

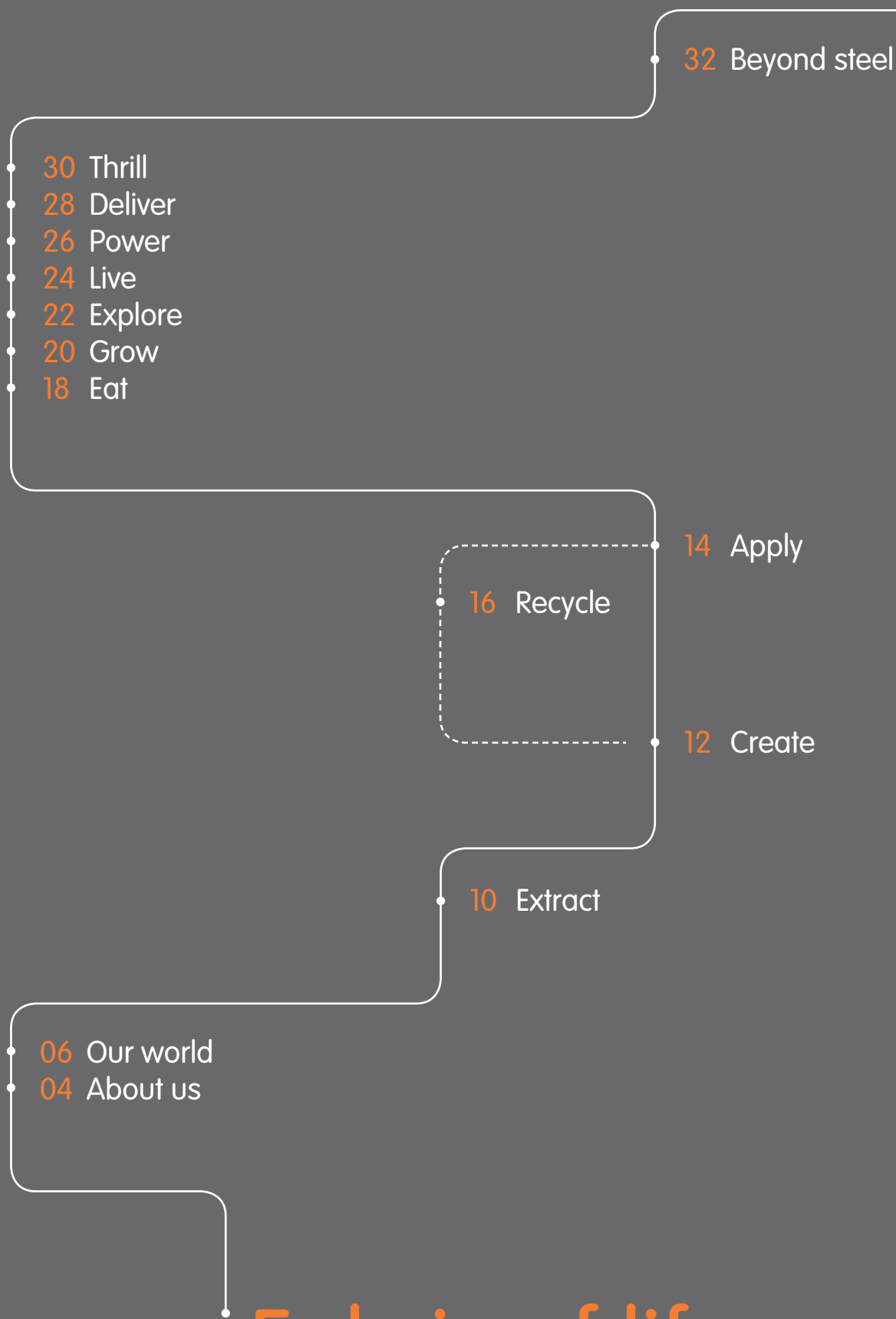


Fabric of life




ArcelorMittal





# Fabric of life



We believe steel has a key role to play in the world. From ships to skyscrapers, much of the fabric of life is made from steel. We also believe we should manage our growth with future generations in mind by being a sustainable business that is both profitable and responsible.

**ArcelorMittal is the world's leading steel and mining company. Guided by a philosophy to produce safe, sustainable steel, it is the leading supplier of quality steel to all major markets including automotive, construction, household appliances and packaging. ArcelorMittal operates in 60 countries and employs about 260,000 people worldwide.**

ArcelorMittal is guided by three distinct values: sustainability, quality and leadership.

Sustainability, because we are guiding the evolution of steel to secure the best future for the industry and for generations to come.

Quality, because we want the steel we produce to be at the cutting edge of technology and because we need the best people to deliver on our goals.

Leadership, because we are proud of our entrepreneurial spirit and the opportunities that visionary thinking can bring to the company.

These three values, together with our operating philosophy of producing safe, sustainable steel, have guided ArcelorMittal since the company was formed.

This philosophy reflects our company-wide priority: health and safety. We are making good progress on our journey to be the world's safest steel and mining company, with a goal of zero injuries and fatalities.

We believe that steel is at the heart of the modern world. It forms the infrastructure of life, from railways, to cars, to washing machines.

As an infinitely recyclable material that is highly adaptable, steel has good sustainability credentials particularly when CO<sub>2</sub> emissions at the point of manufacture are viewed across the product life cycle. Reflected in our belief that steel has a key role to play in the world and that we should manage our growth with future generations in mind, we have set ourselves the challenge of 'transforming tomorrow', a promise that guides us as a company.

I hope that you enjoy reading this introduction to our company and that you learn more about what we do, and our fascination for this amazing product: steel.

**Lakshmi N. Mittal**  
Chairman and Chief Executive Officer

**60 countries, five continents, one goal:  
transforming tomorrow**

We are the leader in all major global steel markets, including automotive, construction, household appliances and packaging. Through our mining presence in 11 countries, we have sizeable captive supplies of iron ore and coal, and outstanding distribution networks.

With an industrial presence in more than 20 countries spanning five continents, we cover all of the key steel markets. To achieve this, ArcelorMittal and its subsidiaries are organised into six groups, or operating 'segments'.

**Health and safety**

We want to be the world's safest steel and mining company. Our Journey to Zero programme – to have zero fatalities and zero time lost to injuries – is at the heart of this goal. We have made good progress in significantly cutting accidents and fatalities in our steel plants and mines.

# Our world

## Segments

**Flat Carbon Americas**

Flat Carbon Americas is a leading producer of advanced high-strength steels. At our sites in Brazil, Canada, Mexico and the US we produce slabs, hot- and cold-rolled coil, coated steel and plate products.

**Flat Carbon Europe**

Flat Carbon Europe produces the full range of flat steel products, including high-strength steel, mainly for the automotive, packaging and general industries.

**Long Carbon Americas and Europe**

Our long carbon plants in Europe and the Americas produce a wide range of long steel products including sections, sheet piling, wire rods, rebar, billets, blooms, wire drawing and pipes and tubes.

**Asia, Africa and the CIS\* (AACIS)**

With a large production base across two continents, AACIS makes a combination of flat and long products in Kazakhstan, South Africa and Ukraine.

**Distribution Solutions**

Through our Distribution Solutions network, we are the world's largest steel distributor and processor. Our sales teams and technical consultants around the world help provide customised steel for specific customer needs.

**Mining**

ArcelorMittal is among the top five producers of iron ore and metallurgical coal in the world. Our Mining segment has a mixture of expansion and greenfield projects, with mines in Africa, the Americas, Asia and Europe.

\*Commonwealth of Independent States



## Steel

20

We have steelmaking operations in 20 countries across five continents, in both developing and developed steel markets. ArcelorMittal is number one for market position and market share in North and South America, Western Europe, Eastern Europe and CIS, and Africa.

## Mining

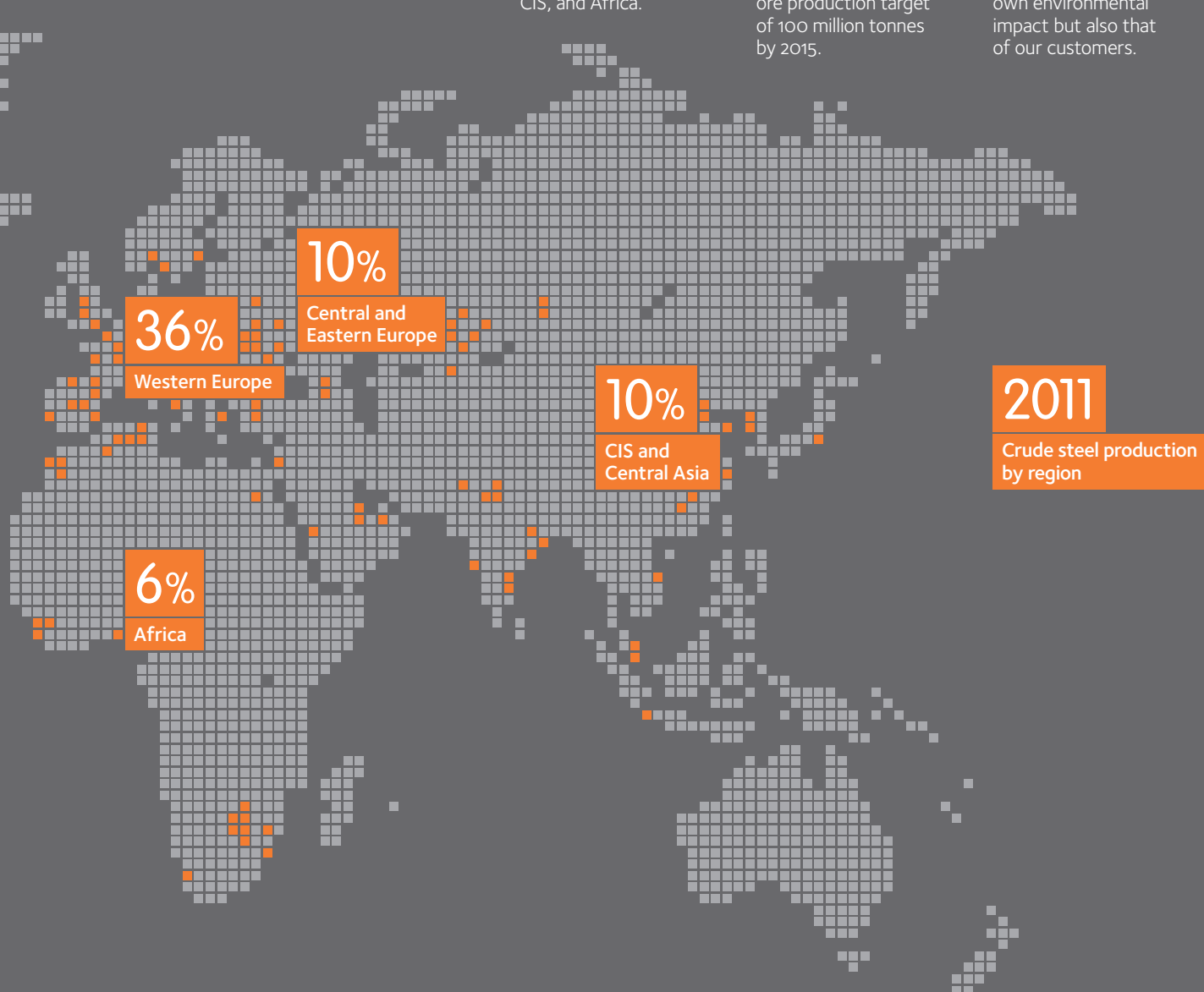
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We currently have mining operations in 11 countries: Algeria, Bosnia & Herzegovina, Brazil, Canada, Kazakhstan, Liberia, Mexico, Russia, South Africa, Ukraine and the US, with projects under development in several locations in Africa. We have an iron ore production target of 100 million tonnes by 2015.

## Research

1,300

We use our 1,300 researchers' expertise in steel and technology to develop cleaner processes and greener products, including ultra-high-strength steels (UHSS), to make steel production more sustainable. This helps reduce not just our own environmental impact but also that of our customers.





## Canada

In 2010, ArcelorMittal acquired a controlling stake in Baffinland Iron Ore Mines, which gave us ownership of the high-quality ore reserve of the Mary River. Located on the north end of Baffin Island in the Canadian territory of Nunavut, this is the largest mining development to date in the Arctic. It is estimated that the deposit at Mary River contains approximately 375 million tonnes of reserves. The ore mined at Mary River will be transported by rail to the coast, where it will be loaded on to icebreaking vessels.

**“Bringing the Baffinland project into production will be an important step in transforming us from a world-class steel company into a world-class steel and mining company.”**

**Aditya Mittal,**  
Chief Financial Officer  
and Group Management  
Board member

## US

Steel production is inextricably linked to water – a resource that is critical to its production. ArcelorMittal USA, with its partners, has invested millions of dollars in environmental restoration grants that will support 30 revitalisation and conservation projects in the Great Lakes Basin. Many of the initiatives focus on invasive species elimination, wetland habitat restoration and native plants, and many of the projects are close to ArcelorMittal facilities in the Great Lakes area.

## Haiti

The ArcelorMittal Foundation partnered with Médecins Sans Frontières in the first 48 hours after the earthquake in 2010 to provide immediate medical care; with the US-based Loma Linda University to help rebuild the Adventist Hospital in Port-au-Prince; and with Habitat for Humanity to build more than 2,000 upgradable shelters, providing more than 200 jobs for locals.

## Brazil

ArcelorMittal Tubarão has pioneered new ways to make better use of by-products generated in the steelmaking process. About 800,000 tonnes of steelmaking slag are produced in the country every year, but we put a lot of resources into improving the quality of the waste material so that it can be sold and used as a building material. We have also used the slag to create around 360 artificial reefs around the Brazilian coastline.

**“Waste that would otherwise be sent to a landfill is being transformed into innovative new materials.”**

**Lou Schorsch,**  
Group Management  
Board member





## Luxembourg

### United Kingdom

The ArcelorMittal Orbit, which stands in the centre of the London 2012 Olympic Park, is made of steel from every continent in which we operate. Almost 60% of the 2,000 tonnes of steel used in the ArcelorMittal Orbit – which is the UK's tallest sculpture at 114.5m – is made of recycled steel. The sculpture was designed by Anish Kapoor and Cecil Balmond.

In 2011, we celebrated 100 years of steelmaking in Luxembourg, where ArcelorMittal is headquartered. While steelmaking in Luxembourg can be traced back to the mid-19th century, it was in 1911 that the steel plants of Burbach, Esch and Dudelange merged, which led to the creation of Arbed and several decades later to that of ArcelorMittal. Today, Luxembourg exports some of the world's most sophisticated steels for use in truly unique projects, from the Belval sheet piles helping to protect Venice from flooding, to the Differdange jumbo beams being used to build One World Trade Center in New York.

**“For a century, the steel industry has not only been the soul but the muscle of Luxembourg's economy. The steel industry has helped Luxembourg become one of the most prosperous countries in the world.”**

**Michel Wurth,**  
Group Management  
Board member



### South Africa

The ArcelorMittal site in Saldanha set a high safety benchmark by completing a challenging project – the relining of a Corex and Midrex blast furnace – with no time lost due to injury or workplace accidents. A team of employees, the Red Scorpions, were the key to this success. They ensured that safety standards were always followed, conducted safety audits, ensured workers always had personal protective gear, advised contractors on safety issues and tested for alcohol or substance abuse before every shift.

### China

After the Sichuan earthquake in 2008, the ArcelorMittal Foundation worked with the Tianshui Municipal government to rebuild a primary school with green technology. Besides high resistance to earthquakes, the new building design has an efficient layout and low height for safety and energy saving.

# BEGIN

The steelmaking process starts with the processing of iron ore, which has been extracted from the ground. The rock containing iron ore is ground and the ore is extracted using magnetic rollers.

Fine-grained iron ore is processed into coarse-grained lumps for use in the blast furnace. Coal is cleaned of impurities in a coke furnace, giving an almost pure form of carbon. A mixture of iron ore and coal is then heated in a blast furnace to produce molten iron, or pig iron, from which steel is made.

## Extract



ArcelorMittal has iron ore, coal and non-ferrous mines around the world, in Algeria, Bosnia & Herzegovina, Brazil, Canada, Kazakhstan, Liberia, Mexico, Russia, South Africa, Ukraine and the US. This ore and coal is used for our own steel operations and is also sold on the open market.

After a 20-year absence, the production of iron ore has begun again in Liberia. ArcelorMittal has the rights to mine Tokadeh Mountain through a 25-year lease. Travelling along 240km of railway rebuilt by ArcelorMittal, trains are now carrying ore from Tokadeh to the port of Buchanan, for shipping.

In Quebec, Canada, we have a large iron ore mine at Mont-Wright – which we are continuing to invest in to increase production. In 2010, ArcelorMittal acquired a controlling stake in Baffinland Iron Ore Mines, which gave us ownership of the high-quality ore reserve of the Mary River project. Located in Canada's northern Nunavut province, this project is the largest mining development to date in the Arctic. Since the surrounding sea is frozen for more than six months a year, Canada's strongest ice-breaking ships will be used to transport the ore.

In Kazakhstan, we have eight coal mines with reserves of 1.5 billion tonnes and four iron ore mines – the largest number of mines we have in any one country. The iron ore mined from Orken in western Kazakhstan is then transported to our steel plant in Temirtau.

In all our mines, we aim to have a culture of courageous leadership, in which anyone – from miner to manager – feels able to speak up if he or she sees a potentially dangerous situation in the workplace. At our Andrade iron ore mine in Brazil, in September 2011 we were proud to have completed 19 years without a lost time injury.

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## 240km

The length of railway rebuilt by ArcelorMittal to carry ore in Liberia

# Create



In the next stage of the steelmaking process, basic oxygen furnaces or electric arc furnaces are used. In a basic oxygen furnace, molten iron ore is mixed with steel scrap and alloys to produce different grades of steel. In an electric arc furnace, recycled steel scrap is melted directly into new steel.

Molten steel from the blast furnace passes through continuous casters where it is formed into slabs, blooms and billets.

We have steel plants in 20 countries in five continents – the only company to operate on such a global scale. In many of the countries in which we make steel, we are the leading producer.

ArcelorMittal Steelton is one of only three railroad producers in North America and was the first plant built specifically for the production of steel rails in the US, having stood since 1867. Steelton has produced more than 1.5 million tonnes of head-hardened steel rails over the past 15 years.

In Duisburg, Germany, we have invested in a new wire rod mill that is one of the most advanced in the world. The facility has an annual capacity of 690,000 tonnes and will produce new steel grades for sectors including automotive and renewable energy. High-strength and ultra-high-strength steels will also be made at the new mill thanks to high-tech thermo-mechanical rolling.

ArcelorMittal South Africa is Africa's largest integrated steel producer. We have four plants that produce both long and flat steel, servicing around half the local market for long steel products, and three-quarters of the local market for flat steel products.

Given the many potential hazards posed to those working in steel plants, ArcelorMittal takes health and safety very seriously. At our Point Lisas site in Trinidad and Tobago, the site has recently inaugurated a new medical centre which will also serve as headquarters of its Health, Safety, Environment and Quality (HSEQ) department.

## 1867

The year in which steel rail producer ArcelorMittal Steelton was established



Steel is used in thousands of different ways to make products that touch everyone's lives. You might not see it, but you will certainly use it. From bridges, to railways tracks, to the coins in our pockets, steel is all around us.

Our steel products are present in around 20% of the world's cars. Through our S-in motion research and development project we are working to reduce the weight of a typical five-door car's frame – known as a C-segment – by up to one-fifth, cutting carbon dioxide emissions as a result.

Our steel is manufactured for major construction projects worldwide. We produced and manufactured one fifth of the steel beams used in New York's Freedom Tower, including 10,000 tonnes of jumbo beams in high-strength Grade 65 steel. We are the only steel company in the world capable of providing these beams.

ArcelorMittal is at the forefront of innovation in steel products for a wide range of industries.

Physical Vapor Deposition (PVD) is a breakthrough technology developed in collaboration with our research and development team and Arceo, a start-up business set up in partnership with Belgium's Walloon region. PVD makes many new uses for flat steel products possible – as a sensor, a reflector, a source of light, or an anti-bacterial or self-cleaning surface. It also has better anti-corrosive properties and more aesthetic appeal.

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20%

ArcelorMittal products are used in around 20% of the world's cars

# Apply

Primary steel products including slabs, blooms and billets are transformed into a wide range of finished steel products through hot and cold-rolling processes, for use in industries including automotive, construction, household appliances and packaging.

Slabs are rolled into flat products; blooms are shaped into girders, beams and other structural shapes; and billets are formed into bars and rods.

Steel is a highly technical material that is constantly being reinvented. As society's needs change, so steel evolves to meet new requirements. Today's lightweight steels for the automotive industry, which help cut carbon emissions, are just one example. Modern steel is also more durable, thanks to successful research into corrosion resistance. Metallic and organic coatings have been developed to enhance steel's aesthetic appeal, offering finishes that are popular with architects and the construction industry.





Steel is an infinitely recyclable product – and as a result is one of the most recycled products in the world. It is North America's most recycled material, before paper, aluminium, glass and plastic. And every second, 15 tonnes of steel are recycled in the world.

Thanks to the ease and economy with which used steel can be stored, melted and re-used, the steel industry has been recycling for more than 150 years.

It is cheaper to recycle steel than to mine iron ore and produce primary steel. During the recycling process, steel does not lose any of the properties it had when first created – and recycling also saves on energy as it is less energy-intensive to re-use.

The most commonly recycled items are containers, cans, cars, appliances and construction materials.



# Recycle

ArcelorMittal is the biggest recycler of scrap steel in the world. Every year more than 25 million tonnes of our products are recovered and recycled, which saves around 36 million tonnes of carbon dioxide (CO<sub>2</sub>). ArcelorMittal does not just recycle steel – we also recycle blast furnace gas to convert it into electricity and are investing in projects in the US and Brazil that capture waste gas.

One of the most successful recycling projects that we are involved in is Collect-a-Can in South Africa – a joint venture, non-profit initiative between ArcelorMittal South Africa and Nampak Packaging Company that has been running since 1993. Collect-a-Can supports the recovery and recycling of steel cans and other steel packaging.

Recovery rates of steel cans in South Africa have risen from just 18% to around 70% in the years since the initiative was set up – saving the cans from being sent to landfill. To date, the company has bought more than US\$37m of used cans from the public, with tens of thousands of collectors earning an extra income from the initiative.

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## 36m

Tonnes of carbon dioxide saved during the recovery and recycling of scrap steel



Steel in life



### Fridge

More than half of a typical household refrigerator is made from steel, with steel components including the sealed compressors. The door, compartments and panels are made from steel with guaranteed mechanical properties – cold-rolled thin steels that give the product a very flat finish.

Bigger appliances such as washing machines and dishwashers are also made from steel. Dishwasher doors are made from high-strength steels, to withstand 50,000 cycles and frequent opening and closing of the door. In washing machines, the drum is made from steel that can withstand contact with detergents and a humid environment, while the motor is made from electrical steel.

50%

More than half of a typical household refrigerator is made from steel

# Eat

### Oven

Steel is used throughout the modern kitchen, from ovens to cooking utensils.

We produce blued steels – cold-rolled, corrosion-resistant sheets that have a very thin magnetite layer on the surface – which are perfect for baking trays, cake and bread tins, and pots and pans. Our specialist Alusi® aluminium-silicon coating is used in baking equipment, as it can be used at very high temperatures.

These kitchen products are all made using enamelled steel – a process carried out after coating – because it is resistant to heat as well as corrosion, scratching and bacteria. Enamelled steel is easy to clean, and can be manufactured into a wide range of colours and shapes.

### Wire caps

Grapes from eastern France are used to make millions of bottles of Champagne every year. To keep the cork in place in a Champagne bottle, a wire cap – made from highly flexible, strong steel wire – is wrapped around the top of the bottle. ArcelorMittal's steel wire, made from ultra-low carbon steel, is used to create thousands of tonnes of wire caps every year in France. Our research and development teams in Gandrange, France, and Gent, Belgium, have worked with the steel mill in Commercy, where the caps are made, to ensure the microstructure of this complex product can withstand the twisting needed to remove it. At the other end of the industrial scale, high-performance steels are used to manufacture agricultural equipment, such as combine harvesters. Boron steel discs, made from ArcelorMittal steel, are used to improve performance in ploughs and soil preparation equipment.

1,000

Tonnes of steel wire used each year to create wire caps for Champagne bottles, by producers in the French town of Commercy

Grow



#### Vineyard wire

The wire used to support vines is vital for a successful harvest and has to withstand adverse weather conditions, pesticides and insecticides over many years. Our WireSolutions division is a major supplier to vineyards worldwide. We also make the steel posts, made from Indaten® weathering steel, used in vineyards. When exposed to the elements, this fine-grain, high-strength structural steel develops a purple-brown oxide layer that protects the steel from corrosion.



### Train

Steel is used throughout the transport sector, including the rail industry; we supply long steel for high-speed tracks and plate steel for rail cars and locomotives all over the world.

Our plants at Steelton, US, and Gijón, Spain, make head-hardened steel rails. Head-hardened rails can withstand increased wear from trains travelling faster, at greater frequencies and with heavier cargo. With some trains travelling at speeds of more than 350km an hour, the choice to use steel for high-speed rail is testament to the strength and sophistication of today's advanced steel products.

350km/h

Head-hardened rails can withstand increased wear from trains travelling up to 350km per hour

### Bridge

Large steel sections form the frame of many different kinds of railway and road bridges including arch, beam, box, girder, steel cable and truss bridges. The Duplex stainless steel plates that are used in bridges have excellent corrosion-resistant properties, helping to avoid regular repainting.

Wire rods are used for cable-stayed and suspension bridges and pre-stressing cables.

Using steel helps reduce accidents on bridge construction sites as the components can be built off-site and transported for final assembly on-site.





Explore

# Live

## Windscreen wipers

Windscreen wipers contain steel wire. Our site in eastern France, ArcelorMittal Marnaval, is a world leader in producing the cold-rolled steel wire used in windscreen wiper arms.

## Lamp post

The long columns and bases of street lights are made from hot-rolled and tubular steels produced in our plants in Spain.



#### Gutter

Gutters need to be hard-wearing and resistant to extremes of temperature and climate. ArcelorMittal has developed a double-sided, organic-coated paint, Granite® Rain, that provides an armour-like barrier between the elements and the steel gutter, optimising it for weathering resistance.

#### Steel frame

Steel's versatility means it is being used more and more to build houses. Steel meets the needs of low-cost, low-rise, affordable, high-end, high-rise and sustainable buildings. Prefabricated components ensure fast, safe and reliable construction, as well as cutting down on dust and noise.

In high-rise buildings, the use of ArcelorMittal beams in Histar® steels results in 25% to 50% reduction in weight, achieving annual CO<sub>2</sub> emissions savings equivalent to 4,000 vehicles.

## 25-50%

Reduction in weight of high-rise buildings by using ArcelorMittal beams in Histar® steels

#### Snow shovel

Made from both carbon and stainless steel, snow shovels play an important part in everyday life during the harsh winters in North America and Europe.

# Power

## Ship's deck

Steel plate is used to form the metal deck floor in large ships including bulk carriers, barges, container and cruise ships. Our steel is also used in ships' bulkheads and engines as well as in submarines, which are reinforced with alloy armour plate steel.

### Wind turbines

High-tech steel is an essential component in wind power generation, supplying material for the foundations, towers and many of the moving parts of wind turbines and generators. Around 85% of the world's wind turbines are installed on tubular steel structures, and up to 95% of the total weight of a turbine is steel. Each tubular tower is made of steel plates using up to 26 different kinds of steel plate.

Steel also plays a crucial role in the power supply chain, from the electrical steels used in the wind turbines' motors, to transformer stations and overhead power lines.

Our R&D centres are working on new techniques that could allow turbines to be installed on towers that are more than 160m high, which would increase the performance of higher-capacity wind generators.

In the energy industry as a whole, from offshore oil and gas exploration, to production platforms and refineries, our steel heavy plates play a key role.

## 160m

Height of the world's tallest wind turbine, made using large-angle steel used for lattice tower construction, produced at our plant in Luxembourg





### Bodywork

The bodywork of trucks and cars is made of steel, with galvanised steel strip offering high corrosion resistance. Our hot-rolled steel is used in car and truck wheels, and high-strength steels are being developed to make lighter wheels that have better mouldability and higher fatigue resistance. Our steel wire is used in truck tyres.

### Crash barriers

Crash barriers are built to withstand major impacts, acting to absorb and contain the shock. The versatility of steel makes it the perfect material for crash barriers: it is able to contain vehicles with a significantly higher mass than other materials. Using our Magnelis® metallic coating, these barriers can withstand corrosion in harsh environments. Around the world, stricter standards are being enforced for crash barriers, and ArcelorMittal is very active in standardisation committees where it is contributing to the introduction of new knowledge to improve safety.

90%

Road barriers in the Czech Republic made by ArcelorMittal

# Deliver

## Bumper

Our steel is used to form moulds that are injected with thermoplastics, to make bumpers and other plastic parts for cars and trucks.

## Road base

Slag, produced during the steelmaking process, can be difficult to store or dispose of safely. ArcelorMittal has developed a market for this by-product, using it in road construction to form the base or sub-base of roads. The slag can also be treated to make a primary coating for rural and secondary roads.



### Stadium

Steel frames helped to shape the 10 stadiums built for South Africa to host the World Cup in 2010. Around 80,000 tonnes, much of it supplied by ArcelorMittal South Africa, were used to build the stadiums, which can seat almost 564,000 spectators.

ArcelorMittal has built World Cup stadiums in France, Germany and Brazil and in Poland and Ukraine for the 2012 UEFA European Football Championship. Steel is also used in the infrastructure needed to support major sporting events, such as building roads and accommodation.

In the prestigious Bernabeu Stadium in Madrid, our steel was used to strengthen the roof using steel sections to reinforce concrete beams. In the US, many sports stadiums with retractable or moving roofs are made with sections using our Histar® 460 steel grade.

The high masts used to support large stadium lights are made from steel, and are built in several, polygonal sections. Steel strip is used for the electrical casing used in light fittings.

**"If sports stadiums are the cathedrals of this age, then steel has contributed much to that sensation."**

**The Southern African Institute of Steel Construction**

# Thrill





# Beyond steel

## A brief history of art, design and steel

Since the 1800s when the use of steel spread as a result of the industrial revolution, steel and art have enjoyed a close association. The famous Scottish industrialist Andrew Carnegie was a pioneer in the way he used the money he made from his steel business for cultural projects.

Later in his life, Carnegie sold the steel business he had built up and gave the proceeds to cultural, educational and scientific institutions for “the improvement of mankind”. The building his name is most closely linked with is New York’s Carnegie Hall, which opened in 1891 and which is now one of the city’s leading music and arts venues. Carnegie also helped establish 2,500 public libraries across the US and Scotland, reflecting his lifelong love of learning.

Swiss architect Le Corbusier famously used reinforced steel and concrete in his groundbreaking designs for both houses and furniture. Together with architects such as Mies van der Rohe, his use of steel and glass embodies the International Style that emerged in the 1920s and 1930s. He believed that the modern house was “a machine for living”, and created a series of functional furniture that he called “l’équipement de l’habitation” (tools for living), using tubular steel.

The mid-20th century was all about the car, and the US dominated the worldwide automotive industry for decades. With US consumers enjoying unprecedented personal wealth, designers and manufacturers alike competed to make their mark in the heyday of US car design – and the base material for manufacturing millions of cars was steel. Ford, Chevrolet, Cadillac – all the big names crafted their cars from steel, to create some true icons of American design.

Steel is popular with artists and sculptors today, thanks to its strength and flexibility. American minimalist sculptor Richard Serra is famous for creating sculptures from sheet metal, such as his huge Snake sculpture, made of three steel sheets from ArcelorMittal and housed in the Guggenheim Museum Bilbao.

## ArcelorMittal Orbit

The ArcelorMittal Orbit, the UK’s tallest sculpture, is made from 2,000 tonnes of steel.

If the twisted steel structure, which is at the centre of London’s Queen Elizabeth Olympic Park, were to be stretched into one long piece, it would extend to around 560m.

Every single piece of the 114.5m tall structure was lifted and bolted into place without the use of scaffolding. And some 19,000 litres of paint were used to paint the ArcelorMittal Orbit its distinctive red.

“The ArcelorMittal Orbit could really only be built in steel, to give the minimum thicknesses and the maximum strength. I didn’t really think of any other material.”

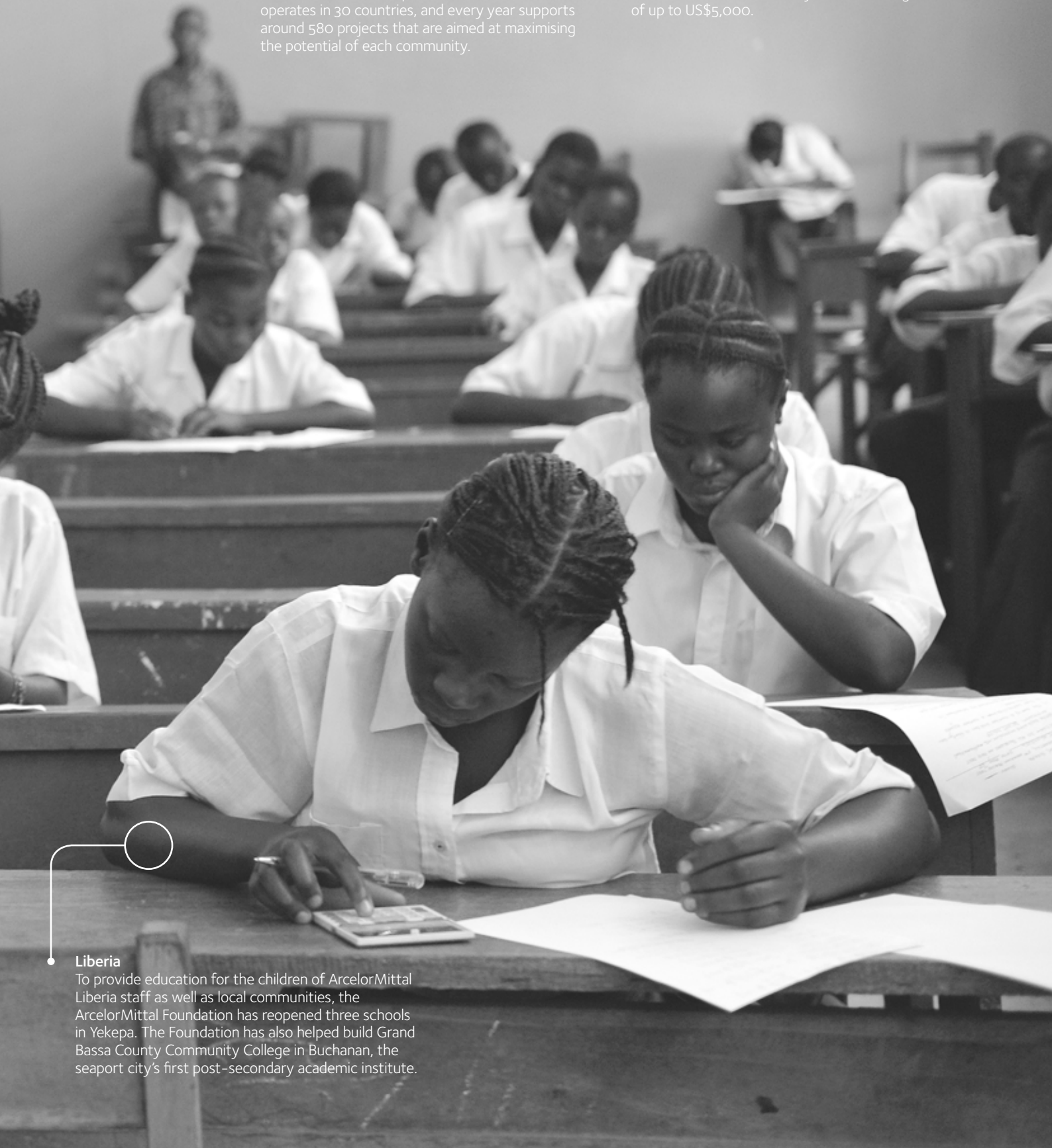
**Cecil Balmond,**  
co-designer



### The ArcelorMittal Foundation

The business of mining and steelmaking impacts thousands of lives around the world – whether a family member is employed at a steel plant, or whether you live close to a plant or mine. As the world's leading steel and mining company, at ArcelorMittal we believe in working with the communities in which we operate. To this end, the ArcelorMittal Foundation was created in 2007 as a non-profit organisation focused on developing projects that benefit the communities in which ArcelorMittal is present. The Foundation now operates in 30 countries, and every year supports around 580 projects that are aimed at maximising the potential of each community.

The Foundation actively promotes entrepreneurship by helping people to develop their own skills. Its main areas of activity are education, health and community development, while also having a standing commitment to offer emergency aid to communities. It also promotes the participation of ArcelorMittal employees in different social projects around the world, through initiatives such as international volunteer work day, solidarity holidays and mini-grants through which employees who are involved in a charity can receive a grant of up to US\$5,000.



### Liberia

To provide education for the children of ArcelorMittal Liberia staff as well as local communities, the ArcelorMittal Foundation has reopened three schools in Yekepa. The Foundation has also helped build Grand Bassa County Community College in Buchanan, the seaport city's first post-secondary academic institute.



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