbours, students, applicants, schools and universities, customers, suppliers, the press, associations and official bodies. We focus on the impact steel has on our everyday lives and our company's assets and added value.

Their prime source of information is our company website (www.arcelormittal.com/gent), which contains a vast array of information on our company, for instance on the production process, the efforts we put in to improve our health and safety performance, our environmental management and our importance in terms of employment. Publications such as this Corporate Responsibility Report are also a valuable source of information for them.

As is the case with our employees, we also want to engage in a dialogue with external stakeholders. Company visits provide us with the ideal opportunity. In 2013, we organised approximately 215 company visits, mostly for customers and students. However, specialised environmental visits regularly take place as well.

Once a year, we invite the public at large to visit our company at the occasion of Company Discovery Day on the first Sunday in October. Every two years, Company Discovery Day is preceded by an Environmental Meeting Day. On Saturday, we inform our neighbours, local residents' groups, environmental councils, nature associations and the general public on our environmental management. The Environmental Meeting Day took place on Saturday 5 October 2013, followed by Company Discovery Day on Sunday 6 October 2013. In two days, almost 3,000 people visited ArcelorMittal Gent.

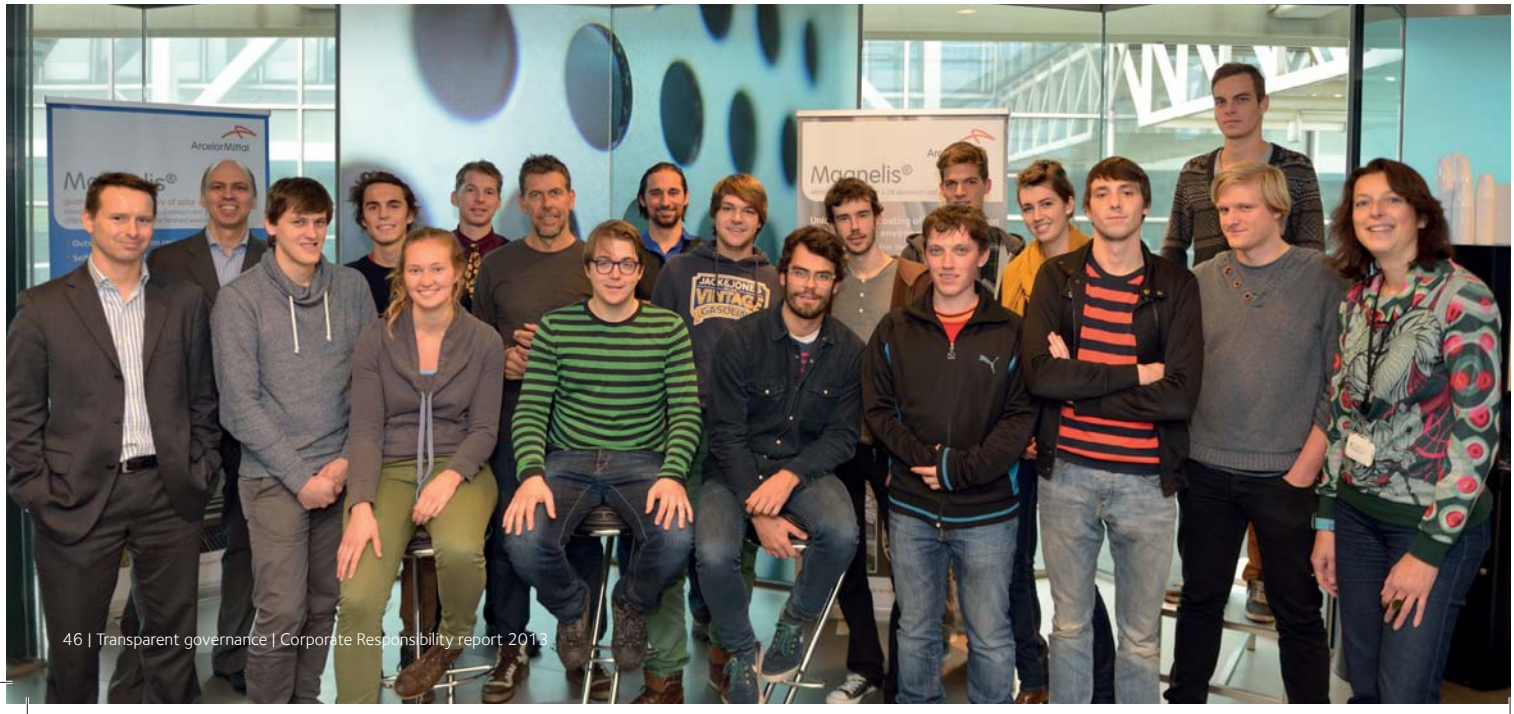
When information meetings are organised for neighbouring municipalities and for the entire province of East Flanders on themes relevant to our company, we participate in these meetings. In addition, we take part by special invitation in information meetings organised by third parties.

In 2013 individual sessions were organised for journalists and politicians to proactively inform them on our company and the economic context we operate in.

Should local residents have any environmental complaints, they can contact us directly or call the special green number for the Gent canal area (+32 (0)800/92.999). All environmental complaints we receive are investigated on an individual basis. On the basis of the information provided, we assess whether the problem is caused by failures in the production processes. If this is the case, we do our utmost to reduce the consequences to a minimum. In addition, even if it shows that we are not responsible for the environmental nuisance, we give an appropriate answer to the person who initially made the report.

If you would like to know more about our company, please contact us through our website: www.arcelormittal.com/gent.

These architecture students visited ArcelorMittal Gent and the steel research centre OCAS and found out more about steel solutions for construction.



In 2013, we were presented with the Environmental Charter Certificate for the 10th consecutive time.

Q. How are we publicly recognised for our achievements in the field of corporate responsibility?

A. The East Flanders Environmental Charter was initiated by the East Flanders Chamber of Commerce (VOKA) to encourage companies to pursue an active environmental policy aimed at improving the environment and the living conditions in the region. Companies step in voluntarily.

When we take part in the initiative, we must set clear objectives and stipulate the necessary actions to be taken for at least four out of the ten environmental issues included in the Environmental Charter. At the end of the action year, an assessment team, composed of representatives of various environmental authorities, visits the company to inspect whether the proposed actions have been achieved and legal requirements are still met. If both conditions are fulfilled, we are awarded the Environmental Charter Certificate.

To us, the Environmental Charter is a continuation of the environmental management system. It makes us define clear objectives and determine concrete actions which must be completed in short term (1 year). We have been taking part in this initiative since 2003 because it is another incentive to continuously improve our environmental performance, which is the overall goal of the ISO 14001 standard.

In 2013, we were presented with the Environmental Charter Certificate for the 10th consecutive time. It was a renewed confirmation of the effectiveness of our environmental management system and an objective way of highlighting our environmental efforts. This milestone was also the central theme of the Environmental Meeting Day we organised on 5 October 2013.

Production figures

In thousands of tons	2013	2012	2011	2010	2009
ArcelorMittal Gent					
Harbour activity (loading/ unloading)	12,534	12,051	11,206	11,324	8,028
Dry coke	1,263	1,262	1,248	1,222	1,038
Sinter (net)	5,013	5,044	5,349	5,677	3,659
Hot metal	4,343	4,078	3,892	3,814	2,751
Liquid steel	4,819	4,759	4,470	4,394	3,044
Slabs	4,741	4,649	4,363	4,292	2,958
Hot rolled coils	4,743	4,327	4,465	4,340	3,222
Pickled and oiled	1,209	1,037	1,329	1,190	809
Full-hard	2,968	2,811	2,786	2,704	2,063
Hot dip galvanised	1,194	1,182	1,086	1,057	889
Organically coated	189	183	155	112	101
ArcelorMittal Geel					
Organically coated	168	138	120	110	70
ArcelorMittal Genk					
Electrolytically galvanised	370	339	411	403	337
Total shipment volume*	4,883	4,583	4,370	4,282	3,141

** shipments of steel products manufactured by ArcelorMittal Gent and destined for customers.*

ArcelorMittal Gent
John F. Kennedylaan 51
B-9042 Gent

T +32 (0)9 347 31 11
F +32 (0)9 347 49 07

www.arcelormittal.com/gent
info.gent@arcelormittal.com