

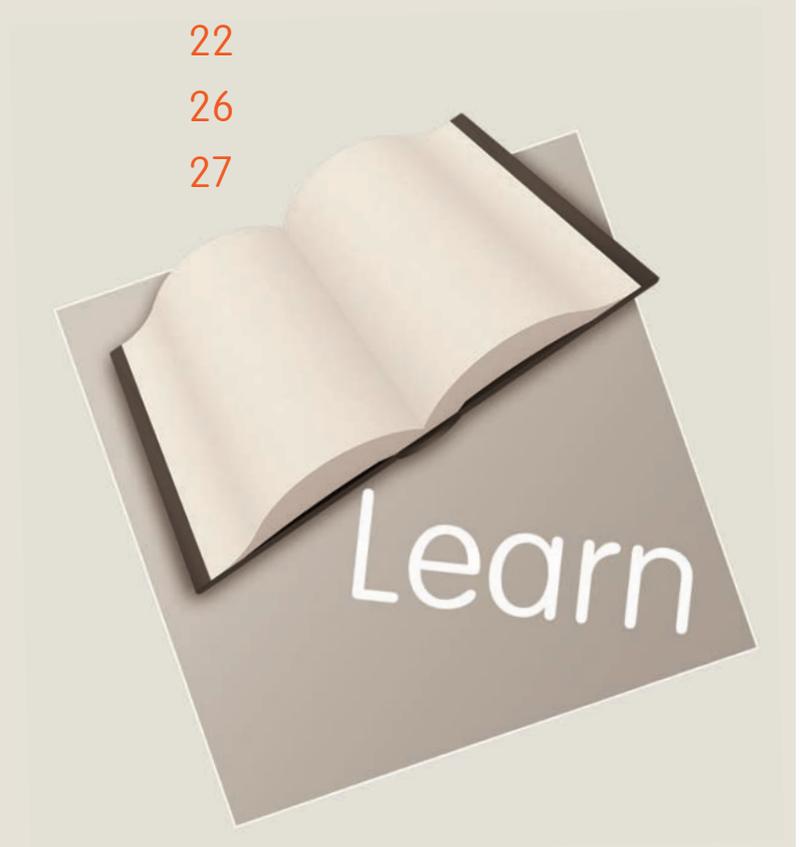


ArcelorMittal University Brochure 2013



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Dear Reader,

It is with a lot of pride that we have put the CLIP accreditation logo on the front page of this brochure. Indeed, ArcelorMittal University has been awarded with the CLIP accreditation from EFMD.

As part of this accreditation process, we have contacted our stakeholders to get an in-depth view of how we are perceived, what are our strengths and what should be improved. The CLIP peer review by EFMD representatives and Chief Learning Officers from other corporate universities then took place end of 2012, which resulted in the official accreditation in February 2013.

The CLIP Peer Review Report has provided a new boost in the deployment of ArcelorMittal University. The report not only highlights the reputation of ArcelorMittal University and the quality of its programmes, but provides also suggestions to further improve our structure and our learning & development offer and ways to increase our impact on the organisation.

As a first result of these recommendations, it has been decided that ArcelorMittal University will have a Governing Board, that will help the Corporate University to stay aligned with the company's strategy, respond more adequately to the business needs in Learning & Development and develop a medium term (3-year) perspective for the Corporate University.

The announcement to (temporarily) close the Liberté building, home of ArcelorMittal University's main campus in Luxemburg, made many believe that ArcelorMittal University was reduced to a virtual campus, only providing online learning and no longer providing the excellent programmes for which we were recognised internally and externally.

But we are alive and kicking! We have moved to a new location in Esch-sur-Alzette, 20 km South of Luxemburg city, where we have the infrastructure to deliver face to face programmes and even better means to deliver synchronous virtual classrooms.

Despite the difficult economical times, ArcelorMittal University is delivering several new face to face programmes as part of our corporate training offer and the uptake on existing programmes is very promising. We are constantly reviewing our programmes and are looking for ways to create maximum impact with minimal costs. Through the promotion of synchronous virtual delivery as well as the local roll out of corporate programmes we will operate closer to the business. The Learning Council and our network of regional ArcelorMittal University campuses are essential elements in reaching this objective.

Like a phoenix arises from the ashes, ArcelorMittal University is reborn or at least re-energised and is ready to face the 2013 challenges with confidence.

In this brochure you'll find an update on ArcelorMittal University's training offer, some highlights of our 2012 achievements and 2013 objectives and a brief description of our provider network.

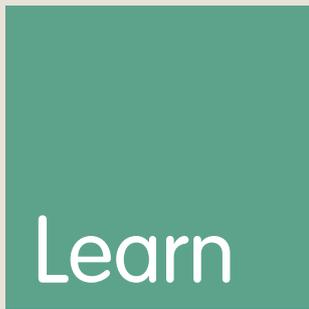
Enjoy this brochure and don't hesitate to share it with your colleagues.

Best regards,

The ArcelorMittal University Team

Mission & Objectives

Mission



The mission of the University is to help ArcelorMittal employees to “Learn- Grow-Connect” in today’s dynamic business world.

“Learn” refers to skills development, “Grow” links to releasing personal potential and building organisational capability, and “Connect” refers to the opportunity the University provides to share good practices, explore new ideas, build personal networks and interact both with ArcelorMittal’s senior leaders and leading practitioners from outside the company.

Objectives

- Build the ArcelorMittal culture and share best practices
- Grow our own leaders
- Support people development and business transformation
- Achieve excellence in functional expertise
- Foster professional networks & communities
- Create a “best-in-class” learning organisation
- Support business in design & development of programmes

EFMD awards CLIP accreditation to ArcelorMittal University

On February 4th 2013, ArcelorMittal University received the CLIP accreditation from the European Foundation of Management Development (EFMD) in recognition of its contribution to employees' career development.



Oliver Deckers (left), Programme Coordinator at ArcelorMittal University and project leader on the CLIP accreditation process and Christian Standaert, General Manager of ArcelorMittal University (right).

The Corporate Learning Improvement Process (CLIP) is a unique accreditation run by EFMD that focuses on identifying the key factors that determine quality in the design and functioning of corporate universities and learning organisations.

The assessment process covers all the essential dimensions of the corporate university's deployment within the company: the alignment of its mission and operational objectives with corporate strategy, the effectiveness of its governance and internal management systems, its ability to address key issues of concern to the business units, the programme design process, the overall coherence of the programme portfolio, the quality of delivery and the impact of the corporate university's activities upon individual and organisational learning.

The CLIP initiative draws extensively on EFMD's successful EQUIS accreditation scheme for business schools and universities. Internal self assessment against a set of rigorous standards drawn up by leading members of the corporate learning community is combined with external review by experienced peers.

"The CLIP accreditation was an important achievement given the complexity of our organisation. We are proud of the official recognition for the quality of our work so far, which will also strengthen our position internally. At the same time the peer review report gives also clear indications on the way forward, how to further improve and bring more structure into our learning landscape. The CLIP accreditation has certainly given a new momentum to the global roll out of ArcelorMittal University."

Christian Standaert, General Manager,
ArcelorMittal University

Management



Christian Standaert
General Manager



Sapna Arora
Manager

Programme Design and Delivery



Cristina Vasiliu
Executive Education
Diversity Programmes



Mohand Imazatene
Technical Programmes



Julie Donati
Talent Pipeline
Programme



Vincent Galinajtis
Technical Programmes
Induction Programmes



Emilie Goepfert
CLMS Programmes
Functional Academies



Vincent Maurin
E-learning



Oliver Deckers
Group Programmes
Project Management

Communication, Administration and Campus Management



**Bérengère
Van Branteghem**
Communication



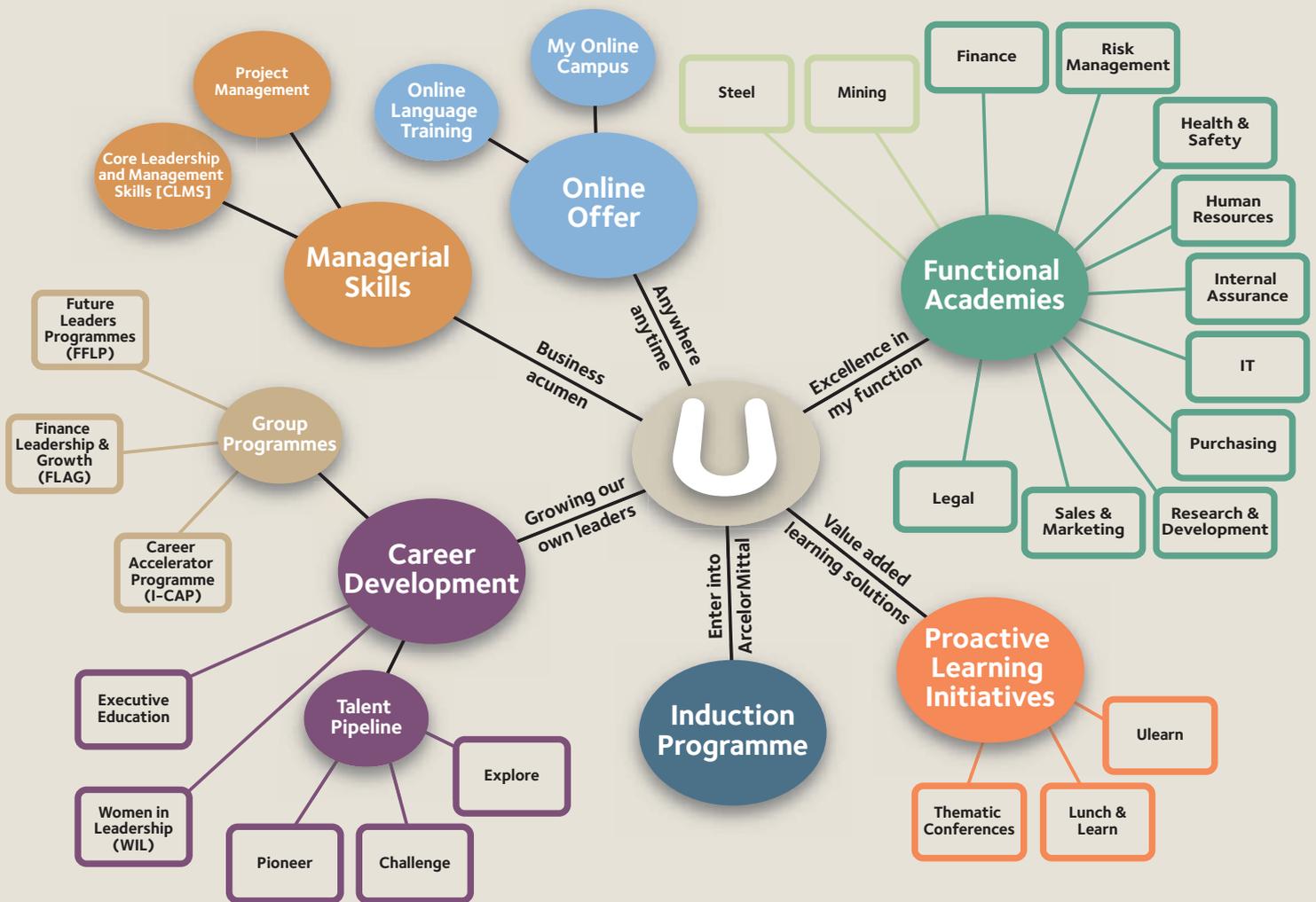
Julie Royer
Campus Management



Ania Brocker
Administration

ArcelorMittal University Overview

ArcelorMittal University's programmes & initiatives overview



Career Development

The Leadership Academy offers a range of programmes designed to promote leadership competencies in ArcelorMittal executives.

Every programme is aligned with:

- The ArcelorMittal core values: sustainability, quality and leadership
- The Competency Framework
- ArcelorMittal strategic priorities

The flagship programmes of the Leadership Academy are within the Executive Education Programme, the “Talent Pipeline” – Explore, Challenge and Pioneer and the Women in Leadership.

Participation in Leadership Programmes is by nomination only as an outcome of the Global Employee Development Programme (GEDP), which is the cornerstone of ArcelorMittal’s people strategy.



Executive Education Programme

The Executive Education programme is aimed at fulfilling specific development needs of the company’s top 500 through programmes offered by our partnering Business Schools.

The objective is to enhance **specific** skills, abilities and competences based on the future challenges or enhanced job responsibilities that the candidate will be taking up. It can also be linked to succession candidacies of the incumbent, as a result of leadership assessment.

Partners business schools

ArcelorMittal University is working with the following Business Schools: INSEAD France, London Business School UK, Saïd (Oxford University) UK, IMD Switzerland, Cranfield UK, ESMT Germany, Maastricht School of Business Netherlands, ESADE Spain, HEC France, IESE Spain, Wharton US, Kellogg US, Darden (University of Virginia) US, Kelley (University of Indiana) US, Harvard US, Stanford US, University of Cape Town South Africa and University of Stellenbosch South Africa.

Talent Pipeline Programme

Explore

Explore is a career development programme for selected managers or experts likely to lead a major project or a substantial team within 1-2 years.

Challenge

Challenge is a career development programme for selected managers likely to lead other managers or high level projects at Business Unit level.

Pioneer

Pioneer is a career development programme for selected managers with potential to have a function at Group level.

Content of the programme:

- Pre-work: to prepare the programme, to update some basics skills by pre-reading or e-learning modules, to go through personal assessments to bring personal input to build a future career at ArcelorMittal.
- Residential week: to learn, validate knowledge, share, practice and develop networking.

The pedagogical methods are diverse to optimize the learning efficiency. This week takes place in the ArcelorMittal University Campus in Luxembourg.

- Post-Work: to consolidate the outcomes with project work.

Partners



Duke Corporate Education was ranked #1 by the Financial Times (2012) in custom executive education for the tenth year in a row; and #1 by BusinessWeek in their biennial survey for the fourth time in a row.

Their Global Learning Resource Network (GLRN) draws on a pool of over 3,000 educators from 25 different countries. A team from Duke CE has been working in partnership with ArcelorMittal University since 2007 and together we have created the Talent Pipeline programmes. They have provided pedagogical expertise and a worldwide network of educational experts, bringing in dynamic speakers, excellence in design and cutting-edge content to the programmes.

Women at ArcelorMittal: gender diversity and inclusion

ArcelorMittal University developed together with IE Business School (Madrid) the first-ever ArcelorMittal women only training programme, "Women in Leadership". The programme was been delivered in November 2012, in Luxembourg, for a cohort of 35 women.



"The 35 women from across ArcelorMittal participants at company's first-ever «Women in Leadership» course, hosted by the ArcelorMittal University in Luxembourg"

During the 3-day residential course, participants were able to get more insights on the main challenges women face in rising up to leadership positions in a company, how to better navigate and negotiate in the male-dominated corporate landscape as well as on unconscious bias, decision making, networking and influencing. Opening the first day, Mr Mittal addressed the women in a video: "Everyone knows that the fight for top talent is hard and to find the best talent you have to fish in the biggest pool. This pool has to include women, who I believe bring distinct skills and characteristics to the table". Satisfaction surveys run after the session revealed a participant satisfaction rate of 84% with a 100% response rate.

After a very successful pilot, the intention is to roll-out this programme in 2013, in other regions that we operate.

Partners

Recognized as one of the world's top business schools, IE Business School, with its central Madrid campus, trains leaders that promote innovation and change in business organizations, entrepreneurial styles of management that generate employment, collective wealth and social well-being.



IE Business School has been recognized by the world's most important institutions. Achievements include a triple crown comprising accreditation by EQUIS (European Quality Improvement Systems), AMBA (Association of MBAs) and AACSB International (The Association to Advance Collegiate Schools of Business).

Participant's quote

Talent Pipeline 2012 – Explore 5



"The course was absolutely superb, by far the best course of any kind that I have attended. I feel that each day, there were many valuable lessons, and I learnt a great deal regarding leadership, strategic thinking and emotional intelligence to name and many more elements, which I feel will be of great use to me. In this sense, the course has greatly surpassed my expectations and I feel very privileged to have attended it.

It was also very worthwhile to be exposed to the wider world of ArcelorMittal, meeting people not only from different geographical locations but also from completely different technical areas of the business. Talking with other participants in the course has given me a very good sense of ArcelorMittal's global activities. Consequently I have an increased feeling of being a part of a global company, rather than from just one department/area, and this is enhanced by the good network of colleagues that I have built up over the week, many of whom I will undoubtedly keep in contact with."

Rob Phillips, Assistant Manager Ship Operations

Executive Education

"From a professional standpoint it was the highlight of the year for me and the best educational experience I have ever had. The school, the programme and its staff were exceptional."

Robert Bellisle, General Manager Contrecœur West & Longueuil

WIL programme

"This training has helped me to put things into perspective in both my personal and professional life! Thanks." Arantxa Bautista, Manager SOX Corporate Team Luxembourg

"Great course, fantastic opportunity for networking and meeting women leaders." Belen De Ugarte, Manager Civil Engineering, Mining, UK

"Excellent participation and programme with nice practical activities." Juliana Maia Magalhães, Manager International Logistics, Brazil



Career Development (Group Programmes)

Internal Assurance Career Accelerator Programme (ICAP)

ICAP is a structured way of managing the development of key talents (below ArcelorMittal Manager level) and their accelerated career progression through key interventions and critical experiences within a defined department: Internal Assurance. Participants have been identified as talents and undergo a rigorous selection process.

The objective of this 2 years intensive programme is to provide a pivotal platform to develop future leaders within the Company, accelerate personal and career development and enable strategic deployment of key talents across the business.

This programme is launched in waves geographically. Wave 1 (Americas) was launched in 2010 and comes to an end in 2012. Wave 2 (Europe) started 2011 and Wave 3 (Africa&CIS) was just launched beginning of 2012.

Finance Leadership and Growth (FLAG)

The CFO programme is of 1 year duration and consists of activities to enable a different type of insight and leadership from the CFO population. The core of the programme is three modules; the first module looks at the new demands on CFO's globally, business and finance operational

improvement, and cases prepared for ArcelorMittal that highlight elements of the Seven Themes. This module culminates with exploring approaches to change through application to individual projects which are targeted at realising measurable improvements. The second & third module dissects the project work that participants undertake, leverages from that experience personal and leadership insights, and enables new approaches to self- and team-leadership.

CIS – Finance Future Leaders Programme (FFLP)

FFLP is an exciting programme created to develop the future finance executives within ArcelorMittal group. The programme is designed and executed by Finance Academy & AMU with support from Human Resources and Unit/Segment CFO. The programme is of 18 months duration and involves series of classroom trainings, modular e-learning programmes, English language training through Global English, Rotations within Finance Departments (local, other group plants, Luxembourg) & mentoring programme to ensure participants have access to senior management for advice and guidance.

This programme is dedicated to junior talents/high potentials within the company regardless of their current position or department who have graduated in the economic area (finance, accounting, business economy or equivalent).

Finance Executive Programme (FEP)

Recent developments in the steel and mining industry have posed several challenges for the steel industry. The past financial performance and current and future economic issues have had a significant impact on the valuation of steel companies around the world. With listing in the major stock exchanges in Europe and the US, the Group has been dealing with challenges faced by the capital market in the recent years.

This programme has been designed keeping in view the need of understanding how the financial performances have an impact on the valuation of companies in the capital market. It covers key financial performance indicators and discuss its application by the investment community using comparable from steel and mining industry with competitors data.



Other Learning Initiatives



Thematic Conferences

These conferences are led by internal speakers. They are organised in Luxembourg so far, but are also available via webmeeting in all ArcelorMittal locations. Employees following the conference via webmeeting can ask their questions to the speaker via the “chat” system.

The objective of these sessions is to bring a clear view on the selected subject and to encourage participants to think and exchange ideas on the chosen topic. All conferences are followed by a networking cocktail enabling attendees to discuss and exchange on the topic and enhance communication through networking.

Other online initiatives

ULearn

This topical e-publication from ArcelorMittal University consist of selected articles, videos and reading suggestions from our online library or provided by our network of partner organisations. Various topics are considered: health & safety, learning and personal development, building teams, motivation and engagement, women in leadership, ...

BBS

Our partner EBSCO/Business Book Summaries sort through thousands of business books and readings. The BBS library can be used to help close competency gaps, and more generally improve the overall business acumen of our managers and executives.

- More than 800 Managerial titles, summarised and explained
- New titles coming regularly
- Summaries available: 300-words, 600-words and 10 pages. MP3 Audio summary available for most of the titles.
- Immediate availability

This programme is a huge success in our Company, with more than 11 500 summary downloads in 2012.

To subscribe to the Ulearn and BBS publications, visit our intranet website or click [here](#).



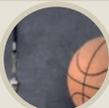
Management Skills

Management and Leadership skills are really a must in the ever-changing world of business today, thus it is ever so important to hone them. ArcelorMittal University, through Core Leadership & Management Skills (CLMS), helps all employees by providing them with the strategies, mindset and skills they need to build personal and professional competencies in ArcelorMittal.

The Management Academy has re-invigorated 8 topics for 2012: Effective Conflict Management; Dealing with Change; High Performance Team; Leadership in a Global Environment; Effective Presentations & Speaking in Public; Negotiation Skills; Decision Making; Employee Motivation & Engagement.



17 Leadership & Management Topics

 Developing Myself	Leadership in a Global Environment	1 day
	Cross-Cultural Competence	1 day
	Decision Making	1 day
	Employee Engagement & Motivation	1 day
	Running Effective Meetings	1 day
	Effective Conflict Management	1 day
	Effective Presentations & Speaking in Public	1 day
	Negotiation Skills	1 day
	Dealing with Change	1 day
	Time & Priority Management	2 days
Management Essentials for First-Time Managers	3 days	
 Developing Others	Leader as a Coach	1 day
	Advanced Coaching Skills	2 days
 Developing Teams	High Performance Teams	2 days
	Leading Virtual Teams	1 day
	Global Virtual Teams	1 day
	Managing in Turbulent Times	2 day

The Core Leadership & Management Skills Training Programmes

The curriculum: an engaging blend of classroom teaching, case studies and group exercises, interactive learning techniques.

Partner



TMA World has been working in partnership with ArcelorMittal University to design the Core Leadership & Management Skills modules. TMA World works with many of the world's most forward-thinking organizations to understand their aspirations and needs in order to deliver consulting, blended training and talent development solutions that inspire, transform and delight.

The 17 Core Leadership & Management Skills Training Programmes offered by the Management Academy have the specificity to be delivered locally in the plants and to be available in local language (13 languages available).



Core Leadership & Management Skills session in South Africa : «Running Effective Meetings».

Project Management Trainings

AMU has set up a partnership with ESI international. In line with the needs of the company, AMU offers open enrolment classroom sessions in Luxembourg as well as locally delivered sessions upon request.

The offer contains:

- Managing Projects (3 days)
- Project Leadership, Management and Communications (3 days)
- Scheduling and Cost Control (4 days)
- Project Risk Management (3 days)
- Contract Management principles and practices (3 days)
- Quality for Project Managers (3 days)
- Project Management applications (5 days)
- PMP exam preparation (2 days)

2 open enrolment sessions of Managing Projects have been delivered in Luxembourg in 2012 with 48 participants and excellent satisfaction rates.

Partner



ESI International helps people around the world improve the way they manage projects, contracts, requirements and vendors through innovative learning. The company specializes in programs for technical and specialized professionals in the areas of Project Management, Business Analysis and Contract Management. ESI's academic partner The George Washington University (GW) in Washington, DC provides additional assurance their courses meet the highest standard of academic excellence. To date, ESI's programs have benefited more than one million professionals worldwide.

Contact: projectmanagement@arcelormittal.com

Online Learning

Online training offer available for all employees!

The e-Academy is a provider of online resources including book summaries, podcasts, interactive courses, videos, quizzes which are available anytime anywhere, by using an internet connection.

The e-Academy supports all corporate functions and other academies in their efforts to make ArcelorMittal specific tools, skills and policies known and understood globally. For example, Job Market Online virtual tour, Finance modules for Finance Academy (Sox, International Taxation... Human Resources modules (Leadership development), Steel Academy (Cold Rolling and Hot Strip Mill), Purchasing Academy (Incoterms), ...

Why do we promote distant learning in ArcelorMittal?

There are several key drivers that push our Company to increasingly use distant learning (eLearning modules, webinars, forums, videos,...).

- Alignment : Thanks to their scalability, online learning tools facilitates the sharing of global best practices and corporate messages.
- Speed : the pace at which training can be rolled-out in our Company is increasing. It is now a common practice to roll-out programmes within a few days to hundreds, if not thousands of learners.
- Flexibility : anytime anywhere access to learning resources make learning flexible like never before. Learners are not forced to fit full-day training events in their busy agenda, but rather have a modular approach to learning.
- Segmentation : distant learning allows to customize the training content to various audiences and levels, allowing a more personalized learning experience.
- Environmental impact : less travel required is good for the planet. By using virtual delivery, travel time is reduced and energy is saved.
- Cost : logistics and stationery costs usually associated with traditional training delivery is much reduced with online learning.

ArcelorMittal University is delivering on-demand learning activities anywhere in the group at a faster pace than ever. "My Online Campus" is a multi-lingual centralized platform which delivers eLearning content from various partners, as well as ArcelorMittal specific courses. The platform offers various tools to learners for tracking their studies, searching and discovering new content, and engaging in discussions with other learners.



Our Company must constantly up-skill people on best practices, new regulations, new systems, and technical knowledge. For that purpose ArcelorMittal University is regularly developing new eLearning modules for the various academies and corporate teams (Cold Rolling, Coke Making, Essentials in Production, Group Policies and Procedures Manual, Mentoring Programme, 1intranet virtual tour,...).

What types of modules are created?

Various themes have been developed so far and the diversity of topics will remain constant in the future. Thanks to rapid-authoring tools the AMU team can develop new modules in just a few days.

Where are the free access eLearning modules located?

Anyone can access some free modules on My Online Campus within the "Free Access Library".

Is ArcelorMittal University delivering real-time distant learning courses? Some of ArcelorMittal University programmes are delivered in real-time thanks to virtual class tools and videoconferencing systems which are connecting the ArcelorMittal University



campuses. Trainers and trainees connect from different locations and participate in engaging virtual sessions. Some of the training courses which include this approach are Energy, Life Cycle Assessment, Value Creation for R&D, Understanding Steel, and many others. Virtual delivery of most of ArcelorMittal University programmes is a key part of our long term strategy.

What is meant by Online Learning? Is it just eLearning modules that you can watch on your computer?

The range of online learning tools is much broader than people usually think. They cover a wide range of self-learning, social learning, synchronous and asynchronous activities.

- Forums/Social learning (trainees and experts exchanging knowledge)
- Virtual Classroom (screen sharing, audio, video, chat, polls,...)
- eLearning modules (learning at your own pace, anywhere, anytime)
- Remote class (connecting several physical classrooms together)
- Quizzes (knowledge assessments)
- Books summaries (available as PDF and Audio)
- Mentoring emails (bite-sized knowledge delivered regularly by email)

Content partners



Country Navigator



Whether you are moving overseas, doing business across borders or leading a global team, to be highly effective in today's international arena you need a deeper cross-cultural understanding. What we at ArcelorMittal University call 'cultural intelligence'.

Country Navigator™ has been developed to help you gain and apply cultural intelligence. This web-based tool gives you valuable insight on how to successfully interact with people from different cultures. Primary features include fast access to continually updated country specific knowledge and networking tools. These help you to modify your approach to be immediately effective in different cultural contexts.

You can compare your cultural dimension scores with any other country scores. It's a free application and it's open to all ArcelorMittal employees.

Access : <http://www.countrynavigator.com/arcelormittal>

Team Navigator

Our global success depends on how well we work together and collaborate as a team. ArcelorMittal University presents the Global Team Navigator, a unique learning and team assessment resource to help you and your team navigate the challenges of working in a virtual team environment.

This toolkit will support your success in an expanding global environment with:

- Individual Assessments: You can complete the individual profiling element of the Navigator and obtain critical insights into your current strengths and developmental areas.
- Team Assessment: An existing 'intact' team can complete the team profiling element of the Navigator, enabling the team to develop a high level of awareness about how well it is functioning.
- Team Resources: A database of teaching resources that supports the development of virtual team skills, including job aids, best practice tips and recommendations for improving team skills.
- E-Learning: A set of five interactive modules that enables you to consolidate your learning about global virtual teamwork.

Access : <http://www.globalteammavigator.com/arcelormittal>



Functional Academies

Functional Academies have been set up to raise the skill sets, capabilities and competencies of all employees within the different functions of ArcelorMittal, by providing learning, development and networking opportunities to all professionals within the company.

Bi-monthly meetings are organized by ArcelorMittal University in order to ensure the best alignment between all academies and ArcelorMittal University.

Finance Academy

The Finance organization in ArcelorMittal aims to deliver outstanding, best-in-class Finance and Accounting services, whilst remaining close to business needs. Critical to achieving this aim is the availability and the continuous development of our finance talents. Finance Academy actively supports AM Finance organization to develop appropriate skills through learning & development. The Finance Academy also delivers training sessions which are useful to other functions where a basic knowledge of finance is essential.

Finance & Cross Functional Training Offerings

Finance Academy designs & delivers series of finance related sessions for the benefit of cross functional & finance participants. These sessions offer adequate knowledge in understanding financial aspects and enables better understanding of KPIs and guidelines for business thus paves way to improved business partnering between functions.

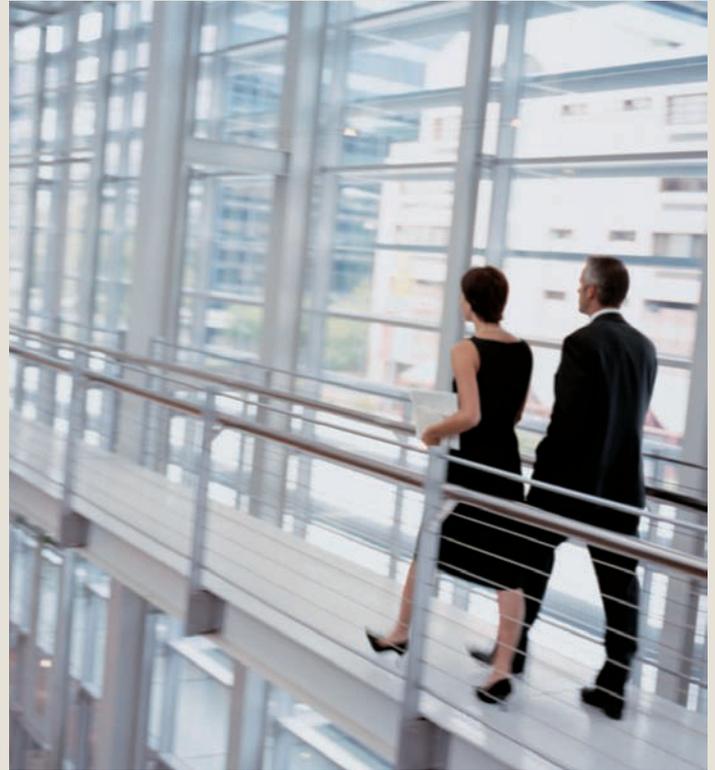
Current training curriculum includes:

1. Cost for Industrial Controllers
2. Transfer Pricing (TP)*
3. Management Gains*
4. Currency Fluctuations*
5. Finance for non-Finance*
6. Going Beyond Numbers*
7. Working Capital Programme*
8. Capex/ IAC*
9. TCOE*
10. ROCE*
11. SOX Overview and SOX for Testers*
12. IFRS Basics
13. Financial Accounting Basics
14. Cost & Management Accounting function
15. Train the Trainers - General*
16. Train the Trainers-Finance
17. Work Life Balance*

* denotes trainings recommended for Cross Functional teams

IFRS Programme- e-learning from Deloitte

This is an advance level online session covering IFRS standards/ principles and regulations and also gives the opportunity to practice and apply these with challenging case studies and a final quiz.



E-Learning & Webinars

Finance Academy also offers various eLearning programmes on key topics like ROCE, TCOE, Fundamentals of Finance, Fundamentals of Finance Management, Value Creation, Working Capital and Steel for Steel Makers.

An array of webinars is hosted by Finance Academy from Experts & Senior Leaders from Business on topics relevant to business.

Health & Safety – Yoga

In our group «Health & Safety» is of paramount importance. Keeping this in view, the Finance Academy together with the Corporate Health & Safety has conceived a programme under the title «Health & Safety: Yoga Sessions».

The programme is delivered over 5 days – 2 hours each day after work & covers simple but very effective Techniques of Breathing, Yoga Postures, Sun Salutations, Relaxation and Meditation. These are time tested techniques of bringing work-life balance. Regular practices of these techniques help the participants in achieving physical and mental fitness which also improve Personal Productivity, Efficiency, Effectiveness, and Decision Making at workplace as well as in personal life. It also improves Time Management, Stress Management and Total Life Management skills. It is a completely interactive and participative practically oriented training programme.

Contact for further details: finance.academy@arcelormittal.com



Health and Safety Academy

From the start Health and Safety has been our Group's number 1 priority. We work vigorously towards the goal of zero accidents and injuries – that is why our Health and Safety improvement process is called 'Journey to Zero'.

To succeed in our journey we need the involvement and commitment of everyone working for and with us. From now on we want to push our H&S improvement further, from a compliance attitude to a culture of belief. This means that the Value of Health and Safety is, and has to be, embedded much more deeply into the foundation of everything we do, not because we are forced to comply, but because we believe that is the right way to do things. Therefore, Health and Safety is an integral component to each of our 3 existing values – Sustainability, Quality and Leadership.

The Health & Safety Academy offers a wide range of training courses dedicated to the leadership and the management of Health and Safety, and many other modules focusing practical topics.

Contact: dorina.andros@arcelormittal.com

Human Resources Academy

ArcelorMittal HR Academy aims at providing our HR professionals, learning, development, and networking opportunities required to fill the gaps identified through our HR Competency Framework, meet our HR employees' aspirations and support appropriately our business needs.

HR Academy Online Library

The HR Academy now has an online portal within the ArcelorMittal University's CrossKnowledge e-learning platform. The online Library includes a series of e-modules on a variety of HR-related topics for ArcelorMittal. Registered e-Academy learners who are already working in the HR function will automatically have access to these custom modules. New modules will be added over time in order to equip participants with the knowledge to adapt to the ever-changing landscape of the Human Resources profession in ArcelorMittal.

HR as a Business Partner Webinar Series

The function of Human Resources is evolving globally across all industries, as key decision makers rely heavily on HR's role to become a "Business Partner". But what does that mean for us in ArcelorMittal? How can we enhance our skill sets to be an effective function in a post-crisis world?

Through this webinar series on "HR as a Business Partner", ArcelorMittal University's HR Academy aims to raise awareness of this concept as well as supplement the skills needed for HR effectiveness in this area. Topics are presented on a quarterly basis to the HR Community with presentations from external partners and in-house experts.

Contact: amu.hracademy@arcelormittal.com

Internal Assurance

The Internal Assurance Functional Academy has been formed to support the creation of a world-class function, aligned to its vision of being a premier audit service provider, a value adding business partner, and a training ground for future leaders (including the Career Accelerator Programme) within the ArcelorMittal Group. Internal Assurance will do this through benchmarking and networking with various stakeholders and departments to ensure proper participation and recruitment for its programmes offered.

Along with the training support of AMU, it has professionals who have developed tailor-made trainings in-house, aimed at advancing the trainee's development, including the advancement of the IA function itself. This will be enriched with leading consulting methods; leadership; operational and soft skill development and trainings, which will serve the trainee and the career accelerator candidate.

With the Career Accelerator Programme, its main objective is to have a 2 year trainee programme (including a full set of steps/modules per year) in collaboration with AMU, HR, and the Leadership Development Team, that prepares the Internal Assurance staff member for an executive position.

"We strongly believe that the Internal Assurance Functional Academy platform will emphasise the importance of how development and knowledge constitute a valuable intangible asset for creating and sustaining competitive advantages." – Francis Lefèvre, VP Internal Assurance

Contact: internalassurance.academy@arcelormittal.com

IT Academy

IT Academy provides training programme to enable the effective use of information technology tools and process, both for the end users and for the IT support organisation.

These learning opportunities are meant to support the Personal Development Programme of IT professionals and to bring cross functional IT learning opportunities for other departments to help internal IT clients to be more productive.

The IT Academy aims in 2013 to sustain and maintain focus on existing IT training programme which are mapped with the IT competency framework:

- IT Project Management
- Information Technology Infrastructure Library (ITIL)
- Vendor Management
- E-Learning programme on various IT topics.



Purchasing Academy

The Purchasing Academy establishes platforms for developing and sharing skills in Buying, Sourcing and Strategy. It promotes and develops internal resources to cover the training needs of the organisation.

In 2012:

- 22 sessions delivered
- 4 courses have been added to the catalogue:
 - London Metal Exchange (creation)
 - The Essentials of Risk Management (from Risk Academy)
 - Strategy model & process in Global Purchasing (creation)
 - Online training on the IT Tool IPEC (creation)
- A specific support has been provided to Regional Platforms:
 - CIS: design and coordination of a 1 year procurement training path (Ukraine 160 trainees, Temirtau 150 trainees)
 - Trinidad & Tobago: Legal Aspect & Incoterms
 - Brazil: Strategy
 - China: Strategy & Vendor Mgt
- Number of people trained: 246 persons trained.

Contact: purchasing.academy@arcelormittal.com

2013 Key Objectives:

- Focusing on improving quality and efficiency of programme by constant feedbacks, benchmarking and audits
- Aligning with ArcelorMittal University and other Functional Academies in promoting courses and sharing learning
- Developing a SAP finance e-learning programme for the ArcelorMittal finance community.

In 2011 238 people followed one of the IT Academy trainings and 121 successful trainees received the ArcelorMittal University Certificate.

The success story continued in 2012 with 150 registrations and 99 trainees received their certification during an official ceremony that took place in Luxembourg.

Contact: it.academy@arcelormittal.com
[IT Academy website](#)

Legal Academy

Because law exposes us to risks but also offers business opportunities to ArcelorMittal, the Legal Department has set up trainings for engineers, HR, environments managers, global and local buyers, marketing and sales people, finance people, etc ...

Topics

Since September 2011, you have the opportunity to attend trainings that aim to be pragmatic and business - oriented on a variety of topics:

- Managing the legal risks of Outsourcing
- JV & MS Guidelines - Presentation of the Training Material to the Legal Department and to number of Board Member/ member of governing body
- Criminal Law Training
- Labour Law
- Incoterms
- Legal aspects in purchasing contracts
- Managing confidentiality in/out of the Group: Confidentiality a key element to secure our technical know-how
- Environmental issues (CO2, Capex, etc ...)
- General overview on international sales contracts
- Whistle Blowing

More than 400 persons have already been trained.

Contact: legal.academy@arcelormittal.com

Research & Development Academy

The R&D Academy is dedicated to all R&D collaborators and their managers. The goal is to support them to develop appropriate skills regarding short term challenges, career management and R&D evolution.

The objectives are:

- To capitalize and promote all trainings R&D professionals built or contributed to create (technical ones but also trainings about creativity or efficient results communication)
- To promote useful trainings proposed by ArcelorMittal University, other Functional Academies and USP Formation
- To provide suggestions (even recommendations) regarding individual's professional situation and career project.
- To develop dedicated programs when necessary.

The R&D Academy performed successful programs in 2012, like

- Basics of R&D project management (49 people)

«Last year some colleagues did it and they told me that it was very useful for them. Now they manage better their projects» - Sara Villalobos Fernández, Global R&D Asturias, Aviles - Spain

- Practices of R&D Project management (40 people)



Simulation software is a good way to learn from good decisions and mistakes

- Creativity methods for R&D people (65 people).
Thanks to the Legal Academy, 81 people were trained about Confidentiality too.

The R&D Academy will propose these trainings again in 2013 and new programs too, like

- Value creation for R&D people,
- Introduction to Life Cycle Assessment and sustainable development,
- Initiation to project management for R&D technicians

Contact: rd.academy@arcelormittal.com

Risk Management Academy

Leaders today need to show a number of skills: decision making, financial awareness, maturity, leadership, boldness, etc. One skill which is frequently forgotten is the ability to address and weigh risks arising from their decisions. More so the ability to identify risks prior to making a decision. In fact the consequences of making, or not making, decisions are crucial in taking advantage of opportunities which arise daily.

In order to help people become more aware of risk and how to assess it, risk management has been introduced in different training programs delivered by Human Resources and ArcelorMittal University but to accommodate and simplify the distribution of this knowledge a Risk Management Academy has been created.

ArcelorMittal is committed to its promise of « Transforming Tomorrow » and the three values that underpin it : Sustainability, Quality and Leadership. These values shape our behaviour. In this journey it's imperative that each of us deploy and maintain risk management capabilities and adequate risk management tools as requested by the risk management policy. To achieve this ambitious target the Risk Management Academy is proposing induction and ongoing trainings and awareness programmes. These courses are not reserved to specialists, but a lot of them have been selected to effectively complete the toolbox of the managers.

Contact: riskmanagementacademy@arcelormittal.com

Sales and Marketing Academy

The Functional Academy for Sales and Marketing deliver comprehensive training programs in order to close qualification gaps employees may have in form of classroom training. It is crucial for the academy that the design of their training programs are done in the way that characteristics of the Steel Business and ArcelorMittal's Business Model are considered well.

The modules focus on the following topics:

- Selling Techniques
- Consultative Selling
- Sales Personality
- Commercial Negotiation
- Pricing

In 2012, the Sales & Marketing Academy performed together with Mercuri International training sessions in several countries like Germany, Turkey, Ukraine, Italy and Brazil.

The Sales & Marketing Academy continues to focus on local delivery in 2013. Together with our partner Mercuri International we will deliver training in France, Spain, Kazakhstan and Italy. We will continue to support you in setting up local training in each and every country.

The concept of the training is based on an interactive approach where participants have to perform case studies, presentations and role plays.

The developed modules can be transformed and applied easily in each location and language.

Contact: salesandmarketing.academy@arcelormittal.com



Steel Academy

Steel is our core business, therefore ArcelorMittal University has set up a specific Functional Academy dedicated to imparting knowledge of steelmaking and the processes that go with it. The Academy covers all production processes in all Business Units including Flat and Long but also Tubes & Pipes, Distribution, Construction, Wire etc. It includes also programmes in WCM, Maintenance and Energy.

Governance and mission

The Steel Academy Steering Committee chaired by Corporate CTO with the help of AMU central team, defines orientation, sets priorities and budget allocation.

Steel Academy Mission: to increase technical skills, thanks to customized trainings offer triggered by the needs of performance improvement of Business Units.

Offer

The trainings are mainly dedicated to Engineers and Technicians in production, process, maintenance, R&D, continuous improvement....

From time to time, programmes are designed for local delivered in local language (including blue collars).

The trainings are internally designed and rolled out by experts of the group. In all programmes a mix of various approaches are used: lectures, case studies, visits of plants, projects, benchmark, round table, presentation from suppliers...

Environment and Health & Safety aspects are systematically included in the content.

Faculty

The technical trainings offered by the Steel Academy are designed in co-operation with CTO Corporate. The selection of the experts is

made among the community by each Training Steering Committee. Over 95% of the trainers are ArcelorMittal experts.

Delivery modes

The trainings are proposed through several delivery modalities:

- Classroom trainings in Luxembourg and locally, eventually in local languages
- Self-paced e-learning modules
- Distant synchronous trainings thanks to videoconferencing tool enabling Remote classrooms (up to 6 sites connected at the same time) or Virtual Classroom (up to 50 individuals connected)

Depending on the training, a mix of these delivery modes can be used

Some figures

In 2012, Steel Academy trainings have been delivered in Luxembourg, Steelton, Burns Harbour and Ghent. 1039 trainees attended one or several of the 56 training sessions rolled out. It represents 4170 mandays.

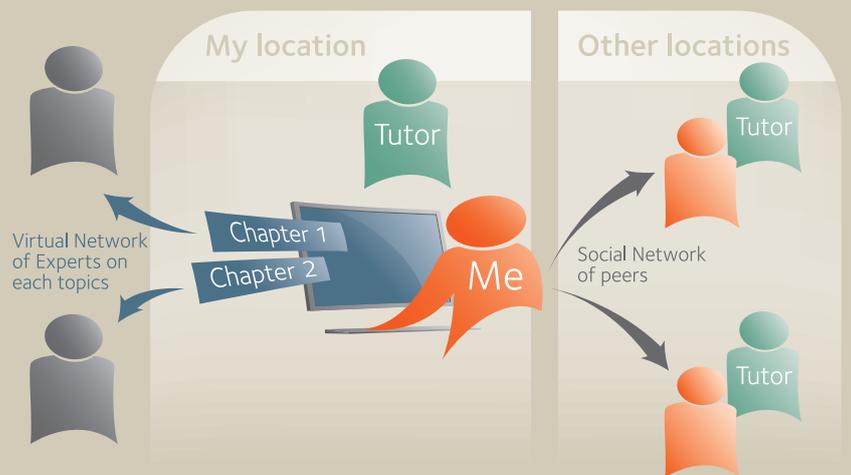
Specific on demand training programmes were delivered in Annaba, Krivi Rhii, Termitau and South Africa

Essential in Production

"Essentials in Production" training programme was launched by ArcelorMittal University in 2012. This project has been initiated by Geert Van Poelvoorde, CEO of Flat Carbon Europe BD North and got the full support of the entire FCE BD North Management Committee.

The programme focuses on the new comers and on the employees who are transferred from another process department. This covers exempts, shop floor management like shift leaders, support functions of the department.

The course provides the basics of the process, but also the knowhow, H&S, risks aspects, the impact of connected processes and the impact on final quality, associated with customer's expectations. Cases of incidents and crisis are included in order to provide a kind of collective memory of what could go wrong.



This programme is in line with what the future of learning is supposed to be as it combines online learning with tutoring within the own organisation (line management and experts) and collaborative learning within a network of peers.

Induction Programmes



Steel production is the core function of our organisation. Two well known and successful induction training programmes are **Understanding Steel** and **Steel for Steel People**.

Both training programmes take advantage of the high expertise level among ArcelorMittal's world class experts, who teach steel making to newly hired employees. Any employee with or without technical curricula in steel making can get insight in our core business

Among attendees we find non steel professionals who participate in Understanding Steel. Steel for Steel People targets employees who are working in steel professions like engineers.

Both training programmes taken together were delivered through 7 sessions in 2012, gathering audiences from different Business units. Understanding steel was delivered to employees working in departments like purchasing, finance, legal or HR. Steel for Steel People recruited employees from departments such as Operations, Research & Development, metallurgists...

In total, 171 employees attended Understanding Steel or Steel for Steel People, which can be seen as testimonial to the success of these training programmes.

Understanding Steel

"It actually surpassed my personal expectation, and has given me an insight into the different kinds of steel, their processing and the various applications. This training gives me confidence to face my clients and advice customers on their steel requirements" **Andreea WAGNER**

"I have a better overview of the different product that ArcelorMittal provides and on the different markets we are supplying." **Matthijs VERMEIJ**

"The strongest points are: many trainers from several fields and they master their subjects, short presentations per item, very exhaustive training support..." **Mouad RAOUHANI**



Steel for Steel People

"I really enjoyed steel for steel people training and main aims have been reached:
- *I've got now a good vision of our company and its "Spirit".*
- *It was a very good way to meet people coming from different horizons."*

Jean-Michel JACHMICH

"I really appreciated this training because of:
- *Learning knowledge of almost all domains in ArcelorMittal*
- *Technical exchanges with participants during the visits*
- *Exchanges with the others students"*

Abdelhakim BEN FAKIR

ArcelorMittal University Worldwide

A Learning Council and a Global Learning Network

The Learning Council is a team composed of the heads of the major training centres across the group on the one hand and representatives of the segments on training matters on the other hand. Today this is a group of 21 people, covering the whole of ArcelorMittal, regionally and functionally.

The main mission of the Learning Council is to raise the quality and efficiency of ArcelorMittal's training organisation as a whole. The Learning Council focuses on training design and delivery and all related aspects. The Learning Council creates guidelines and policies and stimulates the exchange of best practices across regions and segments.

In order to further improve this exchange across units, we are in the full implementation of the Global Learning Network. The Global Learning Network connects all people involved in training design and delivery in all units of ArcelorMittal. This network has a 'hub and spoke' structure, of which the training centres represented in the Learning Council build the inner circle. By replicating this structure at a regional and local level, we assure that all people are connected and this in a way that adds the most value for each. It guarantees access to shared resources in training design and optimises the information flow top-down as well as bottom-up.

A significant milestone

Having worldwide ArcelorMittal University campuses helps to become a global educational institution for all employees of the Group. Indeed, the objective is to ensure that training is designed and deployed as close as possible to the sites, with courses that really meet their needs.

Campus Hamilton

The Hamilton campus is located in ArcelorMittal Dofasco's Learning and Development Centre. This is the first campus to open in the Americas. The site includes classrooms, conference rooms and shop areas where employees from across North and South America will come to learn everything from steelmaking to leadership development.

Dofasco plays an important role in the development and disseminating of the company's training plans. In addition to AMU offerings, the Hamilton Campus team has partnered with local Universities & Colleges as well as local providers to offer a full range of in-depth analysis, practical development and quality hands on training.

Dofasco has a "Best In-Class" Apprenticeship Program which has been running since 1948. Approximately 14 different trade disciplines participate in the program. The apprentices are indentured by the Ministry of Training, Colleges & Universities.



The university's offering include hundreds of courses (classroom, e-learning and LMS) as well as webinars, executive programs, best practice forums and lectures. Topics cover a wide range including:

- Leadership Development
- Apprenticeship Training
- Maintenance Skill Training
- Power Engineer Training
- Operations Safety Training Programme
- CLMS sessions
- Financial Executive Programme 2013
- Project Management
- Commercial / Sales Training
- New Grad Development Programs
- New Employee Safety Training



Campus Avilès

The ArcelorMittal University Campus Avilès is placed on Asturias in the north of Spain, near to the biggest factories of ArcelorMittal in this country. The campus is located at the Training Centre of Excellence "La Toba" that belongs to ArcelorMittal Shared Services Centre of Spain. The campus has developed the Training Centre into a regional hub for leading expertise and knowledge in Spain and South of Europe. It also gives occasional support to other Spanish speaking countries into the ArcelorMittal perimeter.

A pool of Associated Trainers, employees with contrasted and recognised knowledge and experience in specific topics or fields of knowledge and with teaching abilities, act occasionally as teachers. They are working in the ArcelorMittal sites and organisations in all the Campus scope.

ArcelorMittal University Campus Avilès main mission is to spread advanced technical and business knowledge, and lead management expertise enabling managers to better understand the steel business. The available programmes are:

- Corporate and Functional Academies training programmes (top-down) following the principle of capillarity of training.
- Technical programmes
- Tailor-made management programmes.
- Transversal knowledge programmes
- Coaching programmes.



The campus is organised in five academies:

- Engineering Academy: Focused in steel production and process, maintenance and R&D.
- Management Academy: Aimed to develop leadership and management skills and implementing an innovative professional coaching programme.
- Transversal Generic Knowledge Academy: Focused in H&S, Environment, Quality and Induction programmes for new hired employees.
- Human Resource Academy: Focused on HR knowledge and skills.
- E-learning Academy & Communication: focused on multimedia and distant learning supported in virtual platforms.

The Shared structure between ArcelorMittal Campus Avilès and Shared Services Centre of Spain is essential for the capillarity of knowledge (top-down) and the coordination and homogenisation of training activities between all the sites of ArcelorMittal Campus Avilès scope.

The campus has 20 classrooms and 6 shopfloors, some of them with industrial training simulators.



Campus South Africa



ArcelorMittal University Campus South Africa is responsible for the provision of skills development to all Operating Units residing in South Africa. It is structured with a central control and local delivery. Governance is provided by the corporate office (Vanderbijlpark Operating Unit) to all local sites including Pretoria, Vereeniging, Vanderbijlpark, Newcastle and Saldanha.



ArcelorMittal University – Campus South Africa consists of 4 Academies responsible for different types of learning:

1. Engineering Academy

Focus on technical skills for Engineers, Technicians and Artisans.

This Academy is also responsible of the “Conversion Programmes” presented throughout ArcelorMittal South Africa using virtual technology. The Engineering Academy participates regularly to the virtual training presented from ArcelorMittal University in Luxembourg.

2. Learnership Academy

Focus on production skills to all operating units of ArcelorMittal South Africa.

This academy is also in charge of the Junior Management Programme which prepares supervisors to become better managers. This programme consists of 4 skills programmes registered with the Manufacturing, Engineering and Related Sector Education and Training Authority.



3. Generic Academy

Generic Training required by employees include: SHERQ, Mobile & Lifting Equipment, Legal Compliance and Fatality Prevention Standard Training. This academy supplies +/- 185.000 seats of training per annum.

4. Functional Academy

All the on the job training required by employees are handled by the Functional Academy. They mainly focus on the blue collar workers in terms of a remuneration based competency system.

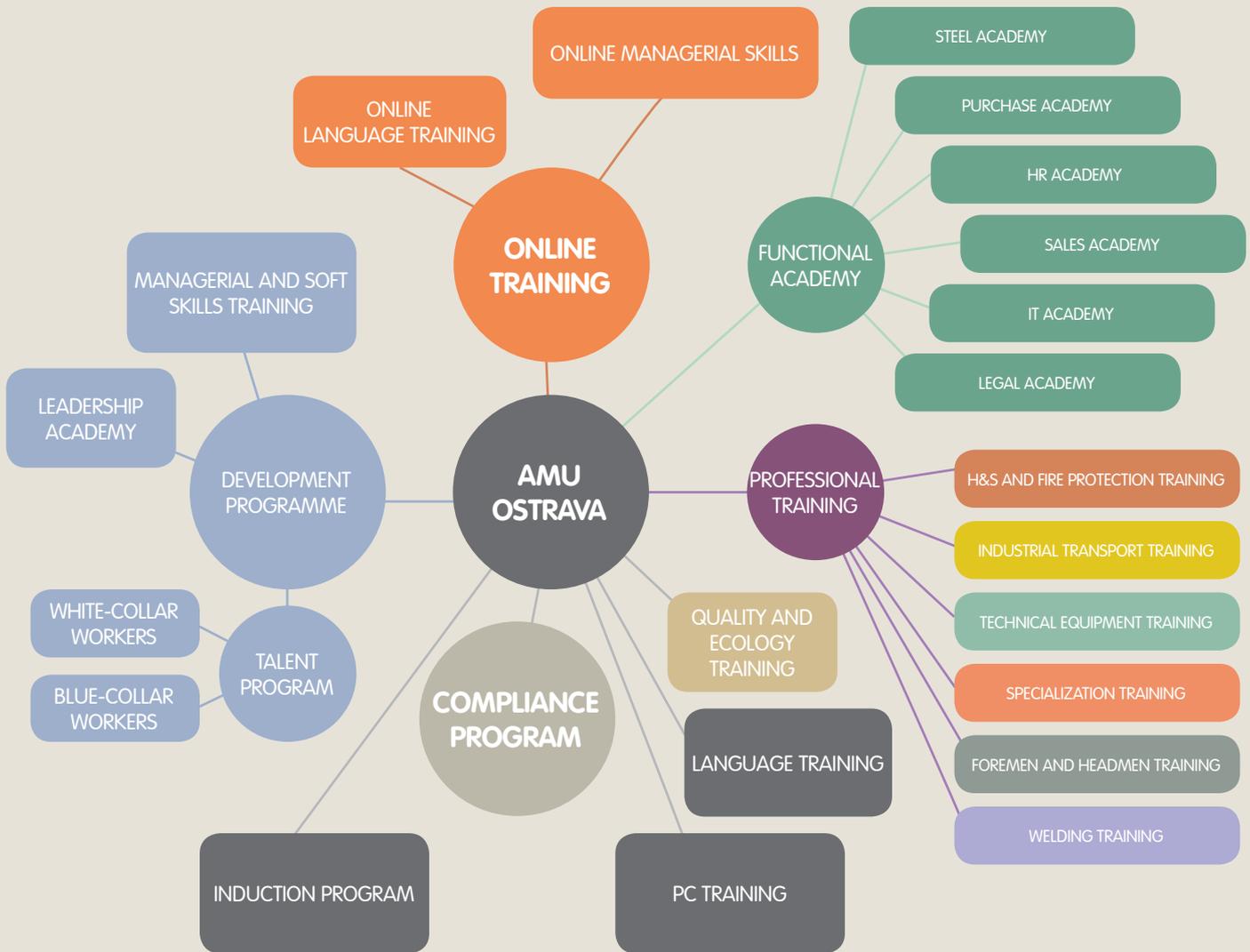
ArcelorMittal University – Campus South Africa also have a training support services that provides help to the academies mentioned above. They are also assisting with bookings in terms of package category employees which need to undergo Management and Leadership training as well as special training like the FFLP (Future Finance Leadership Programme). The support services leg also assists with external training requests, where internal capacity is not available. They also administrate Study loans and Bursaries where ArcelorMittal University – Campus South Africa provides assistance to employees for own development.

Campus Ostrava

Presentation

The ArcelorMittal University Campus Ostrava is located in the east part of the Czech Republic near the ArcelorMittal plant. Campus Ostrava organises courses for employees of Ostrava and employees of subsidiaries of all Czech Republic representing almost 8 000 employees.

ArcelorMittal Campus Ostrava structure of training:

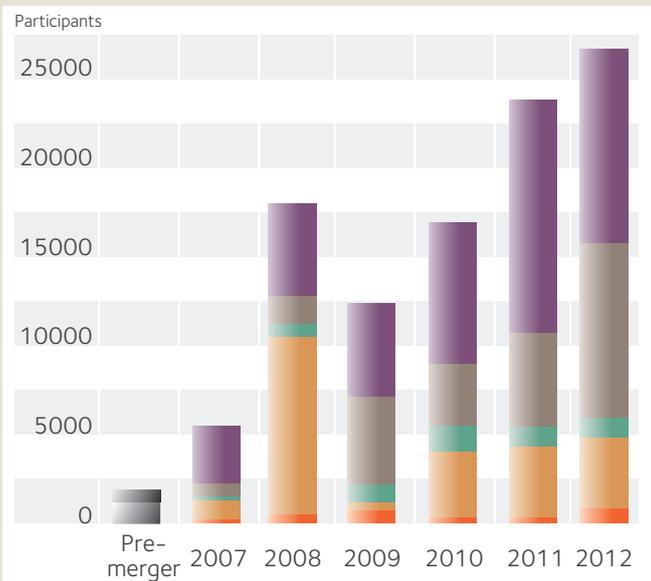


ArcelorMittal Campus Ostrava Facilities.

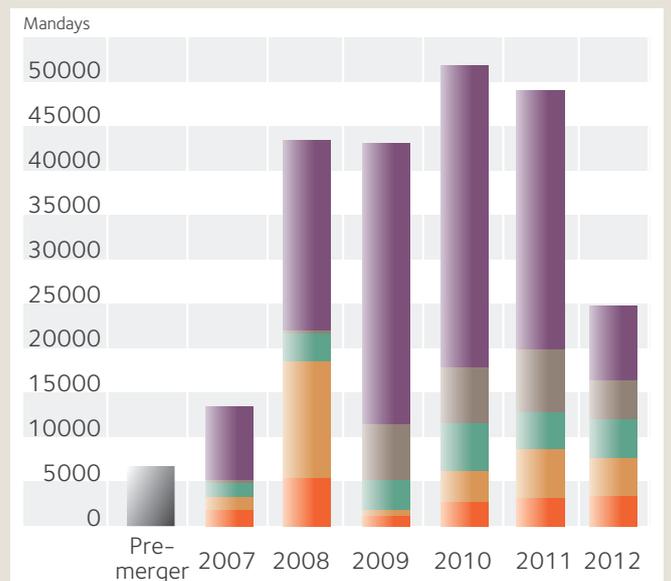
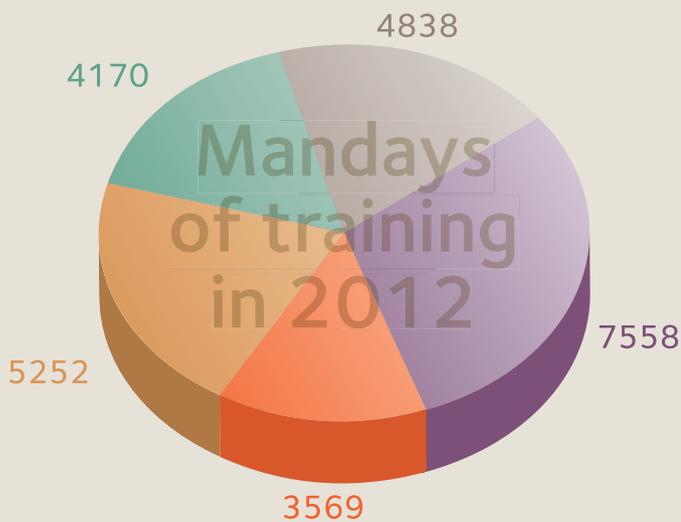
The campus has 18 classrooms with the capacity of 400 persons and 2 PC classrooms with the capacity of 40 persons. The PC classroom is used also as a test centre and eLearning centre.



Key Figures



■ Language
 ■ Online Learning
 ■ Steel & Mining
 ■ Management & Functional
 ■ Induction & Leadership



■ Language
 ■ Online Learning
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Good to know

Contact: amu.contact@arcelormittal.com

For more details about ArcelorMittal University Programmes and initiatives visit our intranet portal:

- training catalogue
- training calendar
- articles
- brochures
- information on each functional academy
- link to register to our learning suggestions (BBS and U-Learn)

To register to a training (classroom or e-learning) please contact your local HR manager or Training department.



ArcelorMittal University
Campus Luxembourg

Domaine Schlassgoart | Building 5
66 Rue de Luxembourg | L-4221 Esch sur Alzette

ArcelorMittal University
Campus Luxembourg

Domaine Schlassgoart
Building 5
66 Rue de Luxembourg
L-4221 Esch sur Alzette

www.arcelormittal.com

