



ArcelorMittal

Lakshmi N. Mittal
Chairman and Chief Executive Officer

29 December 2011

Mr. Patrick Dury, National President
Mr. Georges Conter, Vice President
LCGB
B.P. 1208, L-1012 LUXEMBOURG

Dear Mr. Dury,
Dear Mr. Conter,

I acknowledge receipt of your letter dated December 15, 2011 and understand your concerns about the decisions ArcelorMittal has taken to temporarily idle or reduce the activities in different production sites in Luxembourg.

You are aware that these steps had to be taken as a response to the unprecedented economic and financial crisis currently prevailing in Europe. In the product lines affected by our decisions, overcapacity in Europe represents 50% of installed capacity and makes it necessary for ArcelorMittal to concentrate production on a smaller number of units.

As the economic turmoil and its consequences on the Luxembourg industrial sites affect directly the working conditions of our employees, we appreciate that representatives of the Government, representatives of the unions and the management are discussing and working together within the Tripartite in a constructive way to minimize the effects of the crisis on our employees and to prepare the future through an ambitious vision.

You can be assured that ArcelorMittal is strongly committed to its presence in Luxembourg, as the headquarters of the company and as an important production site, manufacturing in particular some of our most sophisticated high added value products. In keeping with customer requirements, we intend to develop our product lines through innovation and R&D, as well as through marketing and investments. Also in parallel, we will strengthen the cost competitiveness of all our units as this is an equally crucial factor for ensuring viable long term industrial activity.

I am confident that with the continued commitment of our employees we will be successful in maintaining a strong and modern steel industry in Luxembourg.

Yours sincerely,

Lakshmi N. Mittal

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