



ArcelorMittal

# ArcelorMittal at a glance

2015

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ArcelorMittal

# The world's leading steel and mining company

- ArcelorMittal is the world's leading steel and mining company, with around **222,000** employees in more than **60** countries. ArcelorMittal is the leader in all major global steel markets, including automotive, construction, household appliances and packaging, with leading R&D and technology, as well as sizeable captive supplies of raw materials and outstanding distribution networks.
- An industrial presence in **19** countries exposes the company to all major markets, from emerging to mature.
- ArcelorMittal values geographical breadth, product diversity and raw materials security. Around **38%** of our steel is produced in the Americas, **47%** in Europe and **15%** in other countries such as Kazakhstan, South Africa and Ukraine.

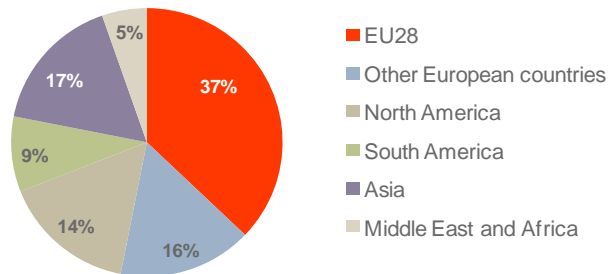
**Underpinning all our operations is a philosophy to produce safe, sustainable steel**



# ArcelorMittal 2014 key figures

	2014	2013
Sales (US\$ billion)	79.3	79.4
Ebitda (US\$ billion)	7.2	6.9
Operating income / (loss) (US\$ billion)	3.0	1.2
Net income / (loss) (US\$ billion)	(1.1)	(2.5)
Steel shipments (million tonnes)	85.1	82.6
Crude steel production (million tonnes)	93.1	91.2
Own iron ore production (million tonnes)*	77.0	58.4
Own coal production (million tonnes)*	7.7	8.1

## Allocation of employees in 2014 according to geographic location (full-time equivalent)



Around 222,000 employees in more than 60 countries

**Leader in the metals and mining sector**

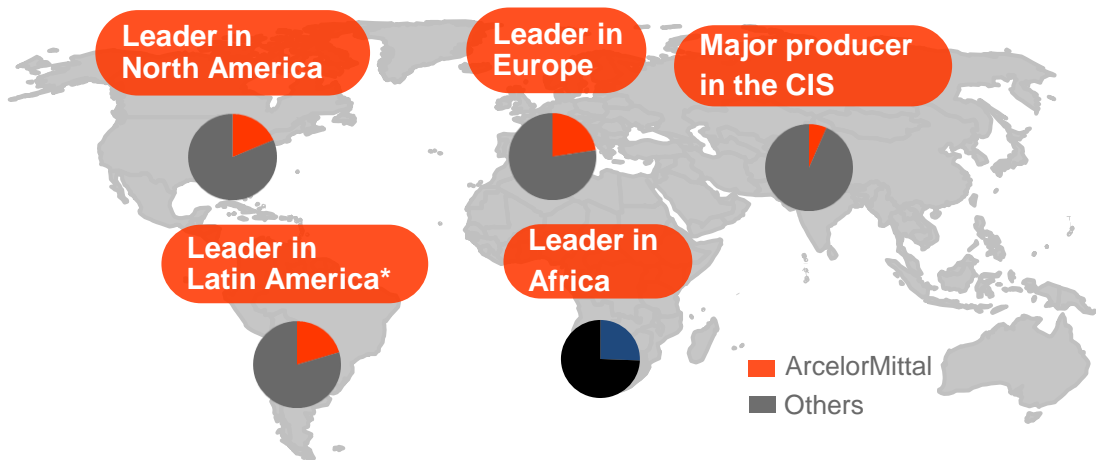
\*Own iron ore and coal production excluding strategic long-term contracts.



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# Geographical reach

## Market position by region



Emerging markets continue to offer the best organic growth potential for ArcelorMittal

- Superior demand growth potential
- We have the platform and experience:
  - Already the steel market leader in the Americas, Europe and Africa and top-four producer in the CIS
  - Brazil is one of our franchise businesses
  - We also have JV projects in the Middle East and China

**Industrial and commercial network focus on our franchise businesses**

\* Latin America includes Mexico.



# ArcelorMittal main markets

- **Automotive**

- ArcelorMittal is the leading automotive steelmaker with a worldwide presence, delivering a large scale of innovative products, solutions and services to automotive customers
- No. 1 supplier of flat carbon steels for the global automotive sector, including advanced and ultra high strength, galvanised and coated steels for the global automotive sector

- **Construction**

- Globally, the largest single market for steel: a 715 million tonne steel consumption market comprised of diversified products
- Emerging markets represent more than 50% of the square meters constructed each year globally
- The focus in 2014 was on the development and commercialisation of new coatings and coating techniques to improve corrosion resistance or formability, simplify production, reduce weight and cut pollution

## **Packaging**

- New packaging concepts constantly designed to achieve differentiation by steel solution
- Complementary industrial network in Europe with production plants and service centres near customers' can making facilities



# ArcelorMittal's strategy

Our strategy is to leverage our **distinctive attributes** that enable us to achieve a leading position in the most attractive components of the steel value chain

***In steel***, capture a leading position in attractive businesses by leveraging our **technical capabilities** and **global scale and scope**

- Be the supplier of choice for customers who value distinctive products and services
- Grow in markets with attractive structures
- Minimise costs in commodity businesses to lower risks and capture boom-market potential

***In operations***, achieve best-in-class competitiveness by leveraging our **technical capabilities** and **diverse portfolio of assets and businesses**

- Be the safest
- Concentrate production at the best assets and run them well
- Be cost competitive by benchmarking, sharing best practices, and investing to optimise our multi-site footprint
- Innovate (product/process)

***In mining***, grow a world-class business utilising our **financial strength** and **diverse portfolio of assets and businesses**

- Invest to expand output at Tier I and Tier II assets
- Optimise the value proposition associated with our products' value in use
- Be the supplier of choice for a balanced mix of internal and external customers
- Provide a natural hedge against market volatility and potential oligopolies

*Enablers*

A clear  
licence to  
operate

A strong  
balance  
sheet

An effective  
organisational  
structure

Active  
portfolio  
management

The  
best  
talent





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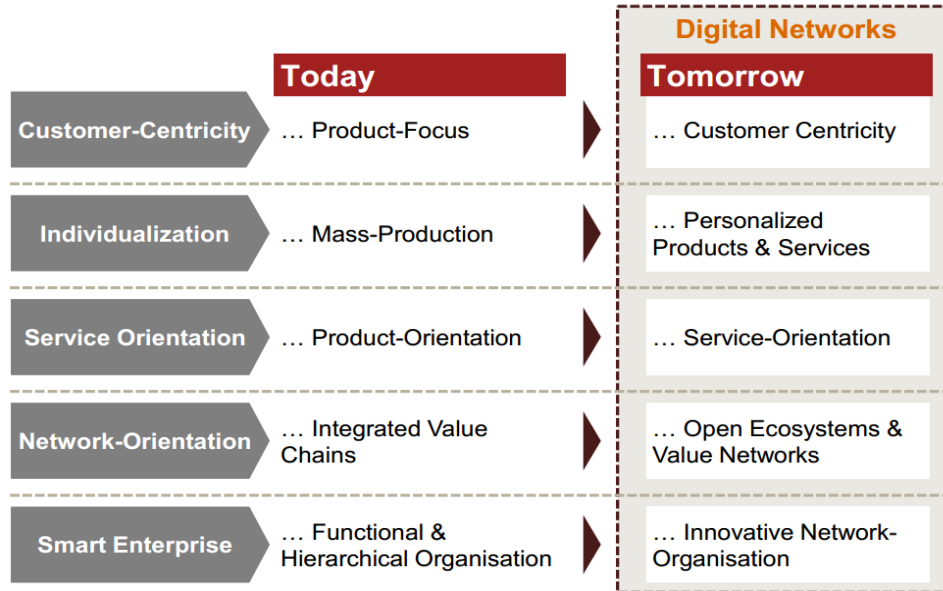
# ArcelorMittal – IS/IT

## E-Business Strategy

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# ArcelorMittal

## E-Business Strategy – digital transformation creates new ecosystems



Transformation towards digital networks require much more customer centricity and service orientation



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## E-Business Strategy – towards the customer

### Established / Large Customers

#### ➤ ArcelorMittal EDI service → EDI ETNA solution

- ❑ Interact with our customers via electronic messages for sales orders, order confirmations, order status, delivery advices, quality certificates.
- ❑ Includes a Helpdesk service for our customers.
- ❑ The customers are connected to ETNA which is connected to all our backends.

### All Customers

#### ➤ ArcelorMittal Websites → Web Customer Portal

- ❑ Sales orders follow-up, documents supply (invoices, quality certificates...), production planning.
- ❑ Includes a Helpdesk service for our customers
- ❑ Connexion to 'Web Customer Portal' through our BI solution (further connected to all our backends)

### Commodity Products / Ad-Hoc Customers

#### ➤ E-commerce “amazon-like” strategy → SAP Hybris solution

- ❑ Order to Cash flow for commodity products / stocked products / catalogues products
  - ❑ Win new markets, reach new customers, increase market shares
  - ❑ Re-invent the distribution model and improve our web-presence
- ❑ Innovative Ad-Words web advertising based on geographical/contextual searches

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## E-Business Strategy – towards our sales force

### Reliable Commercial Data

#### ➤ **Relevant and user friendly reporting → SAP BI suite solution**

##### ❑ **Key benefits of SAP BI suite**

- ✓ Consolidate relevant data in one unique DataWarehouse @ Segment Level: single point of truth
- ✓ User friendly tool usable by end users
- ✓ Boosts the productivity in building reports
- ✓ Reports can be broadcasted in CRM
- ✓ Can be used also for non SAP solution like MES (ASIA) data

##### ❑ **Key benefits of SAP HANA**

- ✓ Better and faster customer reporting related to order follow-up
- ✓ Shorter run time for data loading process and report

### Easily Accessible Commercial Data

#### ➤ **Customer Relationship Management → SAP\* CRM solution**

##### ❑ **Key-functions of CRM to empower the sales agencies**

- ✓ Pre-sales activities (opportunities, leads, offers, forecasts, for existing customers or for prospects)
- ✓ 360 degrees view of a customer account (pre-sales – sales – invoicing – disputes)
- ✓ After-sales activities
- ✓ \* different business segments have chosen different CRM solutions