

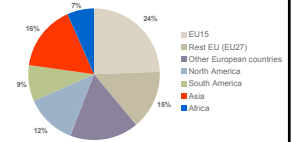
ArcelorMittal & Global RD Presentation

December 2010

ArcelorMittal 2009 key figures

	2008	2009
Sales (US\$ billion)	124.9	65.1
EBITDA (US\$ billion)	24.5	5.8
Operating income/(loss) (US\$ billion)	12.2	(1.7)
Net income/(loss) (US\$ billion)	9.4	0.1
Shipments (million tonnes)	101.7	71.1
Steel production (million tonnes)	103.3	73.2

2008 – A record year in which the benefits of the Arcelor/Mittal Steel merger became apparent



281,000 employees in more than 60 countries

An integrated leader of the metals and mining sector

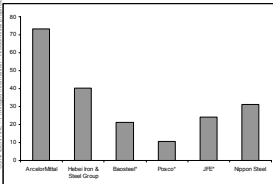
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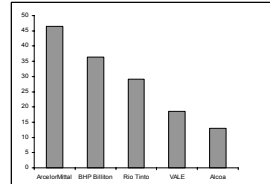
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Not only leading the steel industry but the metals and mining sector also

Crude Steel production in 2009 (MT)



Sales in 2009 9M (US\$ billion)*



Significantly larger than our next competitor

* ArcelorMittal estimated

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Flat Carbon Europe



- 2009 sales: \$20.0 billion
- 2009 shipments: 21.8 million tonnes
- Products: hot-rolled coil, cold-rolled coil, coated products, tinplate, plate and slab.
- Main customers: automotive, packaging and general industries.
- Production facilities located at 13 integrated and mini-mill sites in 8 countries.

Complete portfolio of flat steel products serving all customer segments across Europe

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Flat Carbon Americas



- 2009 sales: \$13.3 billion
- 2009 shipments: 16.1 million tonnes
- Products: slabs, hot-rolled coil, cold-rolled coil, coated steel products and plate.
- Main customers: distribution and processing, automotive, tubular products, construction, packaging, and appliances.
- Production facilities located at 8 integrated and mini-mill sites in 4 countries.
- Operations in Canada, the United States, Mexico and Brazil.

Leading producer of advanced high-strength steels

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Long Carbon Americas and Europe



- 2009 sales: \$16.8 billion
- 2009 shipments: 19.9 million tonnes
- Products: sections, wire rod, rebars, billets, blooms and wire drawing.
- Production facilities in Long Carbon Americas located at 15 integrated and mini-mill sites in 6 countries.
- Production facilities in Long Carbon Europe located at 18 integrated and mini-mill sites in 10 countries.

37 long carbon plants in Europe and the Americas producing a wide range of long products

Wire drawing facilities are not shown on map

Africa, Asia and CIS (AACIS)



- 2009 sales: \$7.6 billion
- 2009 shipments: 11.8 million tonnes
- Products: combination of flat and long products, and pipes and tubes.
- 6 flat and long production facilities in 3 countries.

Large low-cost production base and extensive footprint

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Stainless Steel



- 2009 sales: \$4.2 billion
- 2009 shipments: 1.4 million tonnes
- Products: specific carbon steels, electrical steels (Brazil), flat stainless steels (Europe & Brazil), flat and long nickel alloys products (Europe).
- Main customers: domestic appliances and household equipment, automotive, construction and general industries.
- Production facilities in Brazil located at one integrated site.
- Stainless production facilities in Europe at 2 mills in France and 2 mills in Belgium.

ArcelorMittal is a world leader in stainless steel and nickel alloys

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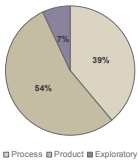
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ArcelorMittal superior R&D expertise



ArcelorMittal R&D...

- Over 1,400 full time researchers
- Budget of approximately \$250 million (€180m)
- Working on all development axes (spending by finality):

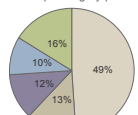


Tactical research: 75 %
Strategic research: 25 %

- Expanding worldwide network of laboratories (currently 15 labs in Europe, North America, and South America)

... strongly supporting specialties

- R&D spending by product



R&D Key challenges in accordance with the group strategy

- Product: Differentiated product offer
- Geography: Support the transfer of technology between plants
- Value chain: Transverse projects optimising the product value along the complete value chain from mining to finished products

The technological pillar of ArcelorMittal helping to transform tomorrow

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Our talented people...



- 1400 researchers:
 - 55 % Engineers
 - 45 % Technicians
- Diversity and multi-cultural approach
 - Over 20 nationalities... sometimes in a same lab
 - Mixed generations combining high experience researchers and young talent
 - Graduates from worldwide best Universities and Engineering Schools
 - with an international experience
- Members of result-driven project teams



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R&D aligned with our customers' needs...



- **Automotive:** compromise between weight reduction, comfort, safety & durability
- **Packaging:** cost effectiveness, easy processing, weight reduction, innovative look, food compatibility, green products
- **Appliances:** cost reduction, antibacterial, aesthetics, environmental friendly...
- **Construction:** energy-efficiency, environmental issues, safe buildings, durability, fast erection, health & comfort, aesthetics...
- **General industry:** weight and cost saving, corrosion resistance, safety, reduced total cost of ownership, high temperature resistance
- **Energy pipes:** heavy gauge, high strength, corrosion resistance, improved welding
- **Process:** quality improvement, competitiveness, robustness, sustainability...



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Our R&D Portfolios



Answering to the needs of our customers on their markets

- Auto
- Construction
- Packaging, appliances, metal processing
- Hot rolled coils for energy applications
- Tubular products
- Standard plates
- Speciality plates
- Electrical steels
- Long Products
- Stainless steels and alloys
- Exploratory

And answering to the needs of our plants

- Process Research
 - From mining, raw material, sintering, iron making
 - through steelmaking,
 - Rolling, annealing and finishing,
 - Coatings & surface treatment
 - Including some routing issues (defectology)
 - And some more transverse issues: measurements, environment & energy

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Our Research Centres



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The 3 main research areas



- Process
- Products
- Applications & Steel Solutions



Product Research mission



- A combined objective
 - create competitive differentiation through enhanced or unique functionality, superior quality of our products
 - while ensuring their 'manufacturability' and delivery to our customers at the lowest possible cost



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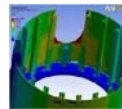
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Applications and Steel Solutions Research mission



- Objectives
 - Help our customers make the best possible use of our advanced product range (advice on processing parameters, offer of technical services, ...)
 - Showcase practical examples of the most advanced products and present a complete solution to the market with higher added value



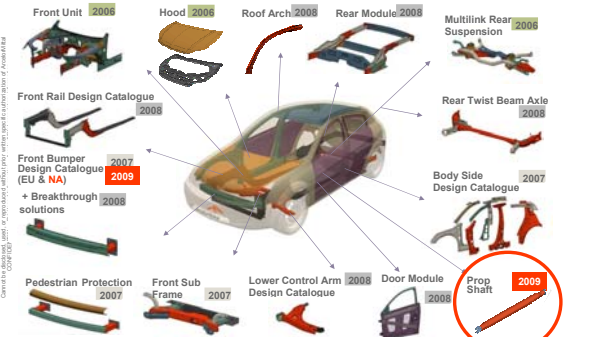
Design of a high value tower for high power wind turbine with stiffeners inside
Tower height can go from 100 m to 120 m.

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Example – A full range of generic steel solutions: Product, Technology & Design optimization



- Incorporating Tailored Welded Blanks, Hot Stamped & Tubular Solutions
- Demonstrating weight reduction of 10 to 20% ... and up to 30% for some modules

Example – Innovative materials and solutions for appliance market



- Introduction of high strength steel grades
 - Potential for thickness reduction
 - More stable manufacturing process
 - Improved fatigue and drop resistance
 - Allows reducing number of parts
- Sound damping steel sandwichpanels
 - 100% recyclable and fireproof
 - Reduces the vibrations, and avoids silent blocks
- Aesthetic cost alternative to stainless steel
 - Green product: Cr-free, no heavy metals, PVC-free
 - Excellent stain and scratch resistance
- Innovative visual appearance with unlimited design possibilities
- Use of organic coated steel
 - Ecological: waste reduction
 - Economical: easy manufacturing, lower energy and storage costs



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Example – Steel Solutions Long products in construction



- Angelina™: development of a slick, open and versatile beam, and of the related design software
- Benefits:
 - Reduced production time
 - Materials and processing savings
 - Optimal safety



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Partnerships



A R&D open to the world



- Because there are neither improvements nor breakthrough innovations without external exchanges and close cooperation, ArcelorMittal has set up an extensive network of partners:
 - Customers
 - Suppliers
 - Universities
 - Industries (steel, glass & other materials, engineering...)
 - Communities (scientific societies...)

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Partnerships with customers



- A large proportion of our research into products and solutions is conducted within the framework of partnerships with customers
- More than 150 researchers are permanently involved in joint development groups with our customers:
 - 60% in automotive
 - 40% in packaging, construction, and general industry.

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Academic Partners



- 4 categories :
 - **Long Term Partners** and **Partner Centres**: Top Scientific Research groups in our core competences on very specialized topics, or beside our competences to complement our internal resources.
 - Key words: Long time relationship, mutual confidence, stability, worldwide excellence
 - **Partner Universities** and **International Scientific networks**: Top Universities and Institutions in targeted countries with scientific and technical competences and different specialties in or beside R&D

Objectives	Cooperation in R&D Projects	Recruitment
Long Term Partners		
Partner Centres		
Partner Universities		
International Scientific networks		

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