2019 Sustainable development report

ArcelorMittal in Luxembourg

About the report

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This report sets out the achievements and performance in terms of Sustainable Development of the ArcelorMittal Group in Luxembourg in 2019, following on from the one published in August 2019 regarding our 2018 results. This report covers all activities for the period from 1 January 2019 to 31 December 2019, in line with the taxation regime followed by the ArcelorMittal SA Group. This is an annual report. The next edition will appear in 2021, and will focus on the achievements and performance for the 2020 financial year. This report has been prepared in accordance with GRI standards, an essential compliance option.

The report contains forward-looking statements that set out the expectations, beliefs, forecasts and objectives of ArcelorMittal's senior management regarding ArcelorMittal's financial and operational performance in 2019 and beyond, along with assumptions or judgements based on the said performance. As these forecasts have been made for the future, they involve estimates, assumptions, judgements and uncertainties. Several factors could cause the actual results to differ from senior management's expectations. All our publications, along with the English version of this report, are available at *http://luxembourg.arcelormittal.com*. In the event of a discrepancy between the French and English versions, the French version will prevail. The ArcelorMittal Group's integrated annual review for 2019 is also available at *https://corporate.arcelormittal.com/* for further information.

ArcelorMittal Belval - TMB cooling bed

GRI 102-14

Message from Management

From buildings to rails, from ships to bridges, and from cars to wind turbine and household appliances, steel is everywhere. It has a key role to play in society's sustainable development and the achievement of Agenda 2030. As the world's leading metallurgical and mining company, ArcelorMittal is fully aware of this responsibility, and has been working for many years to produce ever-safer, more sustainable steel. In 2019, ArcelorMittal continued to pursue its commitment to key objectives, including carbon neutrality by 2050.

By means of the approach outlined by the Group, which focuses on 10 outcomes making it possible to cover the various fields of its activities around the world, ArcelorMittal in Luxembourg is also continuing to professionalise its local CSR approach. The Corporate Social Responsibility (CSR) strategy of ArcelorMittal in Luxembourg is in fact a continuously evolving process which incorporates the expectations of its stakeholders at the very heart of its activities.

Michel Wurth
Chairman
ArcelorMittal
Luxembourg

Roland Bastian
Managing Director
of ArcelorMittal
Luxembourg

Although the past year has been one of transition in terms of deploying our CSR strategy, following the overhaul of our materiality matrix in 2017 and 2018, thus providing a clearer vision of our various economic, social and environmental impacts on our stakeholders, it has nonetheless been marked by major achievements.

It was also marked by sadness after the accidental death of an employee from a subcontracting company on one of our sites in Luxembourg. The health and safety of all those who work on our sites day in and day out is our company's number one priority, and of course is one of the main topics in our materiality matrix. However, despite the tightening of our security measures, and the fact that training programmes have helped make individual and collective progress possible, such events still occur. There are no fatalities among these accidents, but all of them can be avoided. This means that we must work tirelessly to strengthen the maturity of our Safety culture, the human dimension remains the main area where progress is required to achieve our "Zero Accident" objective. Initiatives aimed at striking a chord with everyone have, in fact, been launched at several of our main sites, through communication campaigns featuring our staff's own children. The results in 2020 will have to live up to the very obvious expectation that every employee should return home at night in the best of health.

Good progress in various fields was also noted in 2019.

A significant partnership was established with the Luxembourg Institute of Science & Technology (LIST) for a period of five years. The field of research is ArcelorMittal's transition to a circular economy.

In real terms, as part of this partnership, research and development work will be done on innovative projects to improve energy efficiency, the responsible use of resources and the reduced environmental impact of steel plants.

Another major highlight of the year, in terms of innovation, was the renewed support received from the University of Luxembourg for the "ArcelorMittal Metallic Construction" Chair for an additional three years, dedicated to strengthening the efficiency and sustainability of steel construction. Here we see ArcelorMittal's resolve to join the circular economy since the Chair's work will focus, *inter alia*, on a modular system of beams and steel connections allowing these parts to be dismantled and reused once a building reaches the end of its life cycle.

Lastly, throughout the year ArcelorMittal continued to support various associations working in three spheres of action favoured by our company in Luxembourg, focusing on social and environmental aspects, and education (with particular interest in the development of fields linked to science, technology, engineering and mathematics (STEM), and to a lesser extent, culture.

These entities are small or medium-sized, to ensure that ArcelorMittal Luxembourg support makes a difference. Finally, this support focuses on clearly-identified projects, and is scheduled over the long term, so that the associations concerned can plan their development without haste. The partnerships established cover associations such as Jonk Entrepreneuren Luxembourg, La Main tendue and Natur&Emwëlt.

Beyond these local actions, the steel industry's position, especially in Europe, remains difficult. The first Climate Action Report released by the group in May 2019 clearly describes the multi-dimensional issues facing our company.

The threats to the European steel industry are well known: tariff barriers on European steel exports, weak protection of the European market against massive imports of low-cost steel from countries not obliged to comply with the same social and environmental standards. On top of that, there has been a constant increase in prices of raw materials, for our electric arc furnaces in Luxembourg especially the price of scrap, energy, refractories and electrodes.

This devastating combination, which economists call the "scissors effect" (rising costs and dropping retail prices), is more than ever threatening our business.

While the fight against global warming should be rounding up all the resources in our industry, we find ourselves deprived of the leeway we need to invigorate the steel industry of tomorrow. This is why ArcelorMittal has called on the intervention of the European authorities to provide access to funding for research into methods of "green" steel production, and the introduction of carbon border adjustment. The successful switch to high-performance steels as a result of the environmental challenge can only take place if public support policies exist that guarantee fair rules, access to renewable energy at reasonable prices, and access to funding.

Lastly, it is impossible not to bring up the situation at the start of 2020, though this report focuses on the achievements of 2019. The coronavirus pandemic, which is currently hitting people in all countries hard, is also having a severe impact, beyond individuals, on all sectors of the economy. The steel industry has not been spared this profound disruption. The effects on our capacities for production, investment and innovation will no doubt be substantial. However, ArcelorMittal has always been extremely resilient in the past, and will do all it can to create lasting value for all its stakeholders, employees, customers, and communities.

To find out more about the ArcelorMittal Group's strategy, visit *http://corporate.arcelormittal.com*

Overview of the Group

ArcelorMittal worldwide

ArcelorMittal is the world's leading steel and mining company, with operations in 60 countries and an industrial presence in 18 countries. We are committed to the production of safe, sustainable steel, and are the leading supplier of quality steel to the major global steel markets, from automotive and construction to home appliances and packaging. Our research and development department is world-class, and we have the advantage of excellent distribution networks.

Sustainable development, quality and leadership are the fundamental values on which we base our actions, so we can act responsibly in terms of the health, safety and well-being of our staff, our co-contractors and the communities in which we operate.

To us, steel is the fabric of life, lying at the heart of the modern world, from railways to motor vehicles to washing machines. We actively aim to seek out and produce steel technologies and solutions that help improve the energy efficiency of many of the products and components we use every day.

We are among the world's top five producers of iron ore and metallurgical coal. Thanks to the geographic diversity of our portfolio of iron and coal mining assets, we are able to strategically supply to our network of steelworks and the external market. Although our own facilities are a significant outlet for our mining activities, we can increase our supply to the external market as we develop.

Acknowledged for its commitment to sustainable development, ArcelorMittal has been a member of the FTSE4Good index since 2007, which measures the performance of companies meeting globally recognised standards of corporate responsibility. In addition, since 2005 ArcelorMittal has participated in the Carbon Disclosure Project (CDP), an independent non-profit organisation that asks companies to measure and make public their impacts on the environment and natural resources. In 2019, our Group obtained an A- rating in the "climate change" assessment, acknowledging genuine leadership. In 2018, we supported the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD), to which our 2019 Climate Action Report is a response. ArcelorMittal is also a member of the European Steel Association (EUROFER). In 2003, the Group joined the United Nations Global Compact, which identifies 10 key principles defining the corporate values to be implemented when conducting business.

ArcelorMittal's key financial figures for 2019 show revenue of US$ 70.6 billion with production of 89.8 million tonnes of crude steel, while our own production of iron ore stood at 57.1 million tonnes.

$301

million invested by the ArcelorMittal Group in research and development in 2019 (vs $290 million in 2018)

160

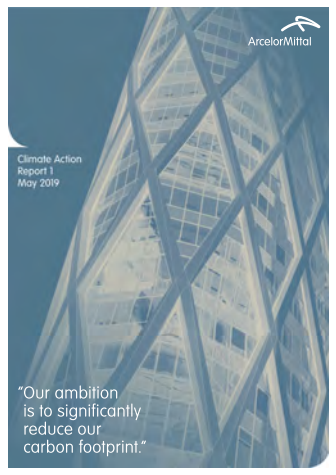
countries where ArcelorMittal has customers for its range of automotive products, household appliances, construction and industrial machinery

To find out more about the ArcelorMittal Group, visit *http://corporate.arcelormittal.com*

ArcelorMittal commits to the objectives of the Paris Agreement

- ArcelorMittal's stated ambition is to significantly reduce its carbon footprint by 2050
- ArcelorMittal's European activity aims to achieve carbon neutrality by 2050
- ArcelorMittal announced a new target for a 30% reduction in its European CO_2 emissions by 2030 compared to 2018.
- We continue to push a vast innovation programme with a series of industrial pilot projects

Link to report: *https://corporate.arcelormittal.com/sustainability*



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ArcelorMittal in Luxembourg

ArcelorMittal is the leading private industrial employer in the Grand Duchy, with 3,786 employees at the end of 2019. Products made in Luxembourg by ArcelorMittal achieve international recognition and have been chosen in many large-scale projects.

ArcelorMittal's world headquarters, located in Luxembourg City, hosts the Group's central functions.

ArcelorMittal's presence in Luxembourg is spread over nine sites, including five industrial steel production or processing sites, one logistics platform and an electricity distribution centre for its plants. Steel produced in the Luxembourg sites mainly cover the construction, general industry and agricultural markets.

The **Long Products** segment produces light, medium and special profiles, rails, heavy beams, and sheet piles.

In Luxembourg, **Long Products** primarily include the **Belval** site, with an electric steelworks allowing continuous casting, as well as two rolling mills - the Medium Section Mill which produces medium beams and Mill 2 which produces sheet piles. This site is the world leader in large sheet piles. These are used in the construction of quay walls, dikes, underground car parks, tunnels, bridges and trunk roads. Designed to fit into one another with no welding or screwing, they allow soil or water to be retained, on a temporary or permanent basis.

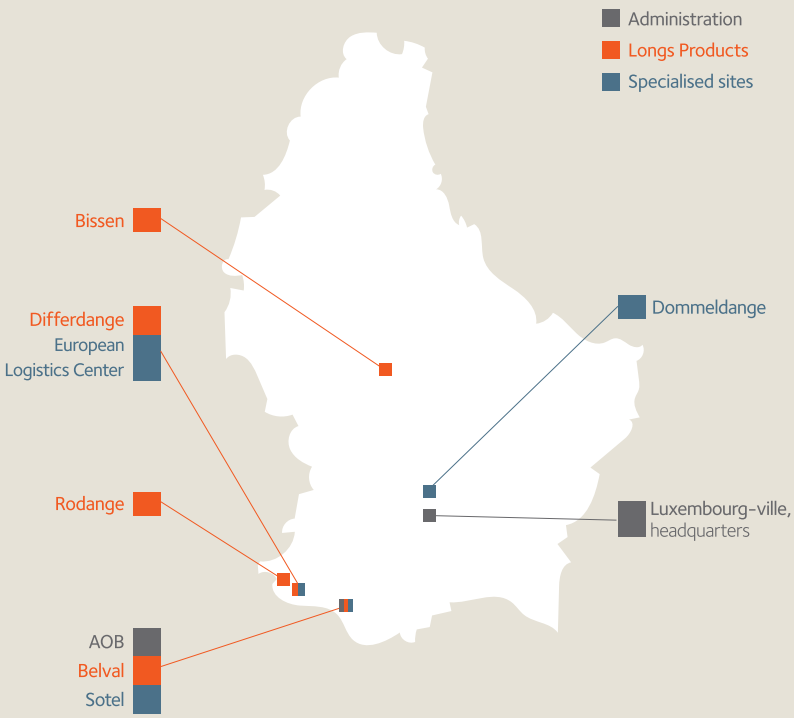
The **Differdange** site also operates an electric steelworks along with

continuous casting. Its Grey Mill specialises in the rolling of heavy beams (notably Jumbo beams) and sheet piles. Differdange currently produces the tallest (1,108 mm) and heaviest (1,377 kg/m) beams in the world. The Quenching and Self-Tempering or QST process allows beams of exceptional quality to be produced: HISTAR® beams. Combining high-yield strength with excellent toughness and weldability, as well as offering a clear weight gain, they are used in the construction of skyscrapers.

The **Rodange** rolling mill (Mill A) produces special profiles, in particular rails of different types for overhead cranes and trams.

The **Bissen** site, included within the Long Products scope in 2018, is a wire-drawing mill that is over a hundred years old, specialising in wire production, metallic and non-metallic coatings for wire, wire for fences and for the agricultural sector, as well as metallic fibres for the construction sector.

Our sites in Luxembourg



Five industrial sites :
Rodange, Differdange, Belval, Bissen, Dommeldange

Two administrative sites :
Luxembourg-ville, AOB (Esch-sur-Alzette)

One logistic site :
ArcelorMittal European Logistics Center (AMCLE)

Sotel :
Electricity distribution for industrial sites.

In Luxembourg, ArcelorMittal also has a centre specialising in the **Research and Development** of long heavy products, located in **Esch-sur-Alzette**.

Among the **specialist sites**, **Dommeldange** is a mechanical workshop incorporating skill centres in engineering, welding, machining and assembly, serving the Belval and Differdange facilities in particular. The **European Logistics Centre** holds a central inventory of beams for Downstream Solutions, the distribution network of ArcelorMittal; it also provides logistics for deliveries to Luxembourg plants. Lastly, **Sotel** distributes electricity to the main ArcelorMittal plants in Luxembourg.

In addition, ArcelorMittal Luxembourg works with the Luxembourg government in **Agora**, a company created in 2000 jointly and equally with the Luxembourg state. Agora's mission is to plan and build a new modern urban district on the former brownfield sites of Belval, covering an area of some 120 hectares. This project, already at an advanced stage, is a world benchmark in the field of brownfield redevelopment. In 2019, Agora launched a town planning competition covering the conversion of the 62 hectares of brownfield at the Schifflange site. From the four submitted proposals, the project by Danish team COBE Architects was chosen by multidisciplinary teams, and an overall master plan is expected in 2020.

To find out more about the ArcelorMittal Group in Luxembourg, visit *http://luxembourg.arcelormittal.com*


ArcelorMittal Belval

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ArcelorMittal Differdange

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ArcelorMittal Rodange

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ArcelorMittal Bissen

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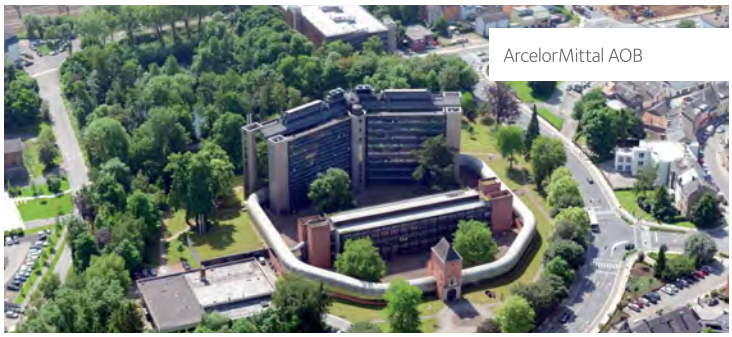
ArcelorMittal AOB

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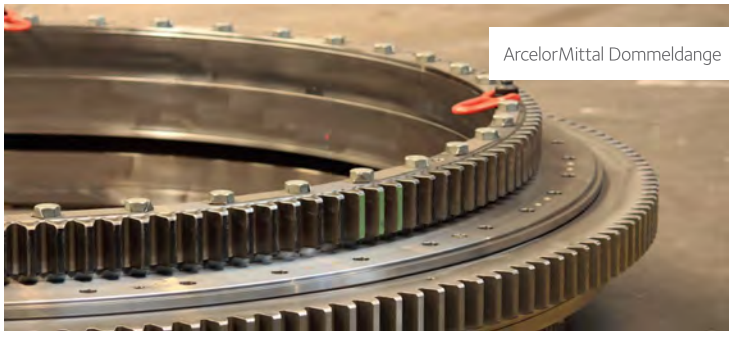
ArcelorMittal Dommeldange

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ArcelorMittal Luxembourg is a founding member of "Inspiring More Sustainability" (IMS), a network that supports organisations in their commitment to Corporate Social Responsibility by promoting stakeholder dialogue. In 2019, ArcelorMittal Luxembourg signed up to the "Zero Single-Use Plastic" manifesto, an IMS initiative aimed at eliminating single-use plastic from businesses by the end of 2020.

ArcelorMittal Luxembourg was awarded the Socially Responsible Company label (ESR), renewed until 2021 by the Luxembourg Institute for Sustainable Development and Corporate Responsibility (INDR). This acknowledges that the company promotes a genuine culture of sustainable development.

ArcelorMittal Luxembourg is affiliated to the Chamber of Commerce, of which two representatives are elected members of the plenary assembly. Valérie Massin is VP, and chairs the Training Commission.

ArcelorMittal Luxembourg is also a member of Fédil, "The voice of Luxembourgish industries", and is represented by two members on the Board of Directors.

Lastly, the steel produced at our Luxembourg sites benefits from the "Made in Luxembourg" label, a registered trademark since 1984, on the initiative of the Ministry of Foreign Affairs, the Chamber of Commerce and the Chamber of Trades, which identifies the Luxembourg origin of products and services.

IMS LUXEMBOURG
Inspiring More Sustainability

MADE IN LUXEMBOURG

ENTREPRISE RESPONSABLE
Stratégie RSE · Gouvernance · Social · Environnement

ZERO PLASTIC
THE MANIFESTO
WE SIGNED THE MANIFESTO

2.2 million

tonnes of crude steel produced at our Luxembourg plants in 2019

Steel produced in Luxembourg: the main stages

1 Sorting scrap

Scrap, the main raw material is first transported to the scrap yard. Measuring devices are installed at the site entrance to detect any sources of radiation.

About 15% of the scrap metal comes from internal recycling while the rest is bought from stockists or scrap dealers of various origins: offcuts from processing industries (automobile), used consumer goods (scrap vehicles, household appliances, food or drink cans), steel from building demolitions. The quality of the scrap metal directly influences the quality of steel produced. As such, all loads are tested to pinpoint those elements likely to change the characteristics of the products manufactured, such as tailings (materials that do not contain iron). The scrap metal is then sorted by quality.

2 Steelmaking

The scrap baskets arrive at the electrical arc furnace, where teams prepare the charge to be heated and melted. The heating and melting is done by an electric arc supplemented by combustion of natural gas and anthracite.

The steel is refined by blowing oxygen, and lime is used to form a slag making it possible to capture the undesirable impurities contained in the scrap, which form oxides under the action of oxygen, and bind to the lime. Charcoal injections make this slag foam, thus protecting the upper part of the furnace from the electric arc radiation.

Filters trap the furnace fumes, supplemented by a quench and activated carbon injection system, making it possible to meet the most stringent environmental standards.

3 Grading

In the ladle furnace, the steel is refined thanks to the addition of alloys, which will enable the mechanical properties specified by customers to be reached.

The steel bath is homogenised by stirring it with argon, an inert gas which does not react, even at high temperature. Desulfurisation is performed at the same time.

For the full length of the treatment, the steel ladle is kept at the right temperature via a three-phase alternating current running between the steel and three electrodes, placed directly in the steel bath.

4 Casting steel

At the continuous casting stage, the steel is poured into the mould and begins to solidify on contact with the mould which is water-cooled. The skin thickness reaches ten or so millimetres. Upon output from the facilities, the steel is cut by oxycutting according to the length required by the rolling mills.

5 Reheating steel

Each rolling mill includes a reheating furnace, in which hot or cold semi-finished products may be placed. Rolling must, in fact, be carried out hot to ensure quality and productivity. Once it is brought to a given temperature, the steel is gradually transformed as it passes between the rolling rolls, to thus refine its grain and achieve the mechanical properties requested by customers.

6 Rolling steel

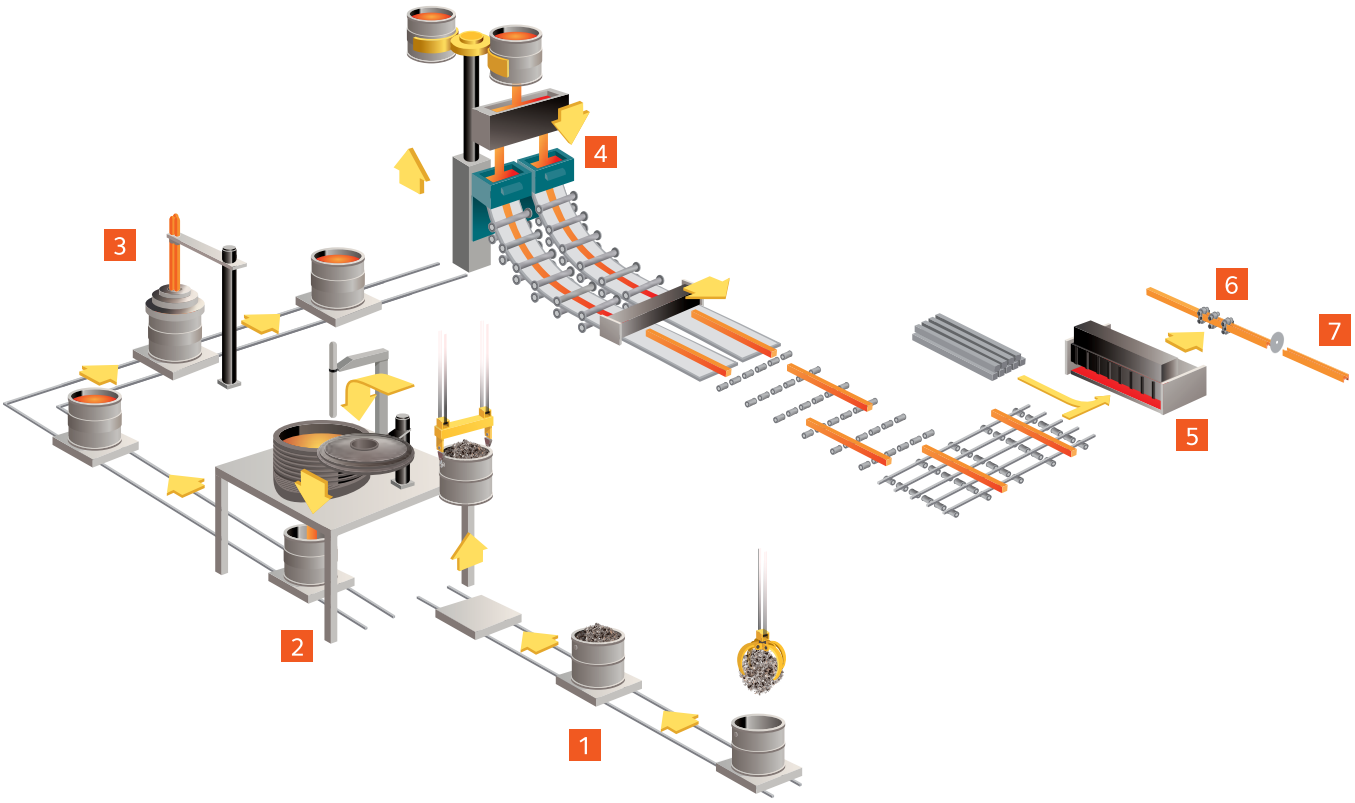
The rolling mill is an industrial facility whereby the thickness of the steel can be reduced, and the product can be shaped to obtain beams, angles or sheet piles.

7 Finalising orders

After cooling, the product is straightened and cut into commercial lengths, prepared prior to shipment to customers or intermediate users.

95

percent of the steel used in the manufacture of our finished products in Luxembourg is recycled. Steel is infinitely recyclable without losing its properties.



For more information, see our website
https://luxembourg.arcelormittal.com/
ArcelorMittal in Luxembourg tab > Our products

Strengthening our Sustainable development strategy

Since 2010, ArcelorMittal has published a Sustainable Development report that sheds light on its activities in Luxembourg. In 2015, we adopted the Group approach based on 10 outcomes, according to the impacts and priority expectations of ArcelorMittal's main global stakeholders, supported by transparent corporate governance.

These ten themes provide a holistic framework to our local approach, as well as our actions, with the aim of continuously improving our performance.

GRI 102-47

A Sustainable Development Committee was set up in 2015 to manage the approach in Luxembourg. It brings together top managers and industrial site managers, with advice from various internal experts.

In order to professionalise our Sustainable Development approach, in late 2017 this committee decided to undertake an in-depth review to help determine which topics were deemed material, thus considered to have both a significant economic, social or environmental impact and an influence on the decisions of our stakeholders.

With the help of the KPMG Luxembourg consultancy, ArcelorMittal in Luxembourg conducted an impact study and a consultation with its main internal and external stakeholders. From its materiality analysis, six priority subjects emerged:

- Health and safety of our employees
- Innovation
- Operational performance
- Competitiveness
- Environmental compliance
- Greenhouse gases and other emissions

Three subjects also stood out in importance for ArcelorMittal and its stakeholders:

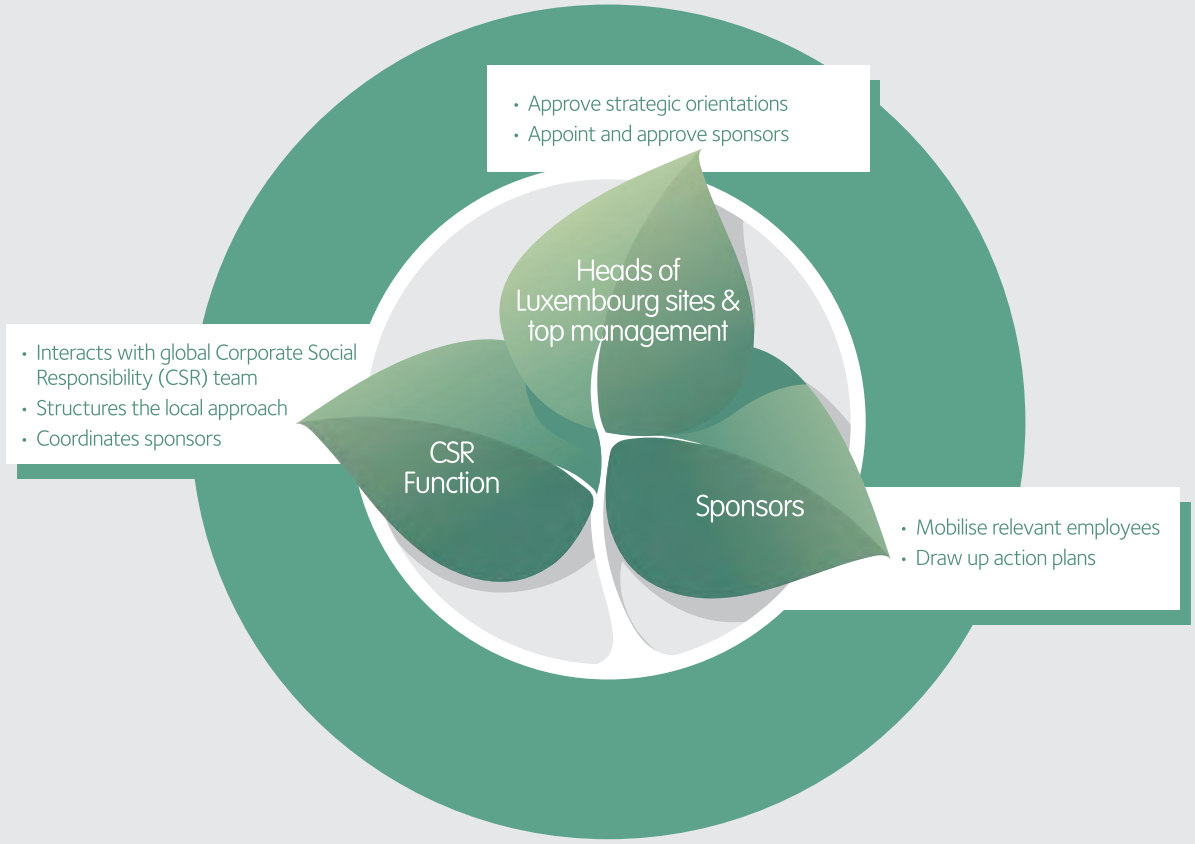
- Circular economy
- Rehabilitation of industrial sites
- Economic value generated and distributed

Read the methodology note on the materiality analysis on page 74

Approved at the end of March 2018, this analysis was then supplemented by an inventory of each material topic with the relevant experts. It helped to highlight:

Our strengths and weaknesses	Our opportunities and threats
Our performance indicators and our objectives	Our main internal point of contact, along with our degree of actionability in Luxembourg

We thus aim to make CSR a genuine management tool that must be supported by effective governance, in particular. A system of sponsors for each material topic was defined, to bring together the various sectoral experts and to encourage change.



2019 saw the approval by the Sustainable Development Committee of an action plan to be implemented under the guidance of ambassadors identified to this end. In 2020, the implementation and dissemination of this CSR culture in each ArcelorMittal Luxembourg entity was placed on the agenda, to allow stakeholders to appropriate the themes and actions to deploy. Achievement of this objective was postponed, due to the coronavirus pandemic which impacted the company's business in the Grand Duchy.

That said, the principle objective remains to gradually orient our approach, one we would like to be more integrated, by reflecting on the monetisation of our external features, be it positive or negative, to gain a more tangible view of the economic, environmental and social benefits of our CSR approach.

To allow readers to put local issues into perspective alongside the Group's key issues in the international framework of the 17 United Nations Sustainable Development Goals by 2030, the correlation table below is provided:

		Innovation	Competitiveness	Health and safety of our employees	Environmental compliance	Operational performance	Greenhouse gases and other emissions	Circular economy	Rehabilitation of industrial sites	Economic value generated and distributed	Sustainable Development Goals
1	Health, safety and quality of life at work for our people			✓		✓					3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH
2	Products for sustainable lifestyles	✓						✓			
3	Products for sustainable infrastructures	✓						✓			9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
4	Efficient use of resources				✓	✓	✓	✓			
5	Trusted use of air, land and water				✓			✓			3 GOOD HEALTH AND WELL-BEING; 6 CLEAN WATER AND SANITATION; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 14 LIFE BELOW WATER; 15 LIFE ON LAND
6	Responsible energy user for a low-carbon future				✓		✓	✓			3 GOOD HEALTH AND WELL-BEING; 7 AFFORDABLE AND CLEAN ENERGY; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
7	Supply chain that our customers trust					✓					8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
8	An active role within our communities									✓	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH; 11 SUSTAINABLE CITIES AND COMMUNITIES; 14 LIFE BELOW WATER; 15 LIFE ON LAND; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
9	A pipeline of talented scientists and engineers for the future	✓	✓			✓					8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10	Shared, valued contribution to society		✓						✓	✓	8 DECENT WORK AND ECONOMIC GROWTH; 11 SUSTAINABLE CITIES AND COMMUNITIES
Ensuring transparent governance		✓	✓	✓	✓	✓	✓	✓	✓	✓	17 PARTNERSHIPS FOR THE GOALS

In view of the impact of its activities, its products and its services, our Group has prioritised four SDGs to which to contribute: SDG 11, SDG 12, SDG 13, SDG 17, in which ArcelorMittal in Luxembourg will step up its efforts.

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Dialogue with our stakeholders

Our Sustainable Development actions only make sense if they reflect both our challenges and those of our stakeholders. This implies impeccable knowledge of our partners, and of the direct and indirect influence that we have. Genuine ways to be involved already exist as seen in the table below, ranging from information to the inclusion of certain stakeholders in our governance process.
In late 2017, our main stakeholders were consulted as part of our materiality analysis so as to better understand our economic, social and environmental impacts and their influence. We are now deepening our relationships and commitment to some of them, to work together more effectively on our common challenges earmarked as priorities. You will find a questionnaire you can fill in to tell us about your expectations at the end of this report.

	Employees and trade unions	Local communities	Government, Administrations and Public Authorities
Stakeholder challenges	Safety Health and well-being Working conditions Remuneration Career development Attracting high potential employees and developing skills Work-life balance Operational excellence Environment Employee engagement	Community engagement processes Environmental concerns Social and economic development Attracting high-potential employees Donations Innovation	Competitiveness Investments Employee management Environmental engagement Social engagement Climate change Changes in environmental regulations
Our engagement	In-house magazine, intranet and brochures, posters, TV screens, special offers for employees, etc. Organising internal & external events Team building Volunteering Team meetings Conferences and thematic campaigns Training and learning ArcelorMittal Luxembourg S.A. Board of Directors under shared management with the directors representing the employees and unions	Common projects and long-term cooperation with communities Communication on the development of our activities and responses to questions Strengthening links with communities Regular meetings and dialogue with communities	Attendance at conferences Regular discussions and meetings Plant visits Participation in trade missions and official visits
Our goals	Ensuring a safe, attractive working environment Valuing our employees as they are central to our company Promoting social harmony	Maintaining close, trusting relationships with communities Supporting local and regional economic development	Promoting a level playing field in trade Contributing to growth through taxes, contributions and product innovation

	Customers	Suppliers	Investors and Partners	Media
Stakeholder challenges	Product reliability and quality Innovative, competitive and sustainable products Effective use of resources Compliance with social and ethical standards Competitive prices Reducing our carbon footprint	Responsible sourcing Operating performance Product quality Business ethics	Results and performance Competitiveness Investments Efficiency Sustainability Employee health and safety	Quick access to reliable information Identified contact point within our company to answer different requests (interviews with top management and experts, documentary, etc.) Input on economic, social and environmental topics (corporate strategy, earnings release, innovation, local activities, industrial wasteland reconversion, steel market)
Our engagement	Customer events Fairs Links with research institutions and partnerships for product development Surveys Code of Ethics and Human Rights Plant visits	Regular meetings Dialogue, surveys and questionnaires Code of Ethics and Human Rights	Transparency of information Regular meetings and dialogue Plant visits	Media relations manager Visit of plants Press conference on general and specific topics Invitation to press trips organised by the Group Communication plan dedicated to the new headquarters
Our goals	Creating sustainable products at a fair price Ensuring a reliable value chain Strengthening long-term relationships	Complying with responsible sourcing requirements Making the supply chain more reliable Ensuring the quality of products and services supplied Promoting a policy of fair competition and ensuring fair payment conditions	Aiming for sustainable growth and positive results Delivering profit	To be acknowledged as a modern and collaborative company Build a positive reputation supported by ArcelorMittal's commitment in Luxembourg (social, environmental, economic)

Our performance in 2019

Our performance is monitored using key indicators which aim to reflect the specific features of our business. These aim to evolve in order to support the emphasis given to the strategic priorities identified in our materiality analysis.

1 Health, safety and quality of life at work for our employees

		2017	2018	2019
Lost-time injury frequency rate Number of injuries resulting in lost time of more than one day, suffered by our own staff, our sub-contractors and our temporary staff during a 12-month period, per million hours worked.	GRI 403-2	0.2	0.56	0.78
Number of fatalities	GRI 403-2	0	1	1
A fatality occurred in the Differdange site on May 27, 2019. A subcontractor was electrocuted during work on the plant's electrical network.				
Number of OHSAS 18001 certified sites The norm sets out the organisational requirements for the occupational Health and Safety management system. This approach, based on continuous improvement, increases efficiency and reduces risks and accidents.		7 out of 8	6 out of 7	6 out of 7
Sotel is not certified.				
Number of ISO 45001 certified sites The norm sets out the organisational requirements for the occupational Health and Safety management system.				3 out of 7
The Belval, Differdange and Rodange sites are ISO 45001 certified. Bissen, Dommeldange and AMCLE are in the process of transition. Sotel is not certified.				
Number of employees as of 31 December 2019 in headcount	GRI 102-7	4,055	3,794	3,786
Total training hours for our employees, temporary employees, and subcontractors		149,822	129,477	120 ,052
We focused more of our efforts in 2019 on the development of specialised training with high added value.				
Number of young people welcomed by our Luxembourg entities gathering apprentices, interns and international work experience volunteers		209	219	224
Number of training courses offered to all employees	GRI 404-2	404	414	496
Percentage of employees covered by a collective agreement	GRI 102-41	76%	74%	74%
Total number of employees who have taken parental leave, by gender	GRI 401-3	77 43 men, 34 women	93 63 men, 30 women	128 98 men, 30 women

			2017			2018			2019		
Number of employees who have left the company in the year following their return to work after parental leave, by gender	GRI 401-3	Women	1			3			2		
		Men	0			2			4		
Percentage of working day lost due to social disputes			0			0			0		
Total number of employees by employment contract and by gender	GRI 102-8		Female	Male	Total	Female	Male	Total	Female	Male	Total
		Fixed-term contract	17	82	99	14	68	82	9	66	75
		Permanent contract	493	3,463	3,956	502	3,210	3,712	528	3,183	3,711
		Total	510	3,545	4,055	516	3,278	3,794	537	3,249	3,786
		Full-time	391	3,480	3,871	378	2,873	3,251	421	3,165	3,586
		Part-time	119	65	184	138	405	543	116	84	200
		Total	510	3,545	4,055	516	3,278	3,794	537	3,249	3,786
Total number of employees by gender		Women	510			516			537		
		Men	3,545			3,278			3,249		
Total number of employees by age			Female	Male	Total	Female	Male	Total	Female	Male	Total
		<30	39	242	281	48	248	296	56	239	295
		30/50	341	2,008	2,349	356	1,985	2,341	361	1,968	2,329
		>50	130	1,295	1,425	112	1,045	1,157	120	1,042	1,162
		Total	510	3,545	4,055	516	3,278	3,794	537	3,249	3,786
Total number of employees by nationality			Nationalities	%		Nationalities	%		Nationalities	%	
			French	54		French	54		French	55	
			Luxembourg	21		Luxembourg	18		Luxembourg	17	
			Belgian	10		Belgian	10		Belgian	10	
			Portuguese	4		Portuguese	4		Portuguese	4	
			Italian	2		Italian	2		Italian	2	
			German	2		German	2		German	2	
			Indian	1		Romanian	1		Romanian	1	
			Spanish	1		Indian	1		Indian	1	
			51 other	6		Spanish	1		Spanish	1	
						55 other	5		55 other	6	

2 Products that accelerate more sustainable lifestyles

3 Products that create sustainable infrastructure

	2017	2018	2019
Research & Development expenditure Amount in k€ - R&D center of Esch/Alzette	2,932	3,271	3,480

The level of R&D expenditure remains stable, the slight increase in 2018 is merely a fluctuation in the complete purchase cycle for the research activity carried out with our academic partners.

4 Efficient use of resources and high recycling rates

		2017	2018	2019
Tonnes of materials used in the production process (scrap, used tyres, lime, etc.)	GRI 301-1	2,581,998	2,674,883	2,516,519
Percentage of by-products recovered per tonne of waste generated Quantity of operating waste such as black slag, calamine, etc. from steel production, returned to a recovery process rather than a disposal process.	GRI 306-2	88.1%	81.2%	87.2%

		2017	2018	2019
Percentage of recycled materials in the production of crude steel casting Proportion of scrap and used tyres put into the furnace during steel production. Scrap represents the vast majority of it.	GRI 301-2	95.1%	95.1%	95.1%
Tonnes of recycled scrap		2,453,033	2,541,268	2,389,750
Tonnes of CO_2 avoided due to using scrap in comparison with an integrated route (blast furnaces)		3,188,942	3,303,649	3,106,675

5 Trusted user of air, water and soil

Dust emission (g/tCS) Grammes per tonne of crude steel (tCS: tonne Crude Steel)	GRI 305-7	8.00	8.00	9.00
The measurements are carried out on an ad hoc basis and thus give different results depending on the conditions and production levels.				
Water withdrawal (m^3/tCS) Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	GRI 303-1	0.65	0.34	0.79
The change in net water withdrawal is explained by the reduction in the amount of water withdrawn.				
Surface water	GRI 303-1	0.14	0.07	0.06
Piped water	GRI 303-1	0.30	0.00	0.46
Ground water	GRI 303-1	0.21	0.27	0.27
NOx emissions (g/tCS) Grammes per tonne of crude steel (tCS: tonne Crude Steel)	GRI 305-7	357	264	270
The measurements are taken at given moments in time and therefore results may vary depending on production conditions and levels.				
SOx emissions (g/tCS) Grammes per tonne of crude steel (tCS: tonne Crude Steel)	GRI 305-7	97	101	99
Water discharge (m^3/tCS) Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	GRI 306-1	0.62	0.57	0.51
Percentage of waste disposed of in landfills	GRI 306-2	11.5%	18.1%	24.1%
Our main industrial waste is white slag. We are currently investigating potential recycling methods to help us recover it.				
Fines received for non-compiance with environmental legislation and regulations Amount and number of non monetary fines	GRI 307-1	0	0	0

6 Responsible energy user that helps create a lower carbon future

Energy consumption (GJ/tCS) Gigajoules per tonne of crude steel (tCS: tonne Crude Steel)	GRI 302-3	9.15	8.68	8.76

		2017	2018	2019
CO_2 emissions per tonne of crude steel ($kg\ CO_2/tCS$) Kilogram per tonne of crude steel (tCS: tonne Crude Steel)	GRI 305-4	310	300	289
Direct emissions (Scope 1 set by the GreenHouse Gas protocol) corresponding to the CO_2 directly emitted by the furnaces	GRI 305-1	185	179	180
Indirect emissions (Scope 2 set by the GreenHouse Gas protocol) corresponding to the CO_2 emitted to generate the energy consumed: electricity and heat (hot water, steam)	GRI 305-2	82	77	65
Other indirect emissions (Scope 3 set by the GreenHouse Gas protocol) corresponding to CO_2 emissions from products used in our workshops such as quicklime and industrial gases (oxygen, nitrogen)	GRI 305-3	43	44	44
ISO 14001 certified facilities The standard covers environmental management. It is based on the principle of continuous improvement in environmental performance by controlling the impact associated with company activities.		5 out of 8	4 out of 7	4 out of 7
Our Belval, Differdange, Rodange and Bissen sites are certified.				
ISO 50 001 certified facilities The standard covers energy management.		4 out of 8	3 out of 7	3 out of 7
Our Belval, Differdange and Rodange sites are certified.				

7 Supply chains that our customers trust

Sourcing via local suppliers amount in k€

GRI 204-1 I GRI 102-9 I GRI 102-10

		2017	2018	2019
Electricity		66,490,000	77,830,000	67,710,000
	Germany	14%	4%	4.2%
	Belgium	24%	7%	3.4%
	France	62%	89%	92.5%
Gaz		31,288,000	38,471,000	29,364,000
	Germany	0%	0%	0%
	Belgium	100%	100%	100%
	France	0%	0%	0%
Total Electricity and Gaz		97,778,000	116,301,000	97,074,000
	Germany	9.6%	2.5%	2.9%
	Belgium	48.6%	38%	32.6%
	France	41.8%	59.5%	64.5%
Transport & logistics		111,563,186	116,842,669	111,969,365
	Luxembourg	61.3%	62.2%	59%
	Belgium	26.3%	26.5%	28%
	Germany	2.5%	2.2%	2%
	Austria	5.4%	3.9%	4%
	France	1.8%	1.8%	2%
	Others	2.7%	3.4%	5%
Number of suppliers assessed for their environmental and social impacts	GRI 308-2 GRI 414-2	52	53	54

All our suppliers have acknowledged the ArcelorMittal Code for Responsible Sourcing. Each year, we conduct an in-depth evaluation on a sample of suppliers.

8 Active and welcomed member of the community

		2017	2018	2019
ArcelorMittal Luxembourg donations Amount in € representing the projects sponsored, including STEM projects.	GRI 203-1	313,500	363,050	1,006,654

The change is mainly due to the contribution to the Universal Exhibition in Dubai for which works started in 2019. This represents a budget of nearly 640,000 euros in 2019.

9 Pipeline of talented scientists and engineers for tomorrow

Amount invested in STEM (science, technology, engineering, mathematics) projects	GRI 203-1	177,500	172,500	212,500

The evolution is mainly due to the establishment of a new partnership with LIST in 2019.

10 Our contribution to society measured, shared and valued

ArcelorMittal's economic contribution to Luxembourg Payroll (pay and employer contributions) allocated to ArcelorMittal employees in Luxembourg, and expenditure to our suppliers and subcontractors in Luxembourg for their services.	GRI 201-1	488,716,729.3	490,086,755	500,640,678

Ensuring transparent governance

	2017	2018	2019
Number of complaints received by the Internal Audit service These complaints relate to internal shortcomings identified by employees concerned to uphold ArcelorMittal's reputation for honesty and integrity.	1	4	0
Percentage of employees trained in the Code of Business Conduct The ArcelorMittal Code of Business Conduct provides a set of guidelines to be followed by all employees when conducting their business. The aim is to uphold ArcelorMittal's reputation for honesty and integrity in its management practices as well as in all business transactions.	84.0%	93.7%	93.0%
Training on the Code of Ethics is compulsory and valid for a period of three years. Before the deadline, all employees must renew their training certificate. To keep all of these certificates up to date, we must anticipate employee turnover, training revalidation constraints or long-term absences.			
Percentage of employees trained in Human Rights ArcelorMittal has published a comprehensive policy on Human Rights, in order to coordinate the group's efforts as a whole, focusing on the priority areas identified.	91.9%	92.7%	97.0%
Human rights training is compulsory for certain functions and for all supervisory staff since September 2016 and is valid for a period of three years. Before the expiration of this period, employees concerned must renew their training certificate. To keep all of these certificates up to date, we must anticipate employee turnover, training revalidation constraints or long-term absences.			

GRI 103-1

1

Health, safety and quality of life at work for our employees

Safety

Our aim is to provide a professional environment for our employees and subcontractors in which everyone can work in complete safety. This is our number-one priority. In line with our corporate culture, the goal of Zero Accidents is of daily concern to our teams and management. ArcelorMittal sites in Luxembourg are mainly industrial, and are particularly complex environments. The activities undertaken within these vast infrastructures involve a variety of security issues. ArcelorMittal has set itself an ambitious goal, of being the world's safest steel and mining company.

GRI 103-2 I GRI 103-3 I GRI 403-2

	2017	2018	2019
Lost-time injury frequency rate Number of injuries resulting in lost time of more than one day, suffered by our own staff, our sub-contractors and our temporary staff during a 12-month period, per million hours worked.	0.2	0.56	0.78
Number of fatalities	0	1	1
Number of OHSAS 18001 certified sites The norm sets out the organisational requirements for the occupational Health and Safety management system.	7 out of 8	6 out of 7	6 out of 7
Number of ISO 45001 certified sites The norm sets out the organisational requirements for the occupational Health and Safety management system.			3 out of 7

Our path to a Safety culture

Safety management is based on various pillars, which we use to create a strong internal culture:

1. Safety organisation

A corporate team is dedicated to Health and Safety management on all sites, and defines the main lines of the Safety approach based on feedback from the field. One manager per site is dedicated to safety, and coordinates a network of Safety correspondents assigned to different areas for the main sites in Belval, Differdange and Rodange. Various committees are held regularly to guarantee the upward and downward flow of information to each level. Their mission is to analyse potential risks and actual accidents; then to implement corrective and preventive measures. Every week, the SEEIM department (Safety, Environment, Energy and Integrated Management) drafts a report for the Belval and Differdange sites which includes the operational themes of Safety and Environment, as well as the management of SMI and projects.

2. Procedures, standards and performance monitoring

The management systems, procedures and standards set up within its operations, in line with the most stringent international standards, are regularly audited by independent organisations; specifically with regard to OHSAS 18001 certifications, and more recently ISO 45001. ArcelorMittal also has its own Fatality Prevention Standards (FPS), based on field audits. Structured over six levels, sites must climb the ladder year-on-year to achieve excellence at level 5.

1. **Belval:** level 5
2. **Differdange:** Differdange: level 4 - 1 open question (level 4 and 0 for level 5)
3. **Rodange:** level 1 - 32 open questions
4. **Bissen:** 4 open questions at level 4, and 15 at level 5
5. **AMCLE:** level 1 - 30 open questions

In 2019, quarterly FPS reviews were set up at the Belval, Differdange and Rodange sites, allowing all pilots to discuss their problems and share their successes. An analysis of audits and anomalies for each standard helps to highlight the continuous improvement loop in question. This recurring meeting should ultimately make it possible to move all three sites towards a common practice and the harmonisation of standards.

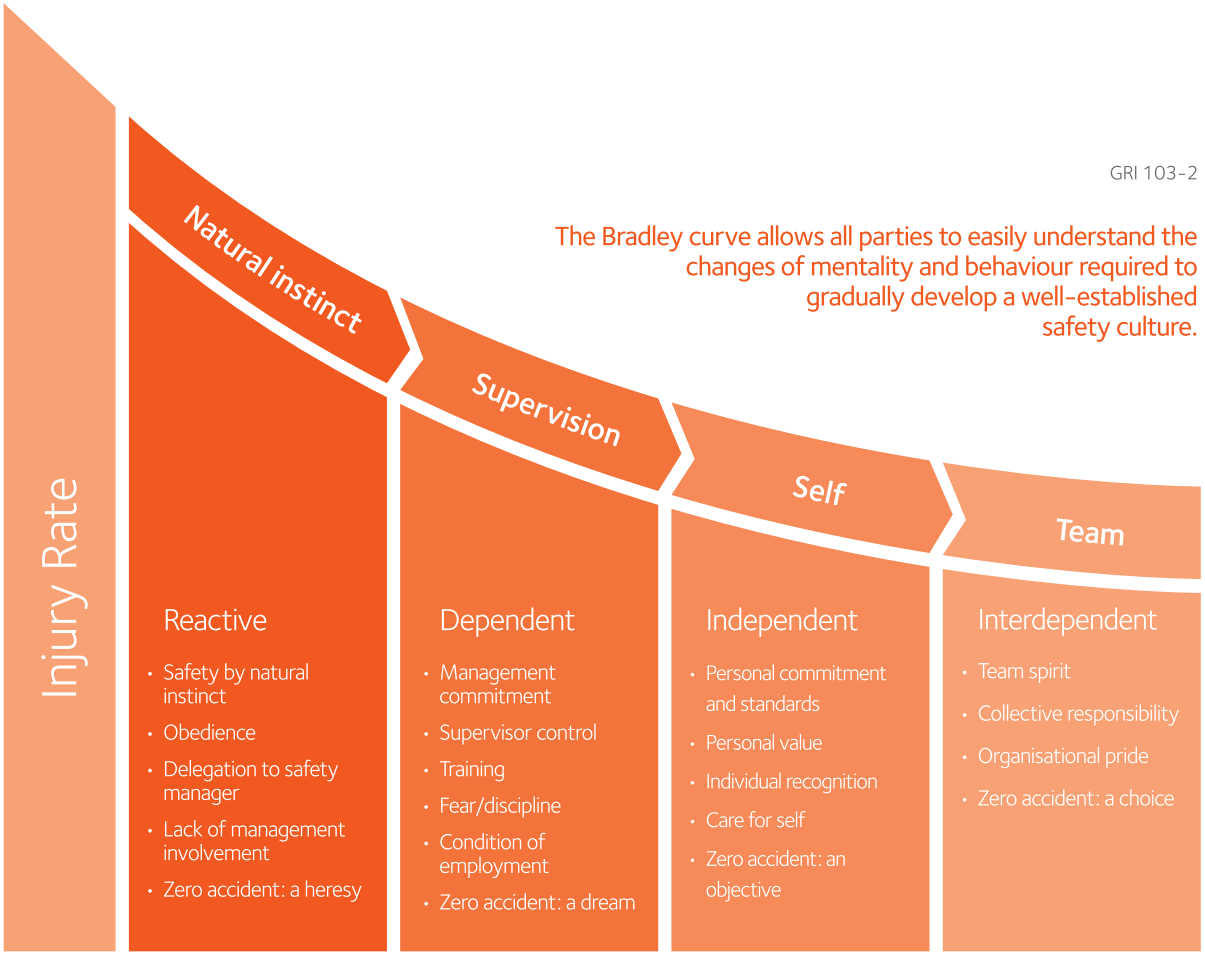
3. Awareness, training and collective mobilisation programmes

Training plays a key role in building a Safety culture. It consists of a technical training component, specifically focused on the most high-risk operations such as working at height, electrical maintenance or handling, along with a training component on behaviour.

In fact, the establishment of a Safety culture aims above all to have an influence on the ways of doing and thinking widely shared by all players in an organisation, from management to field staff. Linked to the Bradley curve, the maturity of this culture differs depending on the ArcelorMittal site in Luxembourg:

1. **Belval:** independent level
2. **Differdange:** independent level
3. **Rodange:** independent level
4. **Bissen:** dependent level
5. **AMCLE:** dependent level
6. **Dommeldange:** interdependent level

The Bradley curve allows all parties to easily understand the changes of mentality and behaviour required to gradually develop a well-established safety culture.



The Take Care training course, a 10-year Health and Safety programme, is rolled out in three phases at all ArcelorMittal operational sites in Europe, and aims to provide the key to changing attitudes and behaviour. The first stage, focusing on self-knowledge, consolidation in the field and making improvements sustainable, rolled out at Belval, Differdange, Rodange, Bissen and Dommeldange, was completed in 2018. Begun in 2019, the second stage takes place over two days of training for employees on each site and is more focused on participation, the transition from "me" to "us", and will ultimately allow us to reach the "Interdependence" phase of the Bradley curve based on a collective approach.

In total, 20 days of training will be provided, with 5 days planned for the third stage of the programme until the end of 2021.

Take care!

Awareness campaign - My mum, my dad and me, all wear our PPE!

In March 2019, the safety team at the Differdange site gave site employees the chance to take part in a family awareness campaign on PPE (Personal Protective Equipment). This campaign had three aims: firstly to show the children, nieces, nephews and/or grandchildren of employees the PPE their relatives use on a daily basis to protect themselves. The discussion began with photos taken in the field showing their relatives in their work clothes. Children were then able to try on the PPE. As the children tried on the PPE, discussions between adults and children focusing on why they need to protect themselves at work led naturally to how to protect themselves during activities at home, the second aim of this campaign. The workshop ended with a family discussion and commitment on a safety topic.

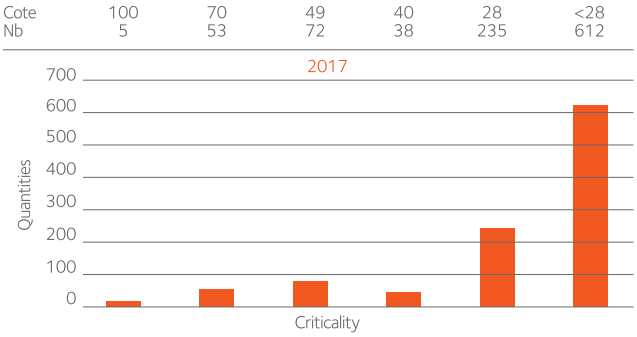
GRI 103-2

In addition to the Take Care training course, various initiatives were developed on Luxembourg sites in 2019 to improve the maturity of the Safety culture.

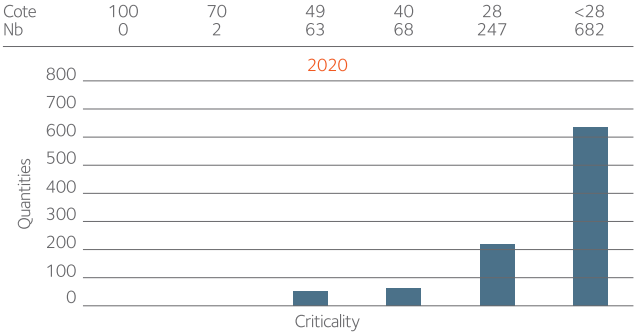
Thanks to progress groups on health and safety, the Dommeldange site implemented workstation risk analyses, with in 2017 a global assessment of the risks and their level of criticality. Since then, these risks have been regularly reassessed.

At the end of 2019, 798 risks were reassessed and 179 additional risks identified, bringing the total number to 1,908. In 2020, continued reassessment of the risks is scheduled from the Covid-19 perspective, by way of a field audit with agents. Following the Take Care training course in late 2019, agents also established numerous groups to improve safety, productivity and working conditions. 52 field groups are now in progress.

Number of workstation risks November 2017 versus 2020



1729 assessed risks



1908 assessed risks

1624 reassessed risks

3532 total risks assessed

"The way we behave every day, in our routine actions and decisions, matters. The "Safety" culture cannot be laid down by decree. Its development is naturally guided from a "top down" perspective; team leaders must lead by example, since this is borne out at all levels of the company. We are the ones who collectively decide, in a continuous process, what is desired and tolerated, most often tacitly, in terms of risk-taking, compliance with rules, and so on. These are our "accepted standards". And therein lies the main factor that influences our safety performance. Our own safety first, thus staff in the central and administrative departments, as well as indirectly by ricochet and influence, the safety of everyone working in an ArcelorMittal plant anywhere in the world."

Robin Paulmier
Head of Corporate Health & Safety

The "Safety First" campaign

Safety isn't just about factories. Safety also matters to people who work in offices, in Pétrusse, at AOB, at the ArcelorMittal University, and so on. All employees are concerned, and they can and must act. In 2019, the "Safety First, it makes sense for us!" campaign ran for 7 weeks, aimed at making all employees actively think about the risks around us, and the actions that can be taken to reduce them.

Maturity Project

Following the "Maturity project", a multidisciplinary approach created in late 2013 and aimed at improving health and safety performance in the long term, the Belval site focused specifically on the concept of culture, which led to 2016's "Maturity Culture" programme to identify and highlight the key ingredients to enhance it. In 2019, the site continued its communication work with the "seven ingredients for success" and its implementation of the safety performance notebook based on the self-assessment principle, allowing everyone to observe their safety behaviour on a daily basis. After an initial notebook appropriation phase, a point deduction system was set out for the entire site. Each basic security breach (not wearing personal protective equipment, harness, etc.) corresponds to a number of points to be deducted by the hierarchy. The system also makes it possible to regain points lost by undertaking safety actions or improvements.

Key figures 2019:

3 sites - Belval, Differdange and Rodange - certified ISO 45001

800

The number of participants at Belval during the activities proposed for Health & Safety Day 2019.

Safety management also involves cross-functional collective mobilisation programmes, such as the 5S continuous improvement programmes (Seiri, Seiton, Seiso, Seiketsu, Shitsuke), WCM (World Class Manufacturing) and GESIM (Grouping of Steel and Metallurgical Companies). These programmes focus on optimizing the working environment and are subject to constant efforts at all of our industrial sites.

Choose the safest path

In April 2019, ArcelorMittal's sites in Luxembourg launched the thirteenth edition of their Health and Safety Day based on the theme "Choose the safest path". A training course was given by a doctor set up in the Petrusse administrative buildings to outline the first steps to take in the event of a heart attack, the use of a defibrillator and simulations via a virtual reality simulator to raise awareness of the risk of using a telephone while driving. At the AOB site, employees learned about vegan cookery and sophrology, and were able to take part in a workshop to learn how to safely tend their garden. At Dommeldange, the format chosen was the showing of films followed by a discussion. At Bissen, the day centred around several workshops.

At the Belval site, the day was filled with activities such as fire extinguishing, first aid, a course on risks, and so on. These activities were of great interest, and brought together 800 employees on site. Lastly, the Differdange site opted for immersive situational activities in virtual reality scenarios, and a training activity led by the health department.

Roland Bastian
Managing Director of ArcelorMittal Luxembourg

"In 2020, a thorough reassessment of our behavioural approach when undertaking work will be essential if we are to avoid accidents at work in the future. We will continue our training courses, via the continuation of our Take Care Training 2, and awareness-raising actions such as the emotional campaign with our employees' children, an action thoroughly supported by their parents. Investments in our infrastructure will also be made to ensure that the workplace complies with regulatory requirements. In order for all these actions to succeed, we must successfully integrate safety continuously into our daily work, making it our number-one priority."

GRI 103-1 I GRI 103-2

Health at work

The health and well-being of our employees and subcontractors are priorities that are just as important as safety.
Our staff and subcontractors spend a considerable amount of time in the work environment, and it is thus essential that everyone feels comfortable there. The company also aims to strengthen our employees' sense of belonging, so as to bring them closer together and to stimulate initiatives.

Prevention at the heart of the approach

The steel industry presents specific working conditions that our Occupational Health department manages in a proactive, multidisciplinary manner. In fact, shift work and the stringent nature of the work environment requires a process of continuous improvement on the part of our team:

- Two doctors
- Eleven nurses: 3 of whom have honed specific skills in nutrition, sophrology, and ergonomics.
- One psychologist
- One social worker
- One ergonomist
- Six occupational health agents

The team's work is structured around improving the working conditions, preventing industrial risks, managing psychosocial risks, and medical monitoring of the entire workforce (this also includes temporary workers). This medical monitoring is done on the basis of employee exposure to the various risks present in connection with their professional activity.
Medical emergencies are also covered with round-the-clock continuity of care.
Awareness-raising and training among all employees regarding the various occupational risks are provided by the occupational health department. It covers compulsory training on such topics as chemical risks, risks linked to exposure to noise, vibrations, electromagnetic fields and artificial optical radiation.
Since 2019, these training courses are carried out by our nurses. This new approach allows these training courses to be given to small groups (up to 6) directly in the field, and at appropriate times and lengths (20-30 minutes on average) so as to take production constraints into account. In addition, working in a small group facilitates discussion, and fosters a better understanding of the various topics covered.
Other themes are suggested by the doctors relating to fields such as addiction (alcohol, tobacco, drugs), sleep management, risks linked to exposure to legionella, and the prevention of psychosocial risks.

Priority is given to preventive action strategies within a process of continuous, sustainable improvement. These strategies are based on enhanced interactivity to encourage the appropriation of challenges and best practice.

The management of psychosocial risks (PSR) entailed by the work itself or caused by the organisation and by work relationships, is ever more important in a rapidly changing world. PSR may arise due to an imbalance between the perception that a person has of their work environment constraints and the resources they have to deal with it (stress, burnout), harassment, conflicts or violence inflicted on employees by people outside the company. Given that well-being at work and professional efficiency are complementary, the Health department of ArcelorMittal in Luxembourg has undertaken an annual assessment since 2011 of the perception of professional stress among all employees examined periodically.
This makes it possible to follow indicator trends at the various sites, and in terms of certain observations, to be able to draft bespoke action plans where required.
At the same time, the department has developed a comprehensive training and care program aimed at all levels of PSR prevention:

- **Primary,** to avoid the development of psychosocial risks;
- **Secondary,** to know how to react in the face of proven psychosocial risks (poor stress management, burndown, burnout, harassment, post-traumatic stress);
- **Tertiary,** to support an employee during their return to work following poor PSR management.

As part of primary prevention, new individualised management coaching has also been added. Provided by occupational physicians, it is specifically intended for field managers to provide support on a daily basis and to help them tailor their management style to the personality of their contacts, to enhance respect for difference and its complementary nature, to acknowledge each person's strengths, to better value and recognise early stress reactions and to know how to react to them appropriately. This training course was rolled out in 2019 across various departments in production, Human Resources and on our administrative sites, etc. It was also incorporated into our training module for the Belval Masters as part of the development of Maturity Culture.
In addition to training and workshops, the Health Department always provides a variety of prevention services. To this end, a dedicated contact platform is available round the clock, along with the psychological support unit, aimed at preventing post-traumatic stress. The department also provides:

- personality assessments (PCM) to help strike a balance between work and psychological needs,
- the teaching of relaxation techniques,
- as well as multidisciplinary support (doctor, psychologist, social worker, nurses, ergonomist) for all employees with symptoms of poor stress management.

GRI 103-1 I GRI 103-3 I GRI 404-2

Training & personal development

Employee commitment, recognition and outlook in terms of personal development are essential to any business wishing to boost momentum. Our employees and the young talents we bring on board expect a Group like ours to encourage a career that is rich in projects, professional development opportunities and fruitful contacts.

We aim to help our employees take every opportunity to flourish in a global company like ArcelorMittal. We believe that success depends not so much on the organisation but rather on the people that are a part of it. It is our conviction to support and promote the development of every person, and to enhance the skills and expertise of those who work with us, at all levels. Lastly, we strive to cultivate diversity within our teams, and to establish high-quality labour relations with our employees.

	2017	2018	2019
Number of employees as of 31 December 2019 in headcount	4,055	3,794	3,786
Total training hours for our employees, temporary employees, and subcontractors	149,822	129,477	120,052

GRI 102-8 I GRI 102-41 I GRI 103-3 I GRI 401-3 I GRI 404-2

	2017	2018	2019
Number of young people welcomed by our Luxembourg entities gathering apprentices, interns and international work experience volunteers	209	219	224
Number of training courses offered to all employees	404	414	496
Percentage of employees covered by a collective agreement*	76%	74%	74%
Total number of employees who have taken parental leave, by gender	77 43 men, 34 women	93 63 men, 30 women	128 98 men, 30 women
Number of employees who have left the company in the year following their return to work after parental leave, by gender	1 Woman	2 Men 3 Women	4 Men 2 Women
Percentage of working day lost due to social disputes	0	0	0

Total number of employees by employment contract and by gender

	2017 Female	2017 Male	2017 Total	2018 Female	2018 Male	2018 Total	2019 Female	2019 Male	2019 Total
Fixed-term contract	17	82	**99**	14	502	**516**	9	66	**75**
Permanent contract	493	3,463	**3,956**	68	3,210	**3,278**	528	3,183	**3,711**
Total	510	3,545	**4,055**	82	3,712	**3,794**	537	3,249	**3,786**
Full-time	391	3,480	**3,871**	378	2,873	**3,251**	421	3,165	**3,586**
Part-time	119	65	**184**	138	405	**543**	116	84	**200**
Total	510	3,545	**4,055**	516	3,278	**3,794**	537	3,249	**3,786**

Total number of employees by gender

2017	2018	2019
Women: 510 Men: 3,545	Women: 516 Men: 3,278	Women: 537 Men: 3,249

Total number of employees by age

	2017 Female	2017 Male	2017 Total	2018 Female	2018 Male	2018 Total	2019 Female	2019 Male	2019 Total
<30	39	242	**281**	48	248	**296**	56	239	**295**
30/50	341	2,008	**2,349**	356	1,985	**2,341**	361	1,968	**2,329**
>50	130	1,295	**1,425**	112	1,045	**1,157**	120	1,042	**1,162**
Total	510	3,545	**4,055**	516	3,278	**3,794**	537	3,249	**3,786**

Total number of employees by nationality

2017 Nationalities	%	2018 Nationalities	%	2019 Nationalities	%
French	**54**	French	**54**	French	**55**
Luxembourg	**21**	Luxembourg	**18**	Luxembourg	**17**
Belgian	**10**	Belgian	**10**	Belgian	**10**
Portuguese	**4**	Portuguese	**4**	Portuguese	**4**
Italian	**2**	Italian	**2**	Italian	**2**
German	**2**	German	**2**	German	**2**
Indian	**1**	Romanian	**1**	Romanian	**1**
Spanish	**1**	Indian	**1**	Indian	**1**
51 other	**6**	Spanish	**1**	Spanish	**1**
4,055	**100**	55 other	**5**	55 autres	**6**
		3,794	**100**	3,786	**100**

GRI 103-2

People at the heart of performance

Training is key in developing employee skills, versatility and employability so as to meet today's needs and anticipate tomorrow's. With this in mind, ArcelorMittal supports a wide range of training and development methods to smooth the transition to a 4.0 industry: theoretical and practical training, online and classroom programmes, seminars, conferences, tutoring, coaching, and so on.

Our training policy focuses on eight areas: the integration of new employees, workstation adjustment, leadership management, management support, techniques in the steel industry, techniques in the non-steel industry, health and safety, and languages. It is accompanied by a precise process:

- Analysis and identification of training needs
- Creation of training plans
- Implementation of training courses
- Assessment of training courses
- Monitoring and continuous improvement

The range of training courses is thus structured around three main hubs: Health & Safety, Business Techniques and Management.
"Knowledge to help identify, assess, anticipate and minimise risk" is our motto. Central to the day-to-day concerns of our industrial reality, the Health & Safety of our own staff and our subcontractors' staff is a top priority. It involves the commitment of every person, every day, to do all they can to reach the level of excellence required in terms of results. Our training courses accompany this ambition through the acquisition of knowledge of risks and the relevant behaviours to adopt. Leading by example, communication, transparency, involvement, and thoroughness are key skills and attitudes that set us apart in the Health & Safety field.
Business skill resources are essential to help navigate the complex and constantly changing environment at ArcelorMittal, and these are at the heart of a dual dynamic. On the one hand, industrial progress, driving the company's performance in line with market needs and technical advances, and on the other, social progress helping to ensure each employee's professional development and experience acquired.

Commitment and self-knowledge to enhance communication and collaboration, diagnostic and problem-solving tools, the ability to instigate and support change, the ability to be part of a continuous improvement process, shared responsibility are among the field management challenges at the heart of the company's collective performance. Training provides the resources required to develop an operational toolbox for field managers, and is, on one hand, the link between individual skills and their use to enhance value creation and progress, and on the other, the continuous development and constraints of the organisation. As part of a collaborative approach, our activities are performed in tandem with all internal partners (site managers, human resources, operational services, union representatives, etc.) and external partners (training bodies, state representatives, professional chambers and federations, etc.).

Apprenticeship in Luxembourg and cross-border learning within the Greater Luxembourg Region

In 2019, in partnership with the Luxembourg School of Commerce (LSC), the Agency for the Development of Employment (ADEM) and the Luxembourg Ministry of Education, Childhood and Youth (MENJE), ArcelorMittal developed new partnerships with the training centre of the Union of Metallurgy Industries and Professions (UIMM) in Lorraine to meet the skill needs of its industrial sites, welcoming BTS apprentices following technical training courses in Systems Maintenance and Electrotechnics (mechanical and electrical specialisations). Similarly, a collaboration was launched with the "Lycée Technique Guillaume Kroll" technical school, to support several apprentices in the new Mechatronics Technician training course which started in September 2019 in Luxembourg.

Promotion of industrial professions to younger generations

Every year, ArcelorMittal participates alongside Fedil (the Federation of Luxembourg Industries) in the promotion of industrial professions among school pupils. In 2019 we were present on 20 March at the Roadshow, on 25 April at the Recruitment Fair at the Lycée Guillaume Kroll, on 2 April at the Lycée Emile Metz and on 4 June at the Lycée Belval.

To find out more about our STEM initiatives , page 64

Technological trends: our training responses

As industrial equipment is shaped and changed by innovation, the Training Department adapts and customises its range of training courses so as to best support its internal customers. In 2019, efforts focused on driving motorised vehicles. Following the installation of new machinery on site, updates to procedures, a new format and content adjustment for the trolley and overhead crane training booklet were essential.

Refresher courses in electrical certification

ArcelorMittal has developed and provided in-house refresher training courses for low-voltage electrical certification since

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2019 for all electrical maintenance staff on its industrial sites in Luxembourg (Differdange, Belval, Rodange). This makes it possible to comply with the recommendation of the French Accident Insurance Association for periodic refresher courses every 5 years. This training course covers the principles of safe interventions on low-voltage electrical equipment (<1000V) at our facilities in line with our instructions and procedures.

Discovery workshops, an initiative to foster well-being

Launched to widespread acclaim during June 2019's Learning Week, these Time and Place units continued in the second half of 2019 by way of 12 workshops offered around the following three pillars: Live better, know yourself better, and feel better.

Designed as an essential component in a complex context of cognitive overload, loss of meaning, lack of permanence, and increasing absenteeism and with the aim of shoring up the aims of improved safety, health and well-being at work, these "Discovery Thursdays" comprised more than 190 hours of sharing, with an attendance rate of 88%.

This original approach put forward, and dedicated to well-being, is based on innovative formulas, with proactive approaches, open to all, giving participants practical keys that can be quickly activated from the standpoint of operational efficiency.

Through the diversity and the wealth of the innovative subjects covered by some 9 passionate professional experts such as Positive Psychology, Performance Strategies, Infobesity & Effective Communication, Self-Knowledge thanks to a growth mindset, Developing Goodwill, Relating to yourself and others, etc., the 127 participants were able to "open up new fields of possibility", to gain confidence, think differently, understand the intelligence of another's system, discuss experiences, compare opinions, learn from neuroscience, and so on.

The main benefits expressed are:

- the impression of a responsible company, which incorporates general issues, that are more global with no barrier between private and professional life,
- the ability to obtain genuine advice / solutions that are directly applicable,
- opportunities for expression and the opportunity to meet new colleagues,
- opportunities to work on yourself and to question yourself in a supportive environment,
- great personal and professional satisfaction, enhanced "well-being" and enriching meetings and discussions with colleagues from other departments,
- the time to take a step back, and to put things into perspective.

In conclusion: an achievement that was welcomed very constructively, contributing to a positive image of the company and encouraging in terms of the benefits foreseen in the medium term as regards motivation, absenteeism, an increased sense of consideration and uptake of collaborative values.

Key figures:

65%
think it had an impact on their motivation

97%
think it contributed to their general well-being and indirectly creating a social, cultural, and group dynamic within teams

97%
feel that the company is taking an interest in them thanks to this initiative

2

Products that accelerate more sustainable lifestyles

One way in which we promote sustainable development is to offer products that create more environment-friendly lifestyles for every citizen of the world.

To this end, we develop environment-friendly coatings and protect our products from corrosion for various applications, from agricultural fencing to marine equipment. We also provide efficient products to promote the development of public transport.

Research & Development expenditure

Amount in k€ - R&D center of Esch/Alzette

2017	2018	2019
2,932	3,271	3,480

Use of our rebars to build one of the largest hydroelectric complexes in Europe

In northern Portugal, halfway between Porto and Ourense, the Iberdrola Generación electricity company built one of the largest hydroelectric dams of the past twenty-five years. Ultimately, the complex will comprise three new dams and hydroelectric power stations. The project's total cost is estimated at €1.5 billion and the total power of the three dams will be 1,158 megawatts (MW). No fewer than 1,766 gigawatt hours (GWh) per year will be generated thanks to this complex.

The chief environmental interest of the project, beyond its large size, is to significantly reduce CO_2 emissions. The clean energy produced will limit CO_2 production by 1.2 million tonnes and reduce fuel oil consumption by 160,000 tonnes.

In 2019, ArcelorMittal Luxembourg supplied more than 500 tonnes of high performance steel fibre for this project (HE 55/35 and FE 60/36). In conjunction with sprayed concrete, they strengthened the structure of the underground galleries, producing a robust casing to protect and cover the steel pipes used for water transfer.

To date, more than two-thirds of the project has been completed. Completion of the complex is expected in 2029, nine years after it was begun.

Fast, energy efficient and environmentally friendly: our sheet piles chosen for the Luton DART project

ArcelorMittal Belval sheet piles used in the construction of the tunnel under a traffic lane.

Luton Airport is the fourth-largest airport in the London area, handling 16.5 million passengers per year. From 2021, an automated guided people mover, or light metro, will improve the passenger experience, reaching London in under 30 minutes. Our Belval site supplied AZ 32-750 sheet piles of up to 18.9m in length for the state-of-the-art project with a budget of £225 million.
Thanks to the Direct Air-Rail Transit (DART) project, Luton Airport Parkway station will be connected to the airport terminal in less than four minutes. It will replace the existing shuttle, easing rush-hour traffic and providing a higher transport capacity. The transport will be operated using a fully automated double shuttle, based on the latest system technology and design innovation, and able to operate around the clock. This cable-driven system is both energy efficient and environmentally friendly. Work began in April 2019 and will be completed in the summer of 2021. The 2.1 km transit link comprises:

- a viaduct,
- a footbridge,
- the DART Parkway and Central Terminal stations,
- a maintenance area,
- a tunnel and access to the airport terminal.

The project presents a multitude of complex technical challenges, but the main thing is to minimise disruption to passengers and day-to-day airport operations.

As such, the sheet piles were delivered in 3 phases, in line with a customised delivery plan drafted with the main civil contractor, VolkerFitzpatrick-Kier, to ensure that the piles arrive on site as construction progresses.

Iberdrola key figures:

Annual site production capacity of **1,766 gigawatt hours** (GWh)

440,000 Portuguese households supplied with electricity to meet their annual needs.

CO_2 production reduced by **1.2 million tonnes**, while fuel oil consumption reduced by **160,000 tonnes per year**

3

Products that create sustainable infrastructure

People around the world are becoming increasingly aware of the environmental performance of the products and services they consume. Designing innovative solutions to create structures that are built to last is one of ArcelorMittal Luxembourg's responses to contribute to Sustainable Development.

Research & Development expenditure

Amount in k€ - R&D center of Esch/Alzette

2017	2018	2019
2,932	3,271	3,480

Steligence®, a holistic vision of construction by ArcelorMittal

Through its radically innovative concept, Steligence® promotes the next generation of high-performance buildings and construction techniques, and creates a more sustainable life cycle for buildings.

The concept is based on the idea that buildings are holistic entities where all aspects of design are considered in an integrated manner, as part of a whole. It involves better dialogue between various specialist disciplines of architecture and engineering, acknowledging not only the need for expertise, but also for effective cooperation between experts. Steligence® also allows the best available steel technologies to be used, along with modularised steel components, generating efficiency gains during the design, construction and configurability of buildings in comparison with traditional construction methods.

In addition, since steel is infinitely recyclable, Steligence® paves the way for architects to configure the life cycle, recyclability and reusability of the building and its components, from the design phase.

Steel has many advantages in this domain: more floors for a given height; less imposing and thus less costly foundations thanks to the reduced weight of steel buildings compared to traditional materials; and much larger free spans between columns, allowing greater flexibility in terms of internal layout. Furthermore, buildings designed according to the Steligence® philosophy are easier to assemble (and potentially dismantle) and as such they are faster to build, reflected in significant efficiency gains for the construction sector. Design using modular steel components also enables reuse rather than recycling, giving steel a significant advantage in view of the tightening of building performance regulations and the development of the circular economy.

Higher rating upon sustainability certification

Buildings using ArcelorMittal steel solutions achieve higher levels in building certification scores such as BREEAM and LEED* than those built using traditional materials.

Lower environmental impact

With a comparatively lower environmental impact, specifically via the use of Magnelis®, and higher recycling rates than for other construction materials, steel is the first choice in sustainable construction. Steel provides access to the green building market, reflected in an increase in the property's value.

Less traffic on site during construction

Steel requires fewer on-site deliveries than comparable materials, resulting in less congestion and thus less impact on the urban environment.

Improved comfort

Steel buildings provide a more comfortable environment for the building's users due to its optimised thermal behaviour in hot weather.

Luxembourg steel thus helps breathe life into this approach, in particular through:

- HISTAR® steels are very strong and have a low alloy content, thus significantly reducing their weight and gaining significant time savings in the manufacturing process. HISTAR® combines high yield strength, excellent toughness at low temperatures and outstanding weldability. The application of the QST (quenching and self-tempering) heat treatment means that all HISTAR® grades improve the guaranteed values of the elastic limit across the entire range of section sizes.
- Angelina® cellular beams are lightweight, long-spanning, structural elements that enable the design of vast column-free spaces. They are an efficient, cost-effective alternative to trellises and openwork joist systems, combining function with flexibility, integrating technical installations and optimising the weight-height and load-weight ratios.
- HD profiles are hot-rolled wide flange structural steel profiles used in the construction of buildings, bridges, machines and virtually every type of standard or specialist structure. HD 400 series hot-rolled H-shaped construction beams are very practical for making connections, given the identical measurement between the wings.
- Cofraplus® floor profiles are trapezoidal steel sheets with open ribs and specific bosses, ensuring a composite action with the concrete used in floor constructions. This product offers considerable savings in terms of weight, time and cost. Its ease of handling and flexibility of use make it suitable for almost all renovation projects and works, while being fully recyclable at the end of the life of a building.

** BRE Environmental Assessment Method (BREEAM) is the method for assessing the environmental behavior of buildings developed by the Building Research Establishment (BRE). It is the equivalent of HQE or Mediterranean sustainable buildings standards in France, LEED in North America or Green Star (in) in Australia.*

Steels with high elastic limit.

In 2019, the new range of Web Tailor Made (WTM) profiles, was extended to include the 100 mm thickness. The S500 and Gr80 grades were accepted within the European and American standards respectively. This grade offers the highest mechanical resistance in the world for this beam range.

Several orders for new steels were taken in 2019: these products are being developed and are subject to specific monitoring from the production and quality management teams. The development of this new generation of steel will continue through 2020.

The tallest building in Europe made with our new "HISTAR® 460 Russia" steel

After supplying the steel profiles used for the construction of the Burj Khalifa, the tallest building in the world, ArcelorMittal Differdange was asked to supply heavy profiles for the construction of the tallest building in Europe, the Lakhta Center in Saint Petersburg, Russia. At a height of 462 metres, the Lakhta Center and its adjacent building are constructed using a steel grade specially designed for this project, the HISTAR® 460 Russia.

A design inspired by Gothic art

Inaugurated in 2019, the Lakhta Center, a work of undisputed elegance and prestige, broke several records. In fact, it is the tallest skyscraper in Europe at 462 metres, and the most northerly positioned one in the world, to name but two. Its 86 floors cover a gross area of 163,000 sq. m. Designed by RMJM and developed by Gorproject, the center's appearance is inspired by a cathedral spire that ends in a tapering, twisting tip. The project's structural engineering was done by Gorproject and Inforceproject, while general project management was entrusted to the Renaissance Construction Company.

A solid commitment since 2008

For ArcelorMittal, the premises and monitoring of this project began in 2008. Over the years, at each stage of the project's development, our teams convinced the structural engineers and the project owner responsible for construction to opt for a solution using heavy profiles. Our research centre in Esch-sur-Alzette (Luxembourg) worked on the project from the start, to help the plant refine the quality of steel and obtain its approval under the HISTAR® 460 Russia name from the Official Institute and competent authorities in Russia.

Key figures Lakhta Center:

Height: **462m** (1516 feet)

Number of floors: **87**

Gross floor area: **163,000 sq. m**

Use of building: **Office space**

Structural material: composite columns and floors with reinforced steel bracing

"The structural performance of the solution means we can offer a high-tech product at the most competitive price on the market. This was the main driving force when choosing the heavy profiles made of HISTAR 460 quality steel for Russia. The weight reduction from using HISTAR quality steel brought additional benefits, including a reduction of some 30% of incorporated CO_2 in the building columns. Also, HISTAR is made 100% of recycled steel scrap."

Georges Axmann
Manager Export Projects
Sales & Marketing

A high-performance steel grade made in Luxembourg

The skeleton of the tower is star shaped, with transverse beams which are slightly different on each floor, and at its centre a circular concrete core, which mainly houses the lifts. The facade of the 73,000 sq. m tower is composed of 16,500 pieces of glass. The structure's perimeter rests on mixed columns based on heavy rolled profiles of HISTAR® 460 Russia quality steel. This high-performance steel grade has resulted in significant savings in program costs and environmental savings, by optimising the weight of the material and its implementation and installation time.

The Differdange plant delivered 21,254 tonnes of steel profiles for the construction of the tower and the two adjacent multifunctional buildings. Here heavy rolled profiles, also known as "jumbos", were used. This plant is the only one able to produce HISTAR® 460 steel with its very stringent mechanical requirements and excellent ease of transformation during welding. It is acknowledged for its excellent references in the production of the very heavy profiles used in the construction of skyscrapers, and is thus a leading supplier helping to shape cityscapes the world over.

A new economic centre for Saint Petersburg

Located in the city's Primorsky district, the Lakhta Center will be at the heart of a sustainable economic zone, bringing together office space in the tower and transport infrastructure, green spaces and several public facilities, including a planetarium, a sports complex, a medical centre, a concert hall, and a bank. Outside the building, the planned landscaped areas will offer a 2,000-seat amphitheatre and an ecological esplanade. The two multifunctional buildings at the foot of the large tower will house a convention and conference centre with a panoramic restaurant, an observation deck, an amphitheatre, an atrium, stores, the "World of Science", a transformable hall, a health centre, a sports complex and office space. The tower will serve as a major landmark for the area, with its impressive height and its unique tapered, twisted tip. The world's largest gas company, Gazprom, will be headquartered there.

Luxembourg sheet piles, a sustainable solution

For many years, ArcelorMittal has worked to improve its sheet pile range, developing lighter, wider and more resistant profiles. During the building of quay walls, dikes, underground parking lots, tunnels, bridges or highways, various methods can be used to retain soil or water on a temporary or permanent basis. Steel sheet piles are particularly suitable for the majority of these excavation projects since they are designed to interlock with one other with no welding or screwing, and are thus easy to recover after use.

The durability of this solution made it worth obtaining the Environmental Product Declaration (EPD) for our sheet piles in 2018, produced in our electrical furnaces in Luxembourg. The EPD provides information on the environmental impacts of each stage of the product life cycle (production, transport, use, and recovery). Based on a life cycle analysis (LCA), it is certified by an independent body. EPD makes it easier for architects and builders to obtain sustainable building certifications such as Leadership in Energy and Environmental Design (LEED) or Building Research Establishment Environmental Assessment Method (BREEAM).

In addition, two tools are available and used by our R&D team at Esch-sur-Alzette dedicated to long products: the LCA tool and the transport tool, developed based on certified environmental data and available in our various EPDs.

The LCA tool sets out a methodology and measures the environmental footprint (CO_2 emissions, resource consumption and waste generation) of sheet piles according to various reuse scenarios. Several factors are considered, including the product's properties and the different uses to which it will be put. This tool specifically highlights the importance of considering the product's use value and the benefit of hiring sheet piles, a service offered by ArcelorMittal.

The transport tool provides information on the environmental impact of the transport phase of products brought to the building site. In fact, our products' EPDs comprise phases for production (supply and transport of raw materials, manufacturing), assembly, use (maintenance, consumption of building resources, etc.) and end of life (demolition, transport, recycling, etc.). They are based on a full life cycle analysis that does not include the transportation phase of products once they leave our factories bound for our customers due to the wide variability of data and the multimodal complexity (type of equipment used, loads, etc.).

The transport tool now allows our customers and internal teams to better monitor the carbon footprint according to the transport methods used.

Conserving wildlife with sheet piles

The Compagnie Nationale du Rhône (CNR) built the fish pass on the Rhône at the Sauveterre dam in Gard, France. Unique in France, this pass restored the traffic path of large migratory fauna such as eels and lampreys. Until its inauguration in 2019, the dam had been an insurmountable obstacle for fish. The 200-metre-long structure also includes a 650 kW hydroelectric power station, as well as an underwater scientific observatory to count and study the fish population.

This exceptional structure is located on the right bank of the Sauveterre plant dam. Its length of 200 metres allows fish to navigate the fall height of almost 10 metres. The average flow at the fish pass is 800 cubic metres per second.

The structure includes an attraction flow, encouraging fish to take this corridor. This is implemented by way of a micro hydroelectric power station.

The system put in place allows operation to continue uninterrupted throughout the year while the flow rate of the Rhône varies from 563 m^3 per second during low periods and 3,000 m^3 per second during flood periods.

No fewer than 900 tonnes of Luxembourg PU® sheet piles and 120 tonnes of foundation steel pipes were installed to enable realisation of this project. PU® steel sheet piles are part of our eco-friendly EcoSheetPiles™ range, made from 100% recycled steel at the Belval plant in Luxembourg.

Obstacles placed inside the structure to guide the fish © JuanRobert-161116_0495

Key figures

Sheet piles: around 900t of EcoSheetPiles™, made from 100% recycled steel

Aerial view above the hydroelectric dam © JuanRobert-170911_0202

4

Efficient use of resources and high recycling rates

The main advantage of steel is the fact that it is infinitely recyclable, enabling reduced consumption of finished raw materials, iron ore or coal. The responsible use of these finite resources in our production processes is essential, along with waste management, and the development of products that can be reused, rather than simply recycled.

	2017	2018	2019
Tonnes of materials used in the production process (scrap, used tyres, lime, etc.)	2,581,998	2,674,883	2,516,519
Percentage of by-products recovered per tonne of waste generated Quantity of operating waste such as black slag, calamine, etc. from steel production, returned to a recovery process rather than a disposal process.	88.1%	81.2%	87.2%
Percentage of recycled materials in the production of crude steel casting Proportion of scrap and used tyres put into the furnace during steel production.	95.1%	95.1%	95.1%

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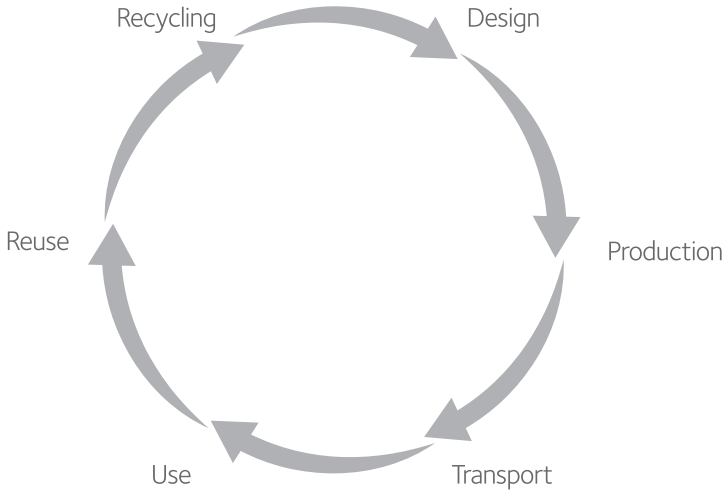
	2017	2018	2019
Tonnes of recycled scrap	2,453,033	2,541,268	2,389,750
Tonnes of CO_2 avoided due to using scrap in comparison with an integrated route (blast furnaces)	3,188,942	3,303,649	3,106,675

The circular economy, an integrated approach

In developing the holistic approach necessary for the circular economy, ArcelorMittal works at all stages of its product life cycles to reduce its environmental footprint as much as possible. Reduce, recycle and reuse are the mottoes during the design, production, use and management of the end-of-life of our products, in collaboration with our stakeholders.



Most of our Luxembourg products and construction solutions are initially designed as closely as possible to the "cradle-to-cradle" approach. Our Differdange HISTAR® steels, combining significant weight savings and high strength, and our latest-generation Belval sheet piles, allow a reduction in the quantity of materials and thus the energy required for production, along with reduced lead times in handling and assembly. The advantages of our products are disseminated transparently by means of Environmental Product Declarations (EPDs), based on a life cycle analysis (LCA) and certified by an independent body, awarded to our HISTAR® steels and sheet piles in 2017 and 2018. Developing innovative construction solutions is also the aim of the new Steligence® concept, which promotes the next generation of high-performance buildings and construction techniques, and creates a more sustainable life cycle for buildings.

The environmental efficiency of the production process is also monitored on a daily basis. The first milestone in this approach in Luxembourg was the transition to the electrical sector in 1997, which made it possible to reduce energy consumption by 55%, particle emissions by 97%, and water consumption by 50% compared to the integrated sector. 95% of the steel we produce is also made from recycled steel. In fact, steel is infinitely recyclable without a loss of quality, considerably reducing the use of new resources. Since that time, the margin of progress has been more limited, and we consistently strive to reduce our impact by installing the latest generation equipment and using innovative techniques. These include the project to recycle the energy dissipated in the fumes from the reheating furnace of Rolling Mill 2 implemented in 2018 to supply an urban heating network in Esch-sur-Alzette, managed by SUDCAL. In addition, particulate matter emissions are gradually controlled by transport techniques and new processes. Managed by means of a closed circuit, water is ultimately treated and reused, with the gradual goal of reducing its consumption.

More information on emissions, water and energy management can be found on pages 52, 51 and 53 respectively of this report.

Our waste also falls under three main action areas: prevention, recycling and disposal. 80% of our operational waste (co-products) is recovered. Of the 180 kg of waste generated per tonne of steel produced (tCS: tonne of crude steel), black slag makes up the majority (slag from electric steel works, 100kg/tCS) along with mill scale from rolling mills (44 kg/tCS). These are respectively recovered externally in public works for road construction, and internally, reinjected into the steel production cycle to replace iron ore. White slag in landfill is subject to constant studies to find potential recycling routes in order to recover it.

In addition to ease of transport, handling and construction, our products encourage reuse. Our Belval sheet piles are part of the rental model developed to promote the concept of use rather than consumption. Over successive rental cycles, sheet piles are used at least 10 times over a period of 15 years, and 100% of sheet piles are recycled at end of life. This model allows the customer to reduce project costs and their physical inventory, and to benefit from a wide range of options. In addition, design using modular steel components encourages building configurability, thus increasing the potential use of premises (homes, offices, commercial spaces). Thanks to the Angelina® castellated beams produced in Differdange, it is, for instance, possible to create uninterrupted spans of up to 13m. The resulting reduction in the number of columns required makes it possible to easily reconfigure office spaces and to increase the range of uses. The Steligence® concept supports the holistic approach required to achieve circularity in the construction sector.

Our waste management

Considering our core business, our main waste comes from the production process (co-products) from our major sites in Luxembourg: Belval, Differdange and Rodange. Three strategies for action form the backbone of our continuous improvement approach: prevention, recycling and elimination.

Firstly, prevention comes down to limiting the production of waste, particularly co-products, by working on the performance of facilities, as much as possible. For instance, leaks are avoided as much as possible thanks to continuous maintenance to conserve oils.

Recycling then consists of using the specific properties of the waste generated by our production processes as raw materials. In fact, everyday waste linked to activity around the process (PPE, packaging, etc.), is reduced, selectively collected and recovered or eliminated by recognised channels. Arbitration between internal and external recycling for co-products, is done according to the material's use value. If it is higher than its exchange value, internal recycling is the preferred channel. The ROMEO system also helps to determine the best processing path. A recycling optimisation model for economic and environmental optimisation, it analyses the behaviour of our various industrial tools throughout the world, such as the electrical furnace or sinter plant. The model simulates the effect of using a co-product to supply our various facilities in terms of cost, productivity and atmospheric emissions. It thus allows a more efficient efficient arbitrage, taking into account both economic and environmental factors to recover these co-products. Improvement scenarios are thus identified to recycle our waste.

Internal recycling is chosen for mill scale (the layer of iron oxide produced on the surface of steel parts subject to high temperatures), a residue from the steel process formed during continuous casting and when semi-finished products pass through the reheating furnace in our rolling mills. This is reinjected to partially replace the iron ore.

When internal recycling is not suitable, external recycling channels are used. One of our main industrial waste types is black slag, an impurity expelled from the electrical are furnace when scrap metal is melted. This is temporarily stored in storage centres, commonly known as "slag heaps" to be used in road construction.

Lastly, 18% of the elimination via landfill of certain operational waste such as white slag from ladle furnaces or sludge from rolling mills, occurs according to the strict environmental standards described under Key Issue 5 of this report. In 2019, dedicated research projects continued to be pursued.

For more information about storage centre management, see Key Issue 5 of this report page 48

Optimised governance

A new cross-functional division, SEEIM (Safety, Environment, Energy and Integrated Management), was created in August 2019 to maximise our efficiency and performance at the Belval, Differdange and Rodange sites.

This division comprises three centres:

- The Operational centre, in charge of monitoring safety and environmental achievements in order to comply with regulations both in Luxembourg and those published by the ArcelorMittal group.
- The Projects centre in charge of managing environment and security projects, specifically in terms of projects carried out on recyclable paper, the recovery of dissipated energies, water flocculation (purification process by which flakes of impurities suspended in a liquid are collected), the standardisation of procedures and practices regarding standards to prevent fatal accidents (in close cooperation with specialists in the Operational centre), etc.
- The SMI centre, in charge of internal and external communication as well as contacts with administrations, labour inspection, Environment Administration, NGOs, etc.

All certification audits, continuous improvement monitoring, regulatory watches and regulatory check monitoring will also all be planned from this centre.

The Bissen site fully manages its zinc consumption

New equipment to optimise the galvanizing process in terms of cost and quality of the final product was implemented in 2019.

In connection with activities at the Belval and Bissen sites, the galvanizing process consists of depositing a coating of zinc-aluminum-magnesium by immersion on a previously drawn steel wire, thus protecting it against corrosion.

Both sites commissioned new equipment for 40% of their galvanizing lines, to optimise the thickness of the coating layer deposited during the galvanizing process.

In addition to making substantial savings in relation to zinc consumption, the capability of our process in terms of coating quality was also improved.

In view of the promising results, this technology will be extended to most lines during 2020/2021.

"The reduce-reuse-recycle model would not work without the input of smart communities, where smart entrepreneurs carry out construction projects safely and on time, with low emissions and minimal disruption to traffic. I would thus like to express my gratitude to all the companies involved in steel sheet pile projects, because this award also belongs to them."

Thierry Laux
ArcelorMittal Europe Product Marketing Director - Long Products, Sheet Piling

ArcelorMittal Sheet Piling wins Smart City Industry Award for its contribution to the circular economy

Professor Aurélien Baluta of Spiru Haret University presents the award to Darius Macijauskas, ArcelorMittal Sheet Piling.

Over 400 industry leaders gathered for the Smart City Industry Awards in Bucharest, Romania, where this year, more than 100 projects were in competition. The awards, organised by the Romanian Smart City and Mobility Association (RSCMA) is a prestigious industry event dedicated to organisations that support Romania's development. The winners are recognised in various categories by a jury composed of experts from the following fields: Smart Mobility, Smart Economy, Smart Government, Smart Citizen, Smart Environment, Smart Living, Smart Energy, Best Artificial Intelligence (AI) Project, Smart Education and Smart Real Estate and Residential. ArcelorMittal Sheet Piling was recognised in the "Smart Real Estate and Residential" category, in the "Building and Construction" subcategory for its work in the circular economy, and its goals of enhanced productivity and waste reduction. Steel sheet piles can be reused several times in temporary applications, thus reducing the environmental impact when sections are reused. At end of life, 100% of the steel is then recycled. Professor Aurélien Baluta of Spiru Haret University presents the award to Darius Macijauskas, of ArcelorMittal Sheet Piling. "This award is a recognition of ArcelorMittal's leadership in providing smart, sustainable solutions that are quick and cost-effective to implement with minimal impact on the environment," said Amit Sengupta, marketing director of ArcelorMittal Europe - Long products. "We continue to offer our customers additional tailor-made solutions in a wide range of projects thanks to our application-based marketing initiative."

Key figure:

100% of steel sheet piles are recycled at end of life.

Signing of the Zero Plastic Charter: towards a single-use plastics free company

ArcelorMittal Luxembourg has signed a manifesto which undertakes to eliminate the use of single-use plastic on our administrative premises by the end of 2020.

The reduction of our plastic consumption was already reflected in various actions in 2019:

- New coffee machines were installed on the premises of the Petrusse head office, that provide neither cups nor "stirrers".
- Recommendations were also made to employees with, *inter alia*, incentives to bring their own cups or bottles to refill at the water cooler, to use reusable cutlery and lastly to refrain from accepting plastic bags when shopping for lunch outside.

A substantial ecological impact

These everyday gestures are economical as well as ecological: today, 70% of the waste found in the sea or on beaches is composed of single-use plastics and this simple change in our consumption habits would decrease our impact on ocean pollution. Over 350,000 million tonnes of plastic is produced each year. If nothing is done, 12 billion tonnes of plastic will be found in the ocean by 2050.

The use of 121 tonnes of plastic and the generation of the same number of tonnes of immediate waste is thus saved each year, thanks to the commitment of ArcelorMittal Luxembourg and the 53 other companies signing the Zero Single-Use Plastic manifesto.

160 tonnes less disposable plastics every year from 2021

Sources IMS

Use of recycled paper

In 2019, in order to act as a responsible environmental player, ArcelorMittal's purchasing and environment departments rolled out the use of recycled paper in Luxembourg.

Our paper consumption stands at some 8 million sheets per year, which corresponds to the felling of 700 trees per year, the equivalent of the size of a football field. Using recycled paper would allow us to reduce this mass felling by almost 88%.

Producing recycled paper =

- 6 times less water per kg of paper
- 2 times less energy to dry out 1 tonne of paper
- 25 times less chemical waste
- 38% reduction in CO_2 emissions

Using recycled paper =

- 88% fewer trees felled

Key figures 2019:

29,600 plastic cups saved in 2019 vs 2018

GRI 103-1

5

Trusted user of air, water and soil

For many years, climate change has alerted us to our responsibility to be water-, air- and soil-friendly. In addition, our stakeholders ask for improvements in the environmental footprint on our sites. As such, all our efforts focus on continuing our activities with greater respect for nature, by improving our processes.

GRI 103-3 I GRI 303-1 I GRI 305-7 I GRI 306-1 I GRI 306-2 I GRI 307-1

	2017	2018	2019
Dust emissions (g/tCS) Grammes per tonne of crude steel (tCS: tonne Crude Steel)	8.00	8.00	9.00
Water withdrawal (m^3/tCS) Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	0.65	0.34	0.79
Surface water	0.14	0.07	0.06
Piped water	0.30	0.00	0.46
Ground water	0.21	0.27	0.27
NOx emissions (g/tCS) Grammes per tonne of crude steel (tCS: tonne Crude Steel)	357	264	270
SOx emissions (g/tCS) Grammes per tonne of crude steel (tCS: tonne Crude Steel)	97	101	99
Water discharge (m^3/tCS) Cubic meter per tonne of crude steel (tCS: tonne Crude Steel)	0.62	0.57	0.51
Percentage of waste disposed off in landfills	11.5%	18.1%	24.1%
Fines received for non-compiance with environmental legislation and regulations Amount and number of non monetary fines	0	0	0

GRI 103-1 I GRI 103-2 I GRI 103-3 I GRI 304-2

Soil and biodiversity management: finding a complex balance

The impact we have on soil depends mainly on our management of hazardous products and waste at our active sites, as well as our conversion process on former industrial sites which were hither to not subject to the same environmental requirements as today.

At our active sites, our products and waste are classified into three categories: non-hazardous, hazardous and toxic. Subject to their classification, management measures will be applied to them as required by internal procedures, the ISO 14001 international standard and national and European regulations such as REACH (Registration, Evaluation, Authorization and Restriction of Chemical substances) at the storage, handling, use and recovery stages. As discussed in outcome 4 of this report, we recover 80% of our operational waste. The majority of this recovered waste, black slag, is temporarily stored in storage centres, commonly known as "heaps". These are built on impermeable soils which are a barrier for groundwater, and all runoff is collected and treated at ArcelorMittal plants. The nature of the authorised residues and their storage conditions are set out in regulations, and regularly checked by water analyses and inspections by the appropriate local authorities. Among other things, chemical analyses are carried out periodically to guarantee the structure's reliability; and the quantity of waste leaving the plant is closely monitored. The slag is cut to size by a specialist subcontractor so it can be used directly in various sectors such as public works. It should be noted that the quality of these co-products is managed from the production stage onwards using temperature control, cooling and rock-blasting, which consists of breaking large blocks of stone.

The remaining 20% of operational waste is either placed in storage pending a recovery solution made possible in line with current technological advances, or transferred to landfills approved and controlled under European regulations ensuring the best fit between type of material and processing.

This differentiated management aims to maximise the reuse potential.

On our former steel sites subject to conversion, environmental analyses are carried out to identify the nature of the soil, subsoil and underground water, in particular storage centres to clean them up and secure them as effectively as possible with a view to launching a rehabilitation project. Old storage centres are composed mainly of blast furnace slag, since the electric sector only replaced the integrated sector in Luxembourg in 1997. These slags are recoverable, and thus sold in the cement industry as discussed in outcome 4 of this report. The remainder is sent to treatment centres.

Particular attention is also paid to the many species that have repopulated our sites over the years. In fact, a biotope study is required for all sale, rehabilitation or construction projects. An external expert is then commissioned by the operating company to identify all the species and habitats present. For a period of up to one year, the land is analysed in depth, summer and winter, day and night. This biotope study identifies the habits of the various species present, as well as their diet, or reproduction period. The experts then put forward solutions to comply with the legislation: for each protected species, the ideal habitat with a territory that is sufficiently large for the animal to flourish must be recreated. In this way, protected species now populate our former sites, including alpine newts on the Mondercange heap, common redstarts identified at Lentilles-Terres-Rouges or the woodlark at Ehlerange. To find out more about the environmental process implemented during an industrial conversion, please see outcome 10 on page 67 of this report.

Lastly, note that the Luxembourg Nature and Forest Agency (ANF) manages sites belonging to ArcelorMittal in protected areas of national and community interest by way of a leasing agreement signed in 2017 for a renewable five-year period. ArcelorMittal provides various sites located in the Natura2000 areas of Differdange, Dudelange and Esch-sur-Alzette, which are subject to management plans drawn up by the ANF, as well as habitat action plans, such as that dedicated to chalk grasslands and myriad species action plans such as those for the woodlark or the smooth snake. As part of the national plan on the protection of nature 2017-2021, and more specifically the national biodiversity strategy, many sites of high ecological value belonging to ArcelorMittal in Luxembourg, such as former open pits, benefit from the ANF's know-how in environmental management. These areas, which were formerly industrial sites, have now been reclaimed by nature. The aim is to preserve the biodiversity which can flourish in these spaces, while enhancing their ecological potential through extensive agriculture.

Which rare and protected species are present on our former industrial sites undergoing conversion?

Common redstart

Enthusiasts of old buildings with nooks and crannies where they feel safe, bats have colonised several former industrial sites.

Wall lizards love to creep through the rubble surrounding the rails of the old railroads typical of steel sites. The muddy, humped terrain of the heaps is an ideal playground for natterjack toads.

And on the Mondercange heap, we can also find alpine newts, recognisable by their orange belly.

Many birds are also present, with six couples of common redstarts identified at Lentilles-Terres-Rouges or the woodlark at Ehlerange.

As part of the Lentille Terres Rouges (LTR) redevelopment project at Esch-sur-Alzette, ArcelorMittal Luxembourg has entered phase 2 of compensation with:

- Orchid displacement and the creation of a habitat for lizards in an area close to the LTR site in late 2019 (approximately 1.5 Ha)
- The creation of a habitat for birds in another area near the LTR site (some 5.5 Ha) should have been completed by the end of March 2020, with planting of fruit and non-fruit trees, hedgerows and installation of nest boxes

Water Management

Water is a vital resource for our steel sites, all of which are in fact built near rivers. Water has two main functions: firstly, to cool facilities subjected to high temperatures in the steel industry, and secondly, to transport the steel particles resulting from the rolling process which are detached from the finished product, and must be recovered.

In both cases, water is managed identically at our main sites in Belval, Differdange and Rodange. We deal both with water consumption and water treatment. The cooling tanks present on our sites hold a large volume of reserve water. They are supplied chiefly by rainwater flowing onto our sites, as well as occasional take-ups from surface and underground water required to compensate for water lost through evaporation. Water is then pumped from these ponds to be transported to our facilities through a substantial pipe network. After use, the water flows to the settling tank systems for treatment. These systems are mechanical facilities, subject to maintenance and hefty checks, which allow the extraction of solids suspended in water as well as traces of hydrocarbons. The water winds up in our tanks and will be pumped again, since our sites operate on a closed circuit. Continuous maintenance is carried out on these settling tanks to optimise their operation.

Test for new water recovery technology

ArcelorMittal's global Research and Development (R&D) department presented to its SpotView consortium partners – bringing together Finland, France, Greece, the United Kingdom, Germany, Luxembourg, Belgium, the Netherlands and Spain – the results of its initial tests on innovative technologies and assessing alternative water resources, which should make it possible to increase the rate of water recovery in the Group's plants.

The aim of this project is to develop and showcase innovative, sustainable and efficient technologies and processes with a view to optimising the use of natural resources, in particular, water, in three industrial sectors: dairy products, paper pulp, and steel.

The consortium covers the entire value chain in these sectors, from the technological development phase to industrial applications. ArcelorMittal's global R&D department and the Düsseldorf BFI Technology Center are working together on research into these technologies as applied to the steel industry, and also in order to develop synergies with other relevant industrial sectors.

The innovative technologies subject to assessment for the steel sector are:

- "capacitive" deionisation to reduce water salinity;
- a hybrid submerged flotation/micro-filtration process to remove suspended solids, oils and greases. By combining the two treatments into a single stage, they hope to improve water quality and reduce the footprint of the process.

These two technologies are very versatile and could be applied on various types of production site facing water restriction problems, or the need to modernise their water treatment plants.

Initial results from the tests carried out by the team are promising, reaching water recovery rates of 70 to 95% depending on water quality.

The technologies will be subject to an environmental impact and benefit analysis, and will have to meet SpotView's targets as regards reducing water consumption, wastewater emissions, use of chemicals and energy consumption, from 20% to 90%. The partners plan to disclose their results upon completion of the project in 2020.

Managing emissions

Our industrial facilities typically produce four types of emission: CO_2, NOx (nitrogen oxides), SOx (sulphur oxides) and dust (diffuse emissions). Emission from our steel mills are treated both by extracting the fumes created inside the electrical furnace and in the hall where the furnace stands.

The fumes produced during casting in the electrical furnace are extracted via the main dust extraction system. It extracts the fumes through openings in the lids of the furnaces and guides them to the afterburner chambers, whose job consist in burning off gas residues. The fumes are then cooled to 260 degrees Celsius, and guided to the spark separator to eliminate any sparks that may start a fire in the bag filters. Before entering the filter chamber, activated carbon is added by injection, chiefly capturing dioxins. Ultimately, these filters greatly reduce the particles in suspension in fumes before they are evacuated by chimney.

Another important strategy for managing diffuse emissions is the confined, watertight transport of powdery materials, such as lime or anthracite used in addition to scrap metal for the manufacture of steel within our facilities.

For emissions located in the electrical furnace hall, two extraction systems are mounted on the steelworks' ceiling to extract the diffuse emissions produced during casting. They are then subject to the same treatment as the emissions captured in the electrical furnace. They are collected by the main dust extraction system and collected in the spark separator to be guided to the activated carbon injection, and end up in the filters.

The sizeable maintenance required to maximise all the components of these filtering systems occurs continuously.

NOx and SOx emissions mainly occur in terms of the combustion of natural gas necessary to cast steel in the electrical furnace. The technologies of the burners used, as well as their adjustment, are the main strategies for action.

Find out more about our management of C02 emissions on page 53 of this report.

GRI 103-1

6

Responsible energy use that helps create a lower carbon future

The steel industry consumes energy through its production process. As such, energy efficiency is a key issue, both in terms of the environmental aspects of the energy transition and in terms of costs for the company.

GRI 103-1 I GRI 103-2 I GRI 103-3 I GRI 302-3 I GRI 305-1 I GRI 305-2 I GRI 305-3 I GRI 305-4

	2017	2018	2019
Energy consumption (GJ/tCS) Gigajoules per tonne of crude steel (tCS: tonne Crude Steel)	9.15	8.68	8.76
CO_2 emissions per tonne of crude steel (kg CO_2/tCS) Kilogram per tonne of crude steel (tCS: tonne Crude Steel)	310	300	289
Direct emissions (Scope 1 set by the GreenHouse Gas protocol) corresponding to the CO_2 directly emitted by the furnaces	185	179	180
Indirect emissions (Scope 2 set by the GreenHouse Gas protocol) corresponding to the CO_2 emitted to generate the energy consumed: electricity and heat (hot water, steam)	82	77	65
Other indirect emissions (Scope 3 set by the GreenHouse Gas protocol) corresponding to CO_2 emissions from products used in our workshops such as quicklime and industrial gases (oxygen, nitrogen)	43	44	44
ISO 14001 certified facilities The standard covers environmental management. It is based on the principle of continuous improvement in environmental performance by controlling the impact associated with company activities.	5 out of 8	4 out of 7	4 out of 7
ISO 50 001 certified facilities The standard covers energy management.	4 out of 8	3 out of 7	3 out of 7

As a steelmaker, our major environmental impact lies in our energy consumption and our resulting CO_2 emissions. Our strategies for action focus on reducing energy consumption and on the energy source used. Our emissions are also subject to stringent monitoring.

In fact, ArcelorMittal is part of the European Union Emissions Trading Scheme (ETS). Each year we declare our emissions based on measurements and calculations audited and validated by an approved European organisation. Each flow that may generate the slightest kilo of CO_2 is scrupulously studied, from the quantity consumed to the accuracy and changes in inventory, including traceability, chemical analyses, calculation method, and so on.

In Luxembourg, ArcelorMittal is currently focusing on reducing its energy consumption in order to reduce its emissions. Several projects have reduced both the energy consumed in our ecosystem and that of our facilities.

Among these different projects, the system to recover excess heat supplying the Belval district heating network operated by SUDCAL, which is particularly innovative, won the 2019 Fedil Environment Award.

Since this system was inaugurated, the heat emitted by the reheating furnace of the sheet pile mill supplies the heating system operated by SUDCAL in the Belval, Nonnewisen and Sommet districts, to which 200 customers

are connected. Around 70% of SUDCAL's heating needs are thus met. The Belval site is composed of an electric steelworks and two rolling mills, including Rolling Mill 2. This mill has a reheating furnace raising the temperature of semi-finished products to 1300°C and since last year, its fumes have been used to supply the SUDCAL heating network. Upon output at 400°C, the fumes are sent to a recuperator, which heats water that is then sent to a water-to-water heat exchanger. At this point, the water is at last ready to be sent to the homes heated by SUDCAL.

Thanks to reusing this energy, ArcelorMittal Luxembourg helps reduce the national energy consumption of the Grand Duchy, thus allowing SUDCAL to lower its environmental impact by up to 5000 tonnes of CO_2 per year, avoiding the need to resort to gas burners in order to heat the water in its heating system.

From left to right: Michèle Detaille, Chair of Fedil; Carole Dieschbourg, Minister of the Environment, Climate and Sustainable Development; Roland Bastian, Director of ArcelorMittal Belval and Managing Director of ArcelorMittal Luxembourg; Cédric Auveiler, Environmental Engineer at ArcelorMittal; Claude Burton, Director of Sotel; René Winkin, Director of Fedil.

Roland Bastian
Managing Director of ArcelorMittal Luxembourg

"It fills me with pride to see this project, the fruit of flawless cooperation between an industrial partner, the state and an energy operator, be given such an award. Reducing our environmental impact is one of our major policy areas to promote sustainable development and the circular economy implemented by the Group in Luxembourg. With this project, we have shown that pooling complementary talents in order to manage the industry's environmental impact really works! This initiative sets a great precedent for other players in Luxembourg, who can draw inspiration from it and increase its scope."

Key figures

4,000 homes heated per year thanks to SUDCAL

Up to **5,000 fewer tonnes of CO_2** emitted per year

Safer, cheaper and greener lighting at TMB

The Belval site decided to launch an additional energy efficiency project involving the replacement of its TMB lighting infrastructure, comprising more than 700 high pressure sodium vapour lamps and fluorescent tubes, by LEDs.

This environmentally friendly project was successfully completed in late June 2019 and the new lights were installed without disrupting production. It helps reduce maintenance costs while saving energy and improving working conditions.

Its design, installation, operation and maintenance were entrusted to our current partner, which guarantees energy savings and lighting levels for the next ten years.

Stéphane Boul
TMB Manager

"This solution solves a number of problems. Firstly, LED technology offers much improved levels of lighting: better visibility, increased personal and industrial security, a higher colour rendering index thus enabling enhanced product inspection. Secondly, it considerably reduces energy consumption and thus electricity bills. Installation was done during the day and did not disrupt production!"

Key figures:

Over 700 obsolete lamps replaced by LEDs

A new energy-efficient, uniform lighting system in line with the latest standards (EN12464)

Consumption down by more than 70%, resulting in savings of some 2 GWh per year

10-year guarantee on energy savings and lighting levels (Luxembourg levels)

A partnership with LIST to improve our energy performance.

In October 2019, the Luxembourg Institute of Science and Technology (LIST) and ArcelorMittal Luxembourg signed a five-year agreement to work jointly on the research and development of innovative projects and services in the fields of enhancing energy efficiency and responsible use of resources, optimising multiple energy efficiency measures, heat recovery and the generation of electricity from excess heat.
The research field forms part of ArcelorMittal's process of transition to a circular economy and circular steel production.

Roland Bastian, Managing Director of ArcelorMittal Luxembourg and Dr Thomas Kallstenius, CEO of LIST.

The first thing to be done will be a needs and opportunities analysis to help reach the goal of reducing the environmental impact of steel plants and increasing their energy efficiency, by launching various research projects. The technical and strategic documents thus generated will allow various other, more detailed, research projects to be launched. In fact, energy efficiency is a key issue, both in terms of the environmental aspects of the energy transition and in terms of costs for the company. As such, this partnership is wholly in phase with ArcelorMittal's CSR policy in Luxembourg and more broadly, with the Group's stated ambition to significantly reduce its carbon footprint by 2050, in line with its commitment to the Paris Agreement.

Via its teams, LIST, which aims to pass on scientific, innovative solutions to economic and industrial players, will bring all its know-how and research power to this partnership based on the "Forge" concept, a space thus named because ideas and avenues for circular projects are developed and tested there.

Find out more about the Group's commitment to climate change in the ArcelorMittal Climate Action Report, an initial response to the recommendations of the Taskforce on Climate-related Financial Disclosures, on *https://corporate.arcelormittal.com/*

7

Supply chains that our customers trust

Product quality and respect for delivery methods are basic expectations for our customers. Beyond these expectations, ArcelorMittal in Luxembourg aims to ensure that its supply chain, both upstream and downstream of production, offers guarantees regarding compliance with environmental, social and ethical standards. It thus strengthens the traceability of its products to satisfy its increasingly demanding customers, particularly in the construction and automotive sectors, which themselves face increasingly stringent regulations.

Sourcing via local suppliers Amount in k€

	2017	2018	2019
Electricity	66,490,000	77,830,000	67,710,000
German	14%	4%	4.2%
Belgium	24%	7%	3.4%
France	62%	89%	92.5%
Gas	31,288,000	38,471,000	29,364,000
German	0%	0%	0%
Belgium	100%	100%	100%
France	0%	0%	0%
Total Electricity and Gas	97,778,000	116,301,000	97,074,000
German	9.6%	2.5%	2.9%
Belgium	48.6%	38%	32.6%
France	41.8%	59.5%	64.5%
Transport & logistics	111,563,186	116,842,669	111,969,365
Luxembourg	61.3%	62.2%	59%
Belgium	26.3%	26.5%	28%
German	2.5%	2.2%	2%
Austria	5.4%	3.9%	4%
France	1.8%	1.8%	2%
Others	2.7%	3.4%	5%

GRI 102-9 I GRI 102-10 I GRI 103-1 I GRI 103-2 I GRI 103-3 I GRI 308-2 I GRI 414-2

Number of suppliers assessed for their environmental and social impacts

Make our value chain more reliable

Since 2010, our Code of Responsible Sourcing, developped in partnership with our customers, suppliers, peers and NGOs, sets out the minimum threshold for Health & Safety, Human Rights and ethical and environmental standards in relation to our suppliers.

ArcelorMittal assesses annually the main suppliers of its industrial sites in Luxembourg. This assessment allows us to analyse our suppliers in more depth, to guarantee purchasing that is reliable in environmental, social, economic and ethical terms.

The assessment criteria include:

- Compliance of deliveries compared to requirements (quantity, quality, technical specifications, nature of customer-supplier relations, etc.);
- Responsible supply on-site (compliance with Health & Safety procedures, management of environmental impacts, compliance with specifications, etc.);
- Responsible supply (management of Health & Safety, the Environment, Human Resources, Human Rights and Ethics, etc.);
- Compliance with deadlines;
- Commercial potential (competitiveness).

Several players take part in this assessment, from buyers to users, and including the on-site stores that receive the goods. The sample to be assessed is chosen on the basis of:

- The magnitude of the expenses and the number of orders;
- The score from the previous campaign;
- Supplier criticality (sole supplier, or directly linked to the plant's strategy, product with a key impact on quality, etc.).

The 2019 assessment campaign brought together 54 suppliers, each of which received a score from 0 to 6.

In the first instance, the buyer was then in charge of making an appointment with the supplier to ask for an action plan and later, to insist on feedback regarding the said plan. Buyers are at the service of suppliers to provide recommendations.

Upside-down trade fair 2019

This original concept created by the "Entreprendre en Lorraine Nord" organising committee is an annual meeting of buyers and suppliers from all walks of life.

This year gave the Long Products Purchasing Department in Luxembourg a chance to join in for the second time. At this fair, which is a place for discussion, discovery and innovation, around fifty buyers and some two thousand visitors rub shoulders.

In an unpredictable economic climate, it is up to us to have strong, reliable business partners by our side, able to accompany and support us in the good and bad times which the steel world experiences cyclically.

ResponsibleSteel™, deployment of the European sustainable development program

In November 2019, ArcelorMittal announced its intention to deploy a new sustainable development programme across Europe. The 12-month program will allow all sites to show that ArcelorMittal's production processes meet rigorously-defined standards across the wide range of social, environmental and governance criteria making up the ResponsibleSteel™ standard. This certification is awarded by an independent body.

This certification project is set to start at the ArcelorMittal Belval and Differdange sites in early summer 2020.

8

Active and welcomed member of the community

Our activities in Luxembourg have a sizeable impact on the local and national communities in which we operate. We sponsor projects that encourage sustainable community programmes, thus supporting long-term economic and social growth. To fully establish its integrated sustainable development approach, ArcelorMittal aims to give particular emphasis to initiatives and associations relating to our core business and our significant impacts, so as to maximise the creation of shared value. We also encourage community commitments made by our employees, and encourage them to get more involved in local community life.

ArcelorMittal Luxembourg donations

Amount in € representing the projects sponsored, including STEM projects.

2017	2018	2019
313,500	363,050	1,006,654

Enhancing and maintaining a sustainable ecosystem

natur&ëmwelt

natur&ëmwelt, Fondation Hëllef fir d'Natur is a public utility organisation, created in 1982, whose main areas of activity are the acquisition and management of natural reserves, information and awareness campaigns to safeguard nature and biodiversity, scientific studies and research, safeguarding forests, undertaking national, inter-regional and European projects with the main aim of conserving and restoring the natural environment.

Mobil on Tour 2019

Since 2011, thanks to the support of ArcelorMittal, the organisation is the proud owner of a truck named "natur&ëmwelt mobil". This vehicle has been fully equipped to transport educational, teaching and information workshops, thus making it possible to carry out local awareness-raising actions, by going on-site to businesses, public places, schools, and so on. It is an excellent tool for distributing the information essential to the foundation's mission. This year, the mobile truck made around twenty outings, to fairs, exhibitions and open days across Luxembourg.

Rehabilitation of the Rumelange newt pond

Pond at Rumelange

In late 2018, a project was launched to rehabilitate a crested-newt pond at "Kierchbierg", on ArcelorMittal land in Rumelange. The pond is located in a meadow that is widely grazed by cattle. It is fenced off and surrounded by a screen of bushes. One of the pond's specific features is that it plays host to the crested newt, a priority species under Annex II of the Habitats directive. The pond is part of the Esch-sur-Alzette Sud-Est - Former mines/Ellergronn special conservation zone of the European Natura 2000 network and national biotopes of open environments to be protected. Three management measures are necessary to help the crested newt's return to colonise the pond: reed cutting, clearing the surroundings of trees creating a hindrance, and making the site accessible. Initial reed-cutting works took place in December 2019 with volunteers from ArcelorMittal Luxembourg and the Hëllef fir d'Natur foundation. Controlling reeds is no easy task. Reeds are very invasive, and must be cut back regularly near the ground, preferably in the spring, to weaken them.

Initial reed-cutting works in December 2019 with volunteers from ArcelorMittal and the Hëllef fir d'Natur foundation.

IMS and the Zero Plastic Charter

As a member of IMS, ArcelorMittal in Luxembourg signed up to the Zero Single-Use Plastic manifesto. "The signing of the Zero Single-Use Plastic manifesto in 2018 was an easy decision for us to help reduce the consumption of plastic in our Luxembourg offices," stated Pascal Moisy, Communications Manager for Luxembourg. "But we can't stop there. The larger the company, the greater its responsibility. Raising awareness of the issue of single-use plastics could lead our employees to call their own habits into question. Given the urgency of the fight against climate change, every deed counts."

Reuse & Solidarity

Throughout 2019, ArcelorMittal Luxembourg promoted and increased the number of actions in favour of the circular economy. For instance, ArcelorMittal Luxembourg donated telephone equipment to the MEDAF (**Medicine, Education and Development in Africa**) association, donated computers to the "La Main Tendue" body, and allowed toys for disadvantaged children to be donated and collected, alongside the donation of a second-hand 4x4 vehicle to the National Centre for Continuing Professional Training (CNFPC).

From left to right: Guy Olinger, Director of the CNFPC, Jos Schwind, teacher, and Claude Burton, Director of SOTEL who donated this 4x4

Encouraging inclusion

2 April 2019, final concert in the Philharmonie's chamber music room.

Fondation EME Écouter pour Mieux s'Entendre

Fondation EME

The Fondation EME "Listening to aid understanding", established on the initiative of the Philharmonie Luxembourg, aims to provide access to music for those who are generally excluded from cultural life. Since access to music is a genuine need, any effort to make it accessible strengthens the cause of social justice. 2019 also saw the 10th anniversary of the Fondation EME. In 2019, ArcelorMittal in Luxembourg renewed its support for the "Bara Bara II" project, established in collaboration with the Lycée Technique du Centre (Kirchberg annex), the Fondation EME and musician Robert Bodja. The project is aimed at the school community of this establishment which consists mainly of new arrivals (foreigners arriving with regular status). Once a week, young people from different backgrounds and cultures practice the djembe with gusto, and learn about music. They are able to express themselves fully through rhythm and dance, with no language barriers. After six months of rehearsals and instrument making, they put on a very lively show at the Philharmonie Luxembourg, which was a great experience for spectators and participants alike.

Key figures:

around 16,000 people impacted by the actions of the Fondation EME in 2019 during the 650 events organised.

"La Main Tendue" a.s.b.l. Angela

La Main Tendue

The association is a listening and support body for children, adolescents and adults who are victims of all forms of physical, mental and sexual violence. It endeavours to provide these people with a confidential ear, support and information. In 2019, the project, supported for many years by ArcelorMittal, focused on the implementation of prevention workshops for young people (6-17) dealing with various types of risky behaviour, the dangers of the internet, mobbing, and social media, violence at school, social skills and self-esteem.

"Mobbing adversely affects a growing number of children, including at primary school, and it remains a taboo subject in many schools across the country. With the explosion of social media, it is now a reality for some victims both day and night."

Christina Scherer
Psychologist at La Main tendue

Forging future talents

Fondation Emile Metz-Tesch

In 1913, Mrs Edmée Metz-Tesch succeeded in her endeavour to create a philanthropic work in memory of her husband Mr Emile Metz (1835-1904), who had been director of the Dommeldange plant, and was one of the founding families of the Arbed. Created in 1913, the aim of the "Fondation Veuve Emile Metz-Tesch" was to allow working youth to acquire a theoretical and vocational education which, up to that point, had been sorely lacking for workers in the Luxembourg steel industry. With no heirs, Mrs Metz-Tesch gifted her holding in Arbed to the first public utility foundation created in Luxembourg. It is chaired by the Chairman of ArcelorMittal Luxembourg and managed by a Board of Directors composed of Group representatives, two representatives from families of descendants, and one representative appointed by the state. The Foundation works on projects that are complementary to those of ArcelorMittal Luxembourg, mainly in the field of education (STEM), youth, and at an international level in countries where ArcelorMittal operates.

Official sponsor of the Luxembourg Pavilion at the Dubai Universal Exhibition 2020

As Diamond Sponsor of the Luxembourg Pavilion in 2019, ArcelorMittal Luxembourg decided to take part in the great adventure of the Universal Exhibition, which will finally be held in October 2021 in Dubai. This is a great opportunity for the company to help shore up Luxembourg's reputation by offering its exceptional quality products. 170 tonnes of beams, tubes and concrete reinforcing bars were produced and shipped by the Group to the UAE.

Sustainable economy

The theme of the Expo 2020 Dubai is "Connecting minds, creating the Future" rolled out across three areas: Opportunity, Mobility and Sustainability. All the countries represented will do their utmost to impress the 25 million visitors expected to attend the exhibition. Year after year, ArcelorMittal aims to improve its steel production, and to make it more eco-responsible. In Luxembourg, our steel is produced using only recycled scrap melted in

electric arc furnaces. What's more, the Group has invested over $250 million in the innovative low-emission programmes outlined in its first Climate Action Report published in May 2019. Most of the steel components comprising the pavilion were built in Belval and Differdange.

Jonk Entrepreuneuren Special Award

The purpose of the association is to promote entrepreneurship and creativity among young people in Luxembourg through a partnership between the worlds of business and education. Young people are introduced to professional life and entrepreneurial culture through various programmes. In particular, ArcelorMittal supports the mini-business competition that invites young students to create and manage a real miniature business, with the help of volunteer advisers from the business world, with a specific focus on business ethics.

Each year, ArcelorMittal Luxembourg supports the "Best Business Plan" of the mini-business competition. For the 2020 edition, the mini-business "FrëschKëscht" won a special prize: a trip to Dubai to visit the World Expo! With this in mind, the participating mini-companies had to bring together and showcase the themes present at the Luxembourg Pavilion: creativity, beauty, diversity, sustainable development and entrepreneurship.

Da Vinci non-profit association, Luxembourg

The Da Vinci non-profit association in Luxembourg brings together engineers, architects, scientists and representatives from the business world. ArcelorMittal in Luxembourg supports the Wëssensatelier Lëtzebuerg, which pools various experiences so as to arouse young people's curiosity in the technology and science sectors.

"We wanted this award to be a source of inspiration for all students, so they can compete in inventiveness in order to win it."

Pierre Turpel
Head of Government and Institutional Affairs - ArcelorMittal Luxembourg

University of Luxembourg

In 2019, the University of Luxembourg and ArcelorMittal agreed to continue their collaboration in research on steel construction and civil engineering. Since way back in 2010, ArcelorMittal Luxembourg has been one of the main partners and supporters of the University of Luxembourg.

This support will finance research to enhance the efficiency and sustainability of steel construction, in which the circular economy and reducing the carbon footprint of the construction sector will be core topics over the next three years.

As with Steligence®, the Chair will work on a modular steel construction system allowing the disassembly and reuse of items after their first use. In this case, the life cycle of the elements can resume with no transformation of the raw material or any of the related carbon emissions. The research will focus on different areas, including design of the modular components that must meet the capacity requirements, a shift towards the standardisation of construction parts, and the development of digital tools to save the history and technical specifications for each component.

"This collaboration with the university also gives us the opportunity to identify today's young talents who will join us in the future."

Professeur Olivier Vassart
CEO of Steligence®

Conserving local cultural heritage

The Circle of Friends of Colpach

The "Emile and Aline Mayrisch" award was created in 2005 by Annette Schwall-Lacroix, chair of the Circle of Friends of Colpach, and Joseph Kinsch, Chairman of the Board of Directors of Arcelor. Supported by ArcelorMittal, this award aims to promote "the spirit of Colpach", as one of openness to cultural trends and the promotion of understanding between European peoples.

Galerie Schlassgoart a.s.b.l.

Created by Arbed in 1993 and housed in the Centenary Pavilion in Esch-sur-Alzette, the Schlassgoart gallery aims to promote art and artists from Luxembourg and around the world. A non-profit association, the Schlassgoart gallery does not take a commission on the works for sale. In fact, buyers and exhibiting artists can negotiate directly, with artists benefiting from the great exposure afforded by the patronage of ArcelorMittal in Luxembourg.

Encouraging employee commitment

Among the associations supported by ArcelorMittal in promoting employee volunteering initiatives:

PASSERELL is a non-profit association promoting the establishment of contacts and links between asylum seekers or refugees and Luxembourg residents. Refugee/volunteer duos are thus created in order to promote refugee integration in Luxembourg. Monthly events are also organised such as the discovery of exhibitions, hikes and summer workshops.

Enfants de l'Espoir (Children of Hope) is a non-profit NGO founded in 1991. Enfants de L'Espoir put forward a project to the Luxembourg Ministry of Cooperation and Humanitarian Aid on conflict resolution in eight communities.

The mission of **Reaching Youth Refugees through Support & Empowerment (RYSE)** is to guide young refugees (18-35) towards success and empowerment by helping them to discover their potential and develop skills that will be beneficial in to join the labour market. Through its mentoring programme, RYSE promotes interaction between citizens and refugees in order to break down barriers and obstacles to integration, thus having a positive effect on refugees, the local community and future generations.

Save a smile is a non-profit association to help a two-year-old girl suffering from leukaemia. Save a Smile seeks funds to finance the child's treatment.

MEDAF is a non-profit association created in Luxembourg in 2008. It specialises in project management in the fields of health, health education, and education. It contributes to improving the living conditions of populations in Africa and to promoting local development by finding funding for real-life projects. Several of them have been supported, in such diverse locations as Guinea, Senegal and Madagascar, where since this year, ArcelorMittal has been a partner of this association.

ALLAGI conducts awareness raising workshops in schools in Luxembourg on philosophical themes. Around 150 teenagers are targeted in this program. In these workshops, they learn to think for themselves and to reflect with others, to be more attentive, to respect others' differences, and to respect life as a whole, as they grow up with discernment and humanity.

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Pipeline of talented scientists and engineers for tomorrow

Our company faces a number of major challenges, such as climate change, water scarcity and the arrival of new technologies. ArcelorMittal must continually adapt to the new ways of working brought about by these technological breakthroughs transforming our plants, changing the way we produce and upending our recruitment criteria. This is why we must work step by step in finding innovative solutions. To do so, we need young talent with a STEM (Science, Technology, Engineering and Mathematics) profile. Today we are looking for new sources to boost momentum, and new drivers for sustainable development: this is exactly where STEM can play an essential role. To achieve its long-term vision, ArcelorMittal needs these profiles more than ever, profiles that represent our Group's future, its competitiveness and its capacity for innovation.

Amount invested in STEM (science, technology, engineering, mathematics) projects

2017	2018	2019
177,500	172,500	212,500

A burgeoning collaboration between schools, universities and social partners: meeting tomorrow's talent

Over the past three years, we have connected, not just with hundreds of students from local high schools, but also with a multitude of specialist cross-border universities. Their students, looking for internships, and their new graduates, represent a pool of talent for years to come.

Our participation in the various actions led by Jonk Entrepreneuren with its Engineering Trainee Days, the Job Shadow Days and the many roadshows organised by the Fedil and the Chamber of Trades help to refine our image as an employer of choice and an international brand, to forge links and above all, to be attentive to the requirements of the younger generations.

Key figures 2019:

22 events during the year

132 internships completed

"As we move from millennials to Generations Z and Alpha, our meetings with young people throughout the year help us to realise that the priorities, values and beliefs of each graduating class differ from generation to generation. Although my purpose within the Group is to attract and convince young people that the industry can offer them career and development prospects, we must not lose sight of the need to remain attentive, once they are recruited, so they stay involved and sure that their place is in our company."

Emilie Goepfert
Talent Acquisition in the Human Resources teams in Luxembourg

" Discoverydays @arcelormittal "

The "Discoverydays @arcelormittal", bespoke recruitment events created by ArcelorMittal in 2018, and aimed at developing collaborations with engineering schools, were a success, with a positive impact on our recruitment strategy and on our brand visibility as an employer. These events were enhanced and rolled out again in 2019.

If we want to attract the best talent, what kind of company should we be?

By participating in various recruitment and awareness forums, supported by our engineers who are experts in their field, and organised by engineering schools such as ENIM, the Haute École de Namur-Liège-Luxembourg (Henallux) or even the Hochschule für Technik und Wirtschaft des Saarlandes in Saarbrücken, we were able to refine our understanding of the ideas young people have of business and the world of work.

When we ask future graduates about their dream jobs and the type of company they want to work in, they express very similar values.

Our future employees want to work for responsible companies, i.e. those with a high level of social responsibility, especially on issues relating to the environment, the social sphere, human rights not just for their customers, but for their employees, the communities in which they operate, and the environment.

We will seek to continue and diversify our initiatives in this field to attract the talent of the future.

ENIM & Hennalux Jobdays

In 2019, with this same momentum, we welcomed the Belgian HENNALUX school to the Belval site, for a second time.

Twenty-one future graduates in electrical engineering were able to spend the day discovering and enhancing their understanding of our Group internationally and locally. They were able to visit our facilities, which showcase our competitive advantage, both in terms of economic stability, product diversity, jobs and professional development opportunities. It was also the perfect time to meet our key employees, always happy to welcome students and answer their many questions.

Jobdays for the National School of Engineers in Metz, France (ENIM) & Haute École de Namur-Liège-Luxembourg (Henallux) November 2019

Jobday at the University of Applied Sciences, Saarbrücken

Hochschule für Technik und Wirtschaft, Discoverdays@arcelormittal

For the first time at the Belval site, we welcomed eighteen future mechanical engineering graduates from the University of Applied Sciences in Saarbrücken, Germany.

This day filled with discussion between our professionals from the Rodange, Differdange and Belval sites was conducted in German and French, both languages used bilingually by the students enrolled on this course.

Each year, the Hochschule für Technik und Wirtschaft trains more than 6,000 students. The engineering graduates leaving this school are perfectly aligned with the skills sought in our plants. The dual French-German curriculum offered by this school in partnership with the University of Lorraine in Metz is an additional plus sought out for in a number of posts in the ArcelorMittal Group.

This additional opportunity meant we could develop our pool of future professionals in the field of science, technology, engineering and mathematics (STEM) by compiling a database of skilled, cross-border, multicultural candidates, ready to enter the job market and become our future talents.

Developing an inspiring, innovative industrial ecosystem

Since 2010, ArcelorMittal has supported the University of Luxembourg and is one of its main partners thanks to the Chair in Steel and Engineering of Facades. This makes it possible to train the next generation of future talent, from bachelor to doctorate level, and to develop joint research projects. In 2019, we again signed up to the Chair, now the Chair of Metal Construction, with the University of Luxembourg for a further three years.

The Chair's research work focuses on the research and development of efficient, sustainable steel solutions for high-tech buildings, composite steel materials and glass. Facades are a key element in modern buildings. Construction technology, ventilation, and climate control all have a role to play in the consumption of building resources, especially in terms of energy. To keep this consumption down, the basic structure, technology and facade must complement one another. This is the whole point of the researchers' work in relation to this Chair, focusing on several areas: how building surfaces are utilised, glazing system, intersections between the building structures and the facade system, sustainability of the facades, modular construction and material flows, composite steel/concrete solutions, and so on.

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Our contribution to society measured, shared and valued

ArcelorMittal reasserts its Luxembourg roots through its industrial sites, and the presence of its head office in Luxembourg City. The company is still a major social and economic partner, providing jobs for local subcontractors, and a major taxpayer.

ArcelorMittal's economic contribution to Luxembourg

Payroll (pay and employer contributions) allocated to ArcelorMittal employees in Luxembourg, and expenditure to our suppliers and subcontractors in Luxembourg for their services.

2017	2018	2019
488,716,729.3	490,086,755.0	500,640,678

Industrial conversion: a source of shared, sustainable value

Thanks to progress and to innovation in the economic, social and environmental fields, industrial activities are being transformed. Today's infrastructure is more digital and less labour-intensive; we must now transition towards an Industry 4.0, and a third industrial revolution which has become a certainty. In addition to our company's responsibility to support its employees in the move towards higher added-value operations, we must ensure the conversion of our former industrial sites to contribute, differently but always significantly, to the development of our territory.

To this end, we undertake industrial conversions through the Agora company, or else directly with property developers.

Agora, a company created in 2000 jointly and equally with the Luxembourg state, is responsible for the conversion of Luxembourg's largest brownfield sites. The conversion process it uses is comprehensive: preliminary studies and feasibility analyses; civil engineering and servicing; planning and construction; marketing and sale. Its work resulted in the development of the Belval urban district over an area of 120 hectares, shared with the municipalities of Esch-sur-Alzette and Sanem, bringing together universities, housing units, shops and office space.

Key figures:

10,000 people are expected to live in the Quartier Alzette district by 2040

Esch-Schifflange project

Today, Agora is in charge of the feasibility study and redevelopment of the former steel plant at Esch-Schifflange. In 2019, it launched a town planning competition covering the conversion of the 62 hectares of brownfield at the Schifflange site. The project by the COBE Architects team, made up of Denmark's Urban Agency and Urban Creators and Luxembourg's Luxplan, was chosen from the four submitted by multidisciplinary teams, and an overall master plan is expected in 2020.

In 2019, simultaneous environmental studies were in progress; the site also serves as a case study pertaining to future soil legislation in Luxembourg, in order to set out the economic feasibility study to be finalised by the end of 2020.

Find out more about the initiative at *www.quartieralzette.lu*

Promoting industrial architecture

The former ArcelorMittal site located between the cities of Schifflange and Esch-sur-Alzette has been inundated with requests from artists to work in its spaces. Indeed, the unique architecture of an old, completely disused steel mill gives it an exceptional pedigree in a format that gives free rein to the imagination. Photographers, street artists and production companies were able to take advantage of this exceptional space prior to work on the Quartier Alzette district.

Discover the future Quartier Alzette district in Schifflange via an exhibition

Just over five months after the urban design workshop that set out the future of the former ArcelorMittal site in Esch-Schifflange after conversion into a new district, the Agora agency gave the public the chance to look at plans and models for the four projects competing in the final phase. In autumn 2019, the public was able to take a look at possible outcomes thanks to a temporary exhibition at the "Schmelzaarbechter" steel museum

Crédit photo "Société de Développement Agora s. à r.l. et Cie"

GRI 103-2

Lentille Terres Rouges project

The conversion project at Lentille Terres Rouges ("Rout Lëns" in Luxembourgish) is an emblematic urbanisation project carried out by property developer IKO, incorporating recommendations given by ArcelorMittal. It is a former industrial steel production site, active from 1870 to 1977. Located southwest of the town of Esch-sur-Alzette, the space extends over more than 10 hectares between the town centre and the French border.

The new space created will be carbon-neutral and should include housing, public facilities (schools, medical centres, sports centres, and so on), offices, shops and local services while enhancing the area's industrial and natural heritage. To achieve this, the favoured approach is that of collaboration and participation of all residents and local stakeholders.

In 2019, the environmental studies were completed, resulting in a work plan to optimise the project's environmental assets. The aim is to make the site compatible, from an environmental standpoint, with the redevelopment planned by IKO. Asbestos removal work started in late 2019 while demolition, beginning in early 2020, was suspended at the start of the COVID-19 crisis. Sanitation work will also start in 2020.

Key figures:

- 1 large public garden at the district's heart
- 3,700 inhabitants
- 380 to 460 students attending the school
- 25 local shops
- 1 students residence
- 1 child protection centre
- 7,000 sq.m of park created
- 1 residence for senior citizens
- 360 jobs
- 1,000 trees

Main stages of project completion

2019

- Site clean-up
- Participative process
- Neighbourhood survey
- Participative workshops

2020

- First building permits submitted

2021

- Completion of site maintenance work
- Start of foundation and construction works

2024

- Delivery of the first building

Ensuring transparent governance

All our stakeholders, employees, customers, suppliers, and the communities around us must be considered with dignity and respect. Compliance with the law and ethical standards is fundamental to ArcelorMittal, which wishes to lead by example.

	2017	2018	2019
Number of complaints received by the Internal Audit service	1	4	0
Percentage of employees trained in the Code of Business Conduct	84.0%	93.7%	93.0%
Percentage of employees trained in Human Rights	91.9%	92.7%	97.0%

These complaints relate to internal shortcomings identified by employees anxious concerned to uphold ArcelorMittal's reputation for honesty and integrity.

The ArcelorMittal Code of Business Conduct provides a set of guidelines to be followed by all employees when conducting their business. The aim is to uphold ArcelorMittal's reputation for honesty and integrity in its management practices as well as in all business transactions.

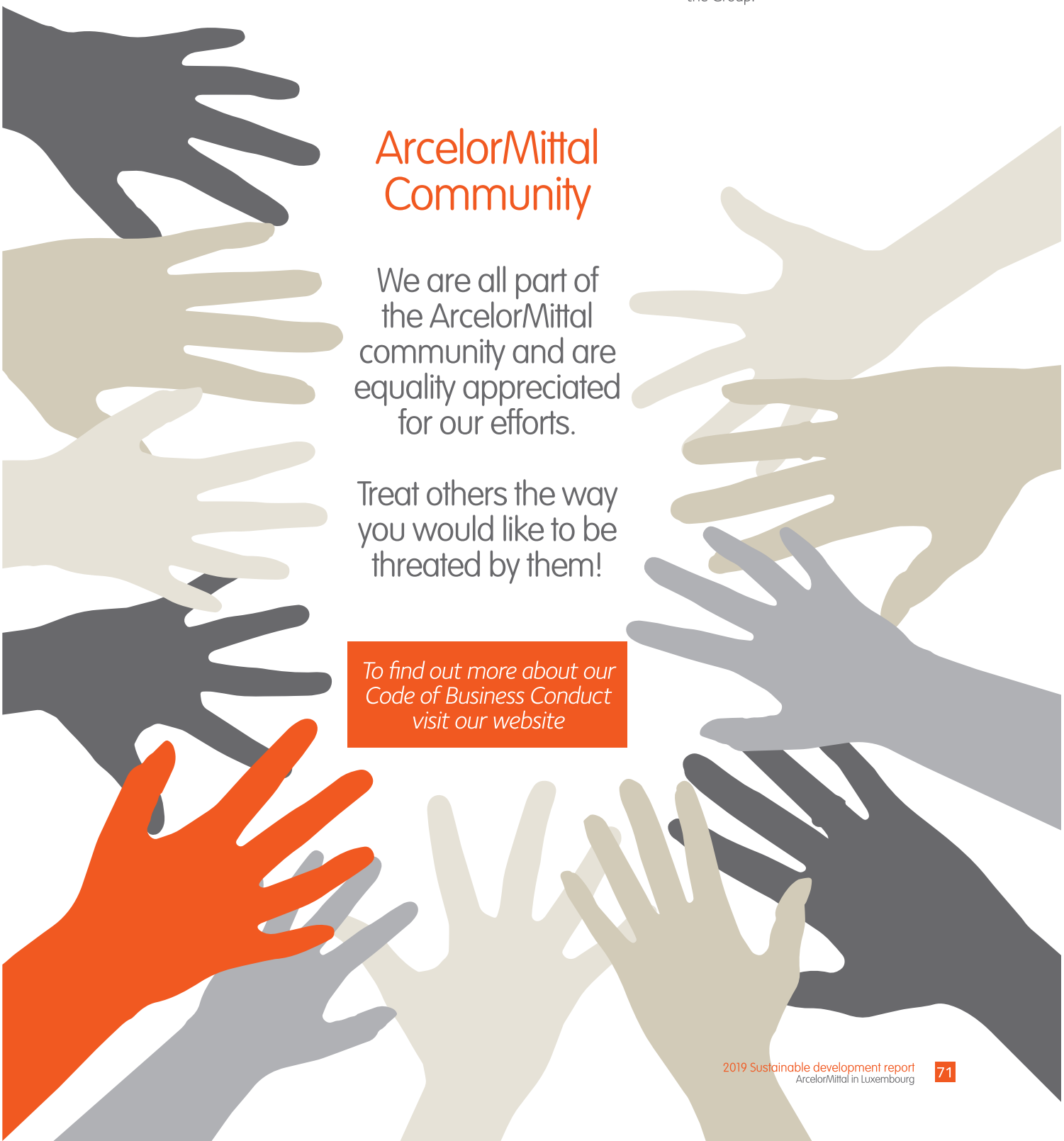
ArcelorMittal has published a comprehensive policy on Human Rights, in order to coordinate the Group's efforts as a whole, focusing on the priority areas identified.

Prevention at the heart of our approach to business management

In addition to the online training courses which are compulsory for all Group employees, four information campaigns took place in 2019.

- The first dealt with managing personal data breaches, and was produced pursuant to the new GDPR (General Data Protection Regulation) legislation.
- The second campaign highlighted the importance of mutual respect, tolerance and a harassment-free work environment.
- The third recalled the Key Guidelines in our Code of Ethics.
- The fourth campaign stressed the importance of remaining vigilant to all forms of corruption.

These campaigns generally use two communication methods: one takes the form of letters with in-depth content sent to employees, containing definitions, principles and recommendations for application, while the other takes the form of posters to attract their attention and make an impression, all translated into the main languages spoken within the Group.



Glossary

Angle:
L- or V-shaped metal profile.

Beam:
I- or H-shaped hot-rolled steel product.

Continuous casting:
Continuous solidification method used on molten metal. The liquid metal flows continuously into a mould that has been cooled sharply. A layer of solidified metal then forms which is taken up as it leaves the mould by a device called a segment where it is supported and continues to cool until all the metal has solidified. The bar is then cut to the appropriate length. Continuous casting facilities have one or more strands.

Electric arc furnace plant:
Electric arc furnaces are used to produce steel from scrap melted using electricity, in contrast to the cast iron sector (blast furnace – converter) where it is produced from iron ore.

Electrogalvanisation:
This is an electrogalvanising (zinc coating) technique. The steel section is coated in a zinc layer by electrolysis, by means of an electric current.

Flat steel:
Any steel that has been rolled into a thin sheet. Flat steel is mainly used in the manufacture of outer coverings for household appliances, motor vehicles and ships.

Hot-dip galvanising:
Hot-dip galvanising is a technique used to coat a section of steel with zinc or a zinc-based alloy, by soaking it in a bath. The coating makes the product more corrosion-resistant.

Long steel:
Any steel that has a relatively small cross-section and a relatively large length. This includes railway tracks, I-beams, concrete reinforcing bars and sheet piles. Long steel is mainly used in construction.

Lost-time injury frequency rate:
This is the number of injuries with lost time of more than one day per million hours worked.

Rolling mill:
Manufacturing facility designed to reduce the thickness of a material while giving it a very specific section (see also 'Long steel' and 'Flat steel'). This deformation is obtained by continuous compression as the metal passes between two rollers rotating in opposite directions.

Sections:
Profiled (sectioned) material is one that has been given a profile, or specific shape.

Sheet pile:
Profiled pile designed to be beaten into the ground or into sediment and which connects to neighbouring piles through lateral veins called 'locks' or 'claws'. Sheet piles are mainly used for retaining walls, quay walls, cofferdams and waterproof screens.

Wire-drawing Mill:
Plant specialising in wire drawing, i.e. reducing the section of a metal wire via mechanical traction, by passing it through the holes of a die.

Grievance mechanism procedure for our external stakeholders

ArcelorMittal has set up national and local procedures for managing complaints from external stakeholders:

by calling:

(+ 352) 4792 1

by mail to the following address:

ArcelorMittal
Country Management Luxembourg
24-26, boulevard d'Avranches
L – 1160 Luxembourg

by email to:

contact.luxembourg@arcelormittal.com

ArcelorMittal Belval & Differdange:

Belval site, telephone:

(+352) 8002 2014

Differdange site, telephone:

(+352) 8002 4282

ArcelorMittal Rodange & Schifflange, telephone:

(+352) 5019 2300

In 2019, we developed a unique new tool to manage complaints from our internal and external stakeholders: Ethicspoint. This tool is managed by an independent body and provides multilingual support.

By phone in Luxembourg:
+352 8008 5260

Via the dedicated platform:
http://arcelormittal.ethicspoint.com

"ArcelorMittal has a reputation for honesty and integrity in its management practices and in all its commercial transactions. The company's reputation depends on the commitment of its employees and business partners to act with integrity, fairness and in line with the highest ethical standards."

Vishal Arora
Head of Global Assurance

Materiality methodology note

To undertake the materiality analysis exercise, ArcelorMittal in Luxembourg, accompanied by consulting firm KPMG Luxembourg, completed three major steps from October 2017 onwards:

IDENTIFY

In the first step, ArcelorMittal in Luxembourg set the objective and the scope of its materiality analysis. The scope of the study included all its ten sites located in Luxembourg to date.

Next, according to the Sustainable Development reporting principle in line with GRI standards, ArcelorMittal in Luxembourg drafted a comprehensive list of aspects that may have an economic, social and/or environmental impact. This list was subsequently shortened, retaining only the 28 most relevant topics.

PRIORITISE

In the second step, the ArcelorMittal Luxembourg Sustainable Development Committee assigned a degree of importance to each topic in line with the following six criteria: financial impact, regulatory impact, investor confidence, customer loyalty, employee satisfaction, and reputation. The same weighting was applied to each criterion. Likewise, and in line with the stakeholder inclusion principle, ArcelorMittal in Luxembourg identified its main stakeholders from the government and public administration, local communities, employees, media, suppliers and customers; it then conducted qualitative interviews with 11 of them to discuss the list of topics identified.

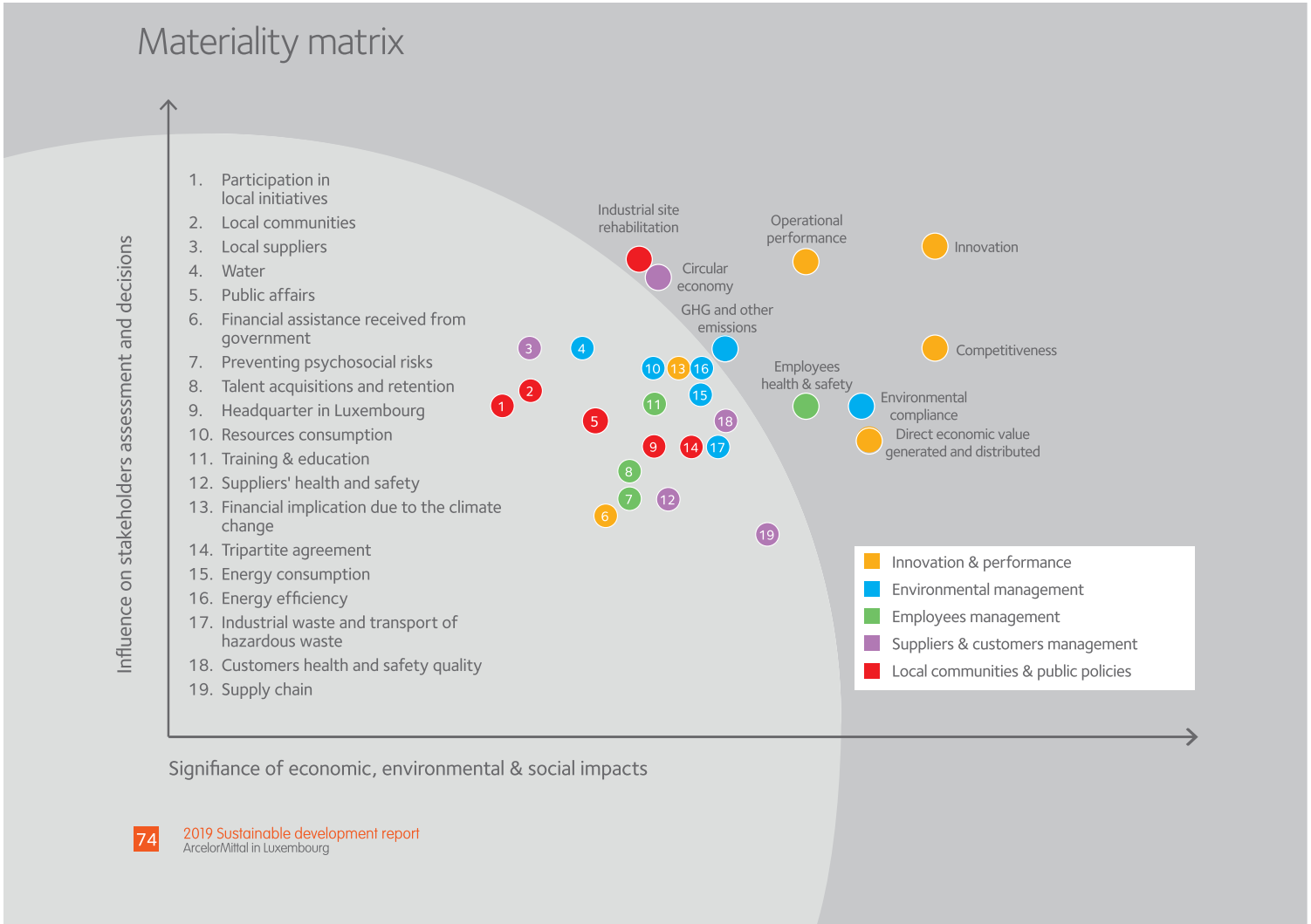
These topics were then ranked according to their influence on stakeholders, with each one weighted in the same way.

VALIDATE

Finally, the last step consisted of creating a materiality matrix to highlight those topics considered as material.

The materiality threshold was drawn up by the Sustainable Development Committee according to the importance of the topic. This matrix was validated in late March 2018.

Materiality matrix



Definitions of the topics of the matrix

Direct economic value generated and distributed

Value generated: revenue generated.

Value distributed: employee wages and benefits paid, operating costs such as payments for contract workers, payments to providers of capital, payments to government, community investments, etc.

Financial implications due to climate change

Financial implications due to either physical, regulatory or other risks and opportunities due to climate change.

Financial assistance received from government

Financial assistance received from government such as tax relief and tax credits; subsidies; investment grants, research and development grants, and other relevant types of grants; awards; royalty holidays; financial assistance from Export Credit Agencies (ECAs); financial incentives; other financial benefits received or receivable from any government for any operation.

Competitiveness

Competitiveness in relation, for instance, to commercial dumping, mergers or anti-competitive behaviors (trust, and monopoly practices, etc.) as well as to the strategic action plan 'Action 2020' related to cost optimisation, product mixes and higher volumes.

Innovation

Innovation in relation, for instance, to R&D to develop new products, to better recycle materials and products as well as to improve energy efficiency of current products.

Operational performance

Operational performance linked to efficient process and infrastructures set-up to avoid production downtimes/shutdowns.

Resources consumption

Resources consumption such as input materials used (renewable/non-renewable) to manufacture the organisation's primary products.

Energy consumption

Energy consumption within the organisation and outside the organisation (renewable/non-renewable).

Reduction of energy consumption (during manufacturing process, transportation, etc.).

Energy efficiency

Reductions in energy requirements of products

Water

Use of water to manufacture products, water sources significantly affected by withdrawal of water Water recycled and reused.

GHG and other emissions

GHG emissions reductions.

Evolution of the EU emissions trading system.

Management of other emissions: emissions of ozone-depleting substances (ODS), Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions.

Industrial waste and transport of hazardous waste

Waste generated by type and disposal method (including the significant spills).

Hazardous waste transported (local treatment, imports, exports, including international shipments).

Environmental compliance

Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations.

Compliance with environmental management system (ISO 50001, ISO 14001).

Products in compliance with environmental standards (locally and internationally).

Employees' health and safety

Workers representation in formal joint management–worker health and safety committees.

Injuries, occupational diseases, absenteeism, work-related fatalities, risk level.

Health and safety topics covered in formal agreements with trade unions.

Preventing psychosocial risks

Psychosocial risks related to all aspects of work design, management of work, social and environmental context, which may have the potential to cause psychological or physical harm (work-related stress, burnout, diseases).

Training and Education

Trainings offered to employees and programmes for upgrading employee skills and transition assistance programmes.

Employees receiving regular performance and career development reviews.

Promotion of education (partnership with universities, training organisms).

Talent acquisition and retention

Finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals.

Strategy or ability to retain its best employees and hence maintain a low turnover.

Local suppliers

Procurement budget used for significant locations of operation that is spent on local suppliers.

Supply chain

Supply chain linked to procurement of raw materials, production & storage and expedition of manufactured products.

Circular economy

Looking beyond the current take-make-dispose extractive industrial model, a circular economy aims to redefine growth, focusing on positive society-wide benefits. Underpinned by a transition to renewable energy sources, the circular model builds economic, natural, and social capital. It is based on three principles: design out waste and pollution, keep products and materials in use, regenerate natural systems.

Suppliers' health and safety

Injuries, occupational diseases, work-related fatalities and risk level.

Customers' health and safety

Assessment of the health and safety impacts of product and service categories.

Incidents of non-compliance concerning the health and safety impacts of products and services.

Tripartite agreement

Tripartite agreement following "Lux2016" and socioeconomic compliance (significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area).

Local communities

Operations with significant actual and potential negative impacts on local communities, local community engagement, impact assessments, and development programmes, sponsoring, pro bono.

Public affairs

Public relations efforts of a firm that are associated with government agencies, mass media, and public interest and pressure groups.

Headquarter in Luxembourg

Global headquarters of ArcelorMittal located in Luxembourg.

Participation in local initiatives

Participation in Luxembourg clusters (materials and manufacturing cluster, cluster for logistics).

Participation in national reflexions such as the "Third Industrial Revolution", the INDR's Label, IMS Luxembourg.

Industrial sites rehabilitation

Agora project, reconversion of industrial sites (Belval, Schifflange).

GRI content index

This report has been prepared in accordance with the GRI Standards: core option.

GRI standards disclosures		Omission	Pages
GRI 101: FOUNDATION 2016			
GRI 102: GENERAL DISCLOSURES 2016			
Organisational profil			
GRI 102-1	Name of the organisation		2
GRI 102-2	Activities, brands, products, and services		6-8
GRI 102-3	Location of headquarters		7
GRI 102-4	Location of operations		6, 8
GRI 102-5	Ownership and legal form		2
GRI 102-6	Markets served		6-8
GRI 102-7	Scale of the organisation		9, 18
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To our stakeholders and readers

Please take a few minutes to send us your feedback, suggestions and needs by answering the questions below.

It will only take 5-10 minutes of your time.

1. In relation to the ArcelorMittal Group, you are:

- ☐ Internal
- ☐ External

2. If you are external, please specify:

- ☐ Customer
- ☐ Investor
- ☐ Supplier
- ☐ Government/public administration representative
- ☐ Association (not-for-profit)
- ☐ Other (give details): ...

3. Is the document clear and legible?

- ☐ Yes
- ☐ No

4. Do you think that ArcelorMittal Luxembourg's CSR approach as described in this document is clearly set out?

- ☐ Yes
- ☐ No
- ☐ Neutral

5. Why did you consult the SD report?

- ☐ To obtain non-financial information
- ☐ Curiosity
- ☐ Commercial relationship
- ☐ Benchmark
- ☐ Good uses practices

6. Did you find the information you were looking for?

- ☐ Yes
- ☐ No
- ☐ not applicable

7. Based on your perceptions and expectations, how important is it to you that ArcelorMittal should report on the following themes:

Tick the corresponding boxes	Not important	Important	Very important	Critical / imperative
Innovation				
Competitiveness				
Environmental compliance				
Economic value created and distributed				
Operational performance				
Employee health and safety				
Greenhouse gases (GHG) and other emissions				
Circular economy				
Rehabilitation of former industrial sites				
Participation in local initiatives				
Relations with local communities				
Local purchases				
Water				
Public affairs				
Public financial assistance				
Prevention of psychosocial risks				
Talent acquisition and retention				
Head office in Luxembourg				
Resource consumption				
Training and education				
Supplier health and safety				
Financial consequences of climate change				
Tripartite agreement				
Energy consumption				
Energy efficiency				
Industrial waste and transport of hazardous waste				
Customer health and safety				
Supply Chain				

Please send your completed responses to *contact.luxembourg@arcelormittal.com*.

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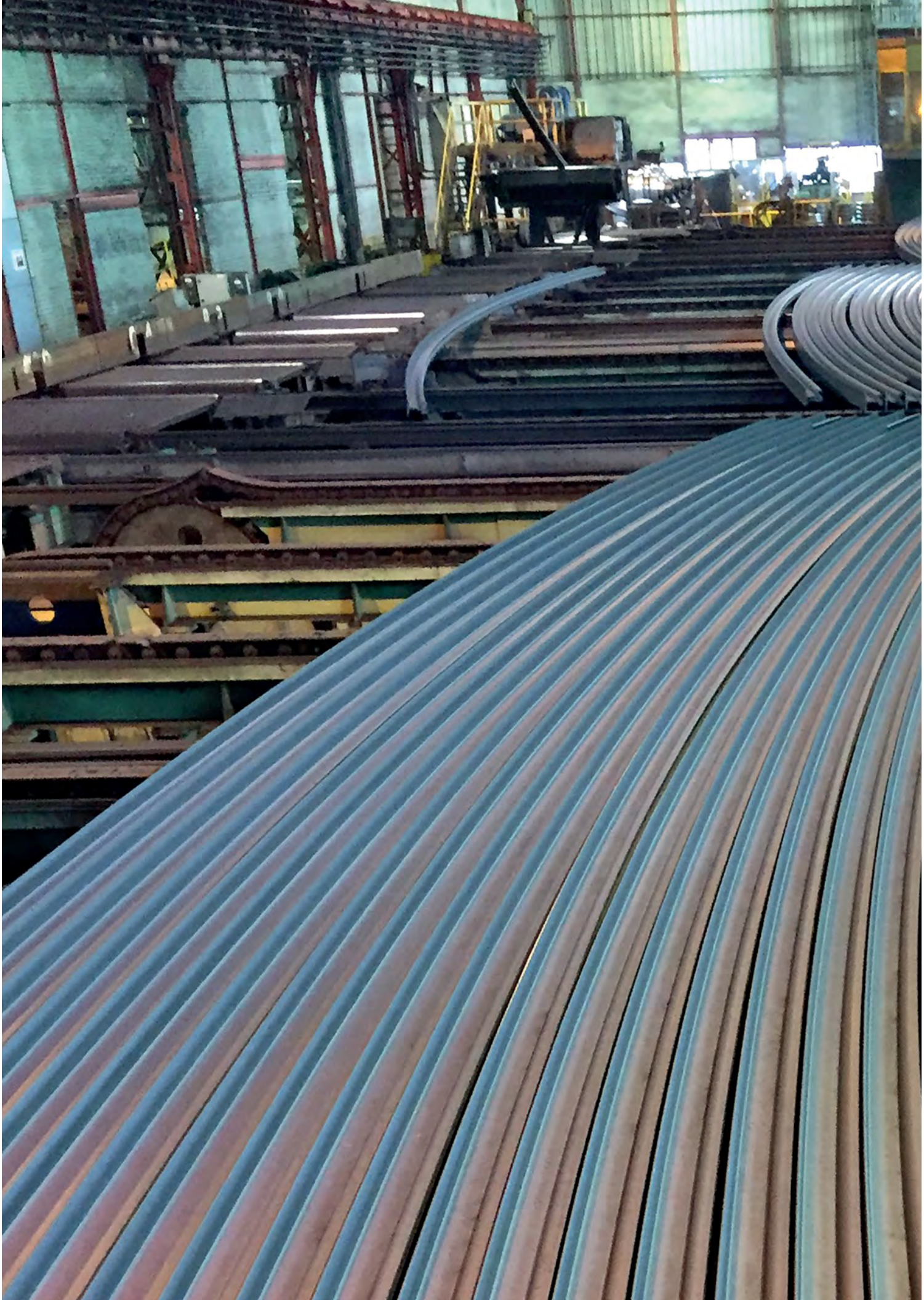

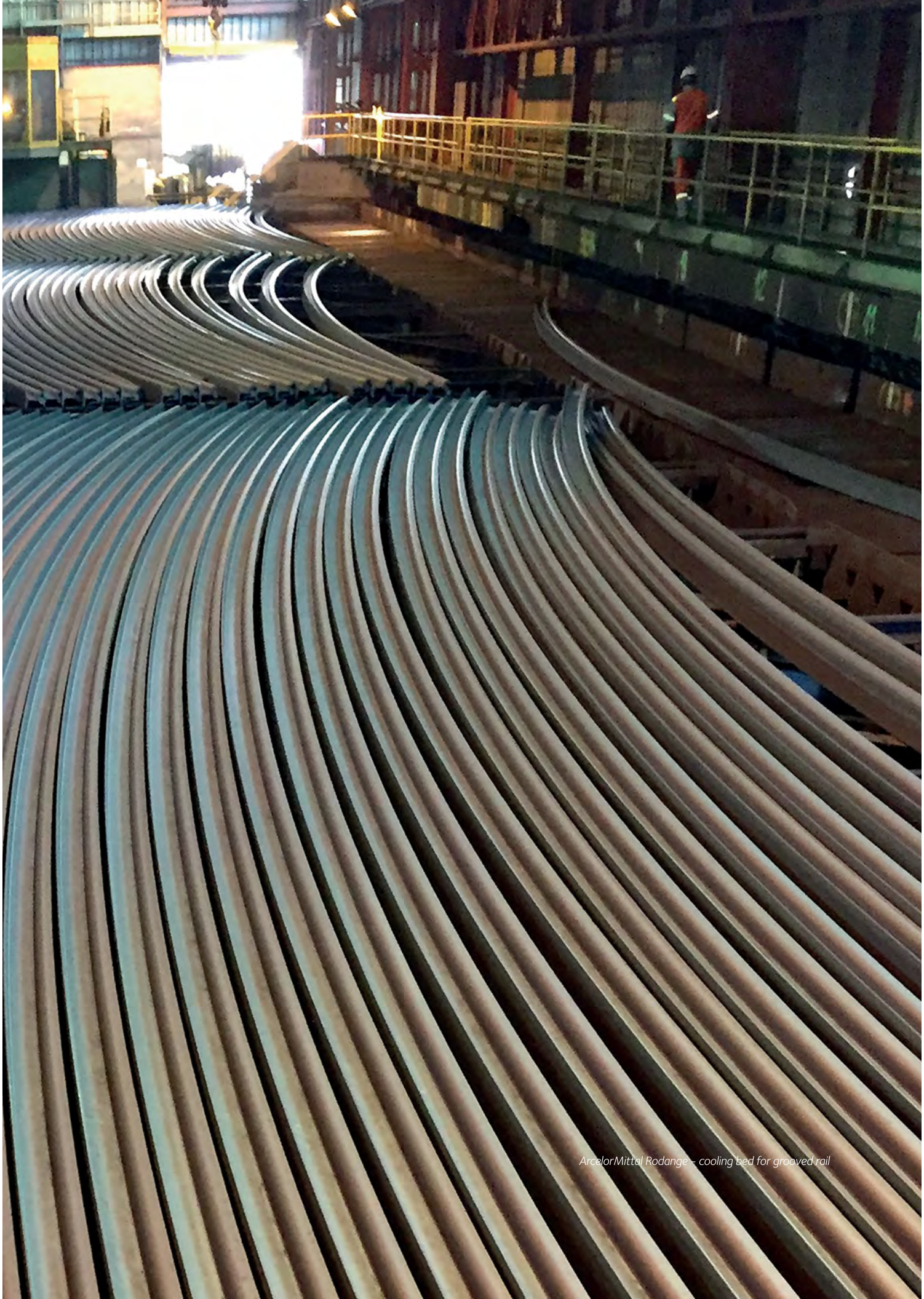

ArcelorMittal Rodange – cooling bed for grooved rail

GRI 102-53

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