The clear leader in steel

July 2006

Disclaimer

Forward-Looking Statements

This document contains forward-looking information and statements about Mittal Steel Company N.V., Arcelor S.A. and/or their combined business after completion of the proposed acquisition. These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, products and services, and statements regarding future performance. Forward-looking statements may be identified by the words “believe,” “expect,” “anticipate,” “target” or similar expressions. Although Mittal Steel’s and Arcelor´s respective managements believe that the expectations regarding the respective companies reflected in such forward-looking statements are reasonable, **investors are urged not to rely on any such forward-looking statements**. Forward-looking information and statements are subject to numerous risks and uncertainties, many of which are difficult to predict and generally beyond the control of Mittal Steel and Arcelor respectively, that could cause actual results and developments to differ materially and adversely from those expressed in, or implied or projected by, the forward-looking information and statements. Such differences will likely increase over time. These risks and uncertainties include those discussed or identified in the filings with the Netherlands Authority for the Financial Markets and the SEC made or to be made by Mittal Steel, including (in the latter case) on Form 20-F and on Form F-4. Each of Mittal Steel and Arcelor undertakes no obligation to publicly update its forward-looking statements, whether as a result of new information, future events, or otherwise. Neither Mittal Steel nor Arcelor plans to publish detailed financial projections in the future.

In addition, this communication contains certain forward-looking statements with regard to Arcelor S.A., Severstal and their combined business, which have been based entirely on public statements of Arcelor and Severstal. Mittal Steel has not verified any such statements and investors are urged not to rely on any such statements.

No Offer

No offer to exchange or purchase any Arcelor shares or convertible bonds has been or will be made in The Netherlands or in any jurisdiction other than Luxembourg, Belgium, Spain, France and the United States. This document does not constitute an offer to exchange or purchase any Arcelor shares or convertible bonds. Such an offer is made only pursuant to the official offer document approved by the appropriate regulators.

Important Information

In connection with its proposed acquisition of Arcelor S.A., Mittal Steel has filed and will file important documents (1) in Europe, with the *Commission de Surveillance du Secteur Financier* (CSSF) in Luxembourg, the *Commission Bancaire, Financière et des Assurances* (CBFA) in Belgium, the *Comisión Nacional del Mercado de Valores* (CNMV) in Spain and the *Autorité des marchés financiers* (AMF) in France, including the Information Document approved by the CSSF, the CBFA and the AMF (No. 06-139) on 16th May 2006 and by the CNMV on 22nd May 2006 and a supplement thereto approved by such regulators on May 31, 2006, and a Share Listing Prospectus approved by the *Autoriteit Financiële Markten* (“AFM”) in The Netherlands on May 16, 2006 and a supplement thereto approved by the AFM on May 31, 2006, and (2) with the Securities and Exchange Commission (SEC) in the United States, including the registration statement on Form F-4, the Prospectus for the exchange offer and related documents. Investors and Arcelor security holders outside the United States are urged to carefully read the Information Document and the Share Listing Prospectus, including any supplement thereto, which together contain all relevant information in relation to the Offer. Investors and Arcelor security holders in the United States are urged to carefully read the registration statement on Form F-4, the Prospectus and related documents. All such documents contain important information. Investors and Arcelor security holders may obtain copies of such documents free of charge on Mittal Steel’s website at www.mittalsteel.com. In addition, the French version of the Information Document is available on the AMF’s website at www.amf-france.org, and the registration statement on Form F-4, the Prospectus and related documents are available at the SEC’s website at www.sec.gov.

Agenda

- The vision
- The recommended merger
- Integration process and synergies
- ArcelorMittal business model
- Total commitment to shareholder value creation
- Transaction mechanics
- Conclusion

The ArcelorMittal Vision

- Strong industrial logic – spurring consolidation in a fragmented industry
- Unrivalled geographic footprint - ability to service global customers with broad and deep product offering
- Leadership in technologically advanced products
- Leading position in developed markets in Europe and in North America
- Unparalleled access to new high-growth markets - Central and Eastern Europe, Latin America, Africa and China
- High level of vertical integration – global distribution network and direct access to raw materials leading to higher profitability
- Unmatched financial flexibility – strong through-the-cycle cashflow generation enabling high dividend payout and the ability to pursue value creating growth opportunities

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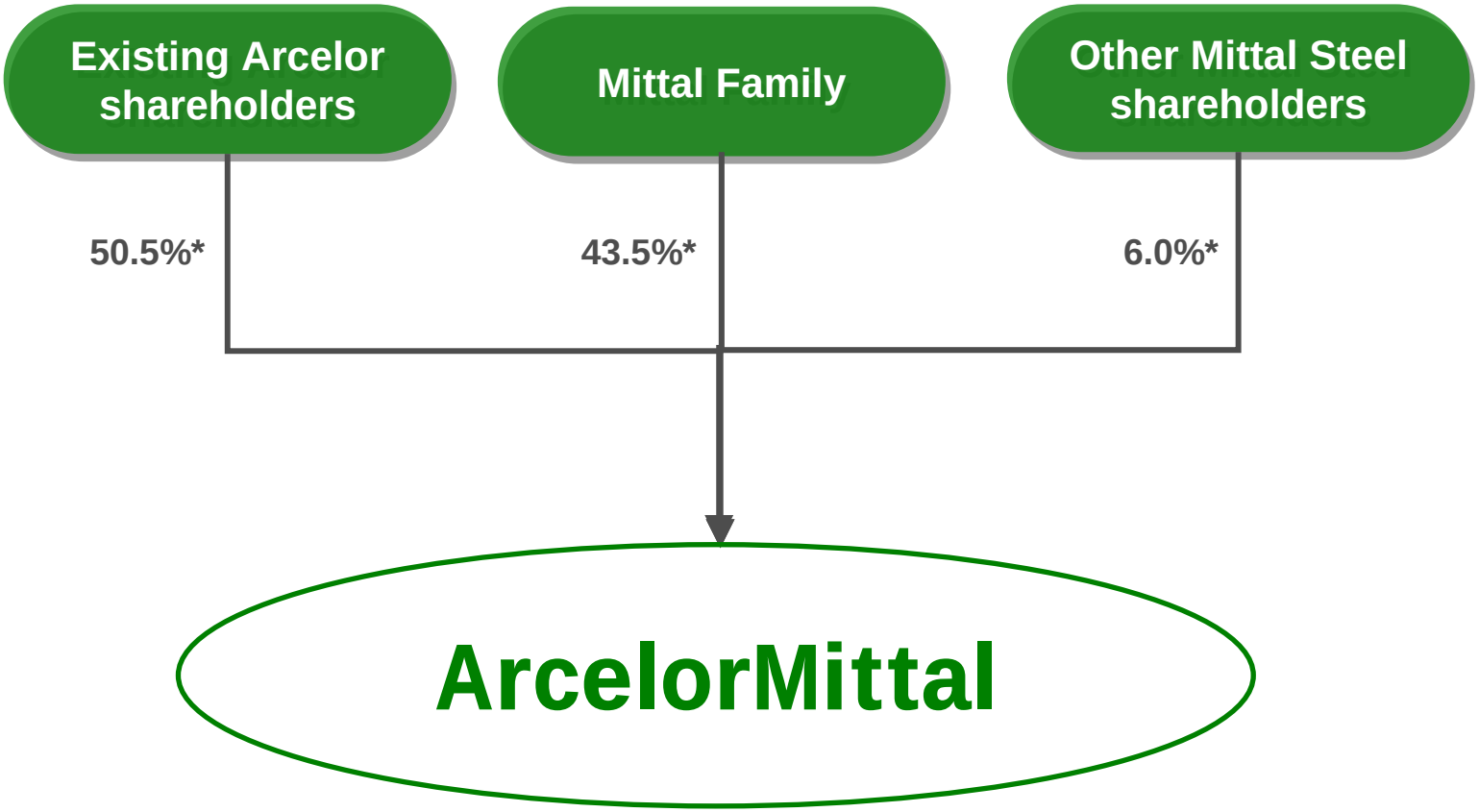
Transaction highlights

- ArcelorMittal – a recommended merger of equals
- Combined management team for successful integration and delivery of synergies
- Transformational merger of the world's two largest steel companies with unrivalled global footprint
- The undisputed industry leader with unprecedented scale and diversification to manage cyclicality, stabilize earnings and increase shareholder returns
- Annual synergies of €1.3bn (US$1.6bn)
- EPS accretive transaction with attractive terms for all shareholders
- The clear investment of choice in the industry with significant re-rating potential

Merger to redefine the global steel industry

Merger of equals



Merger of equals between the two industry leaders

*Fully diluted

High standards of corporate governance

- **Shareholder voting rights**
  - All shares with identical voting and economic rights: One share - one vote regardless of holding period

- **Composition of initial Board of Directors**
  - Mr Kinsch to be Chairman, Mr Mittal to be President
  - Upon Mr Kinsch's retirement, Mr Mittal becomes Chairman
  - The Board of Directors will be composed of 18 members, all non executive (majority independent)
    - 6 members from Arcelor
    - 6 members from Mittal Steel
    - 3 current representatives of existing Arcelor major shareholders
    - 3 employee representatives
  - After expiry of three year period, shareholders to elect Board of Directors

- **Board Committees**
  - an Audit Committee composed solely of independent directors
  - an Appointments and Remuneration Committee composed of 4 members, including the Chairman, President and 2 independent directors

- **Composition of Management Board**
  - The Management Board will be comprised of 7 executive members
    - 4 current Arcelor executives, CEO to be proposed by the Chairman
    - 3 Mittal Steel executives

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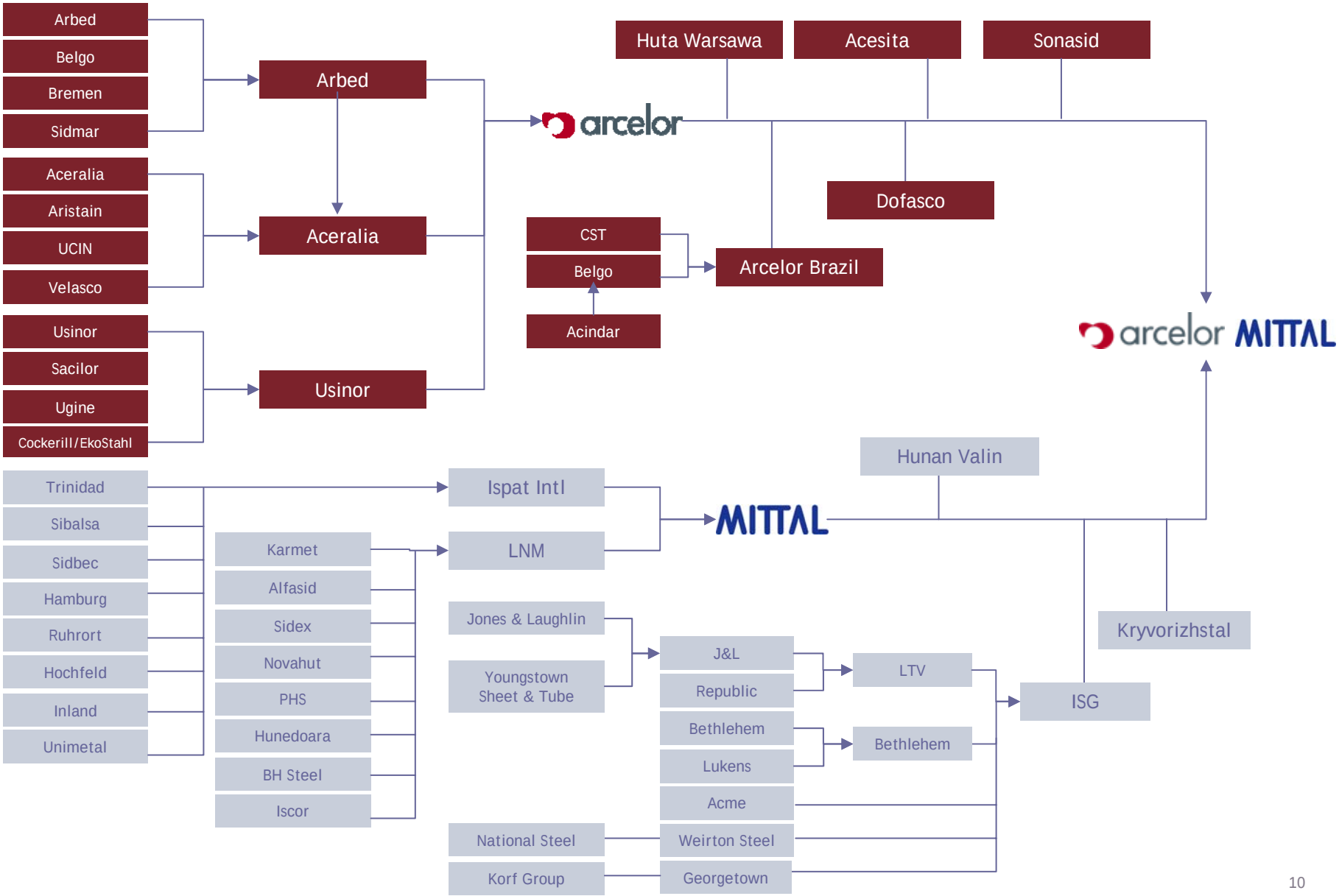
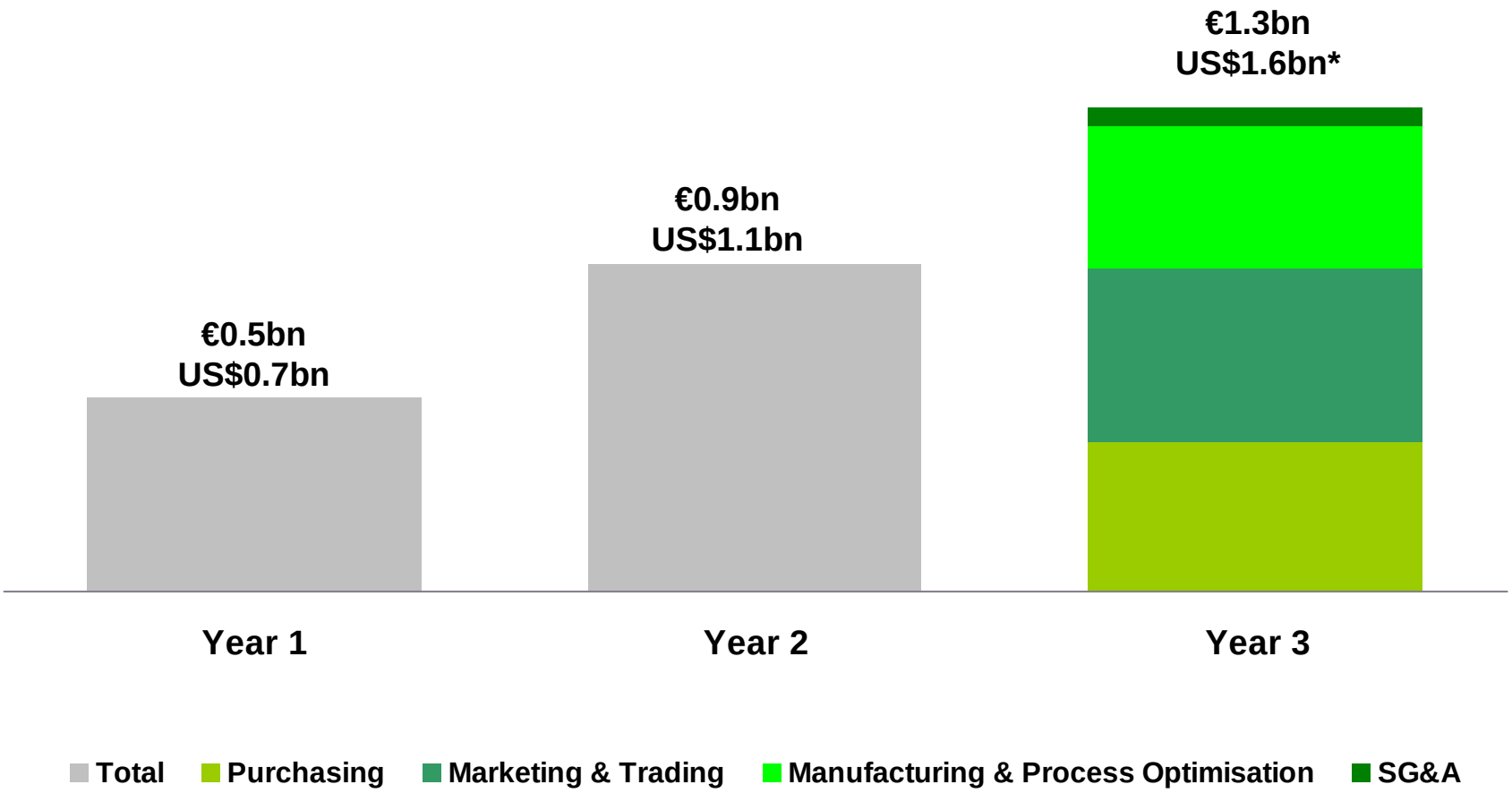
Strong track record of successful integration



Significant identified synergies*



*Before remedies

Significant identified synergies *(continued)*

Marketing and trading (€460m, US$570m)	• Accelerated growth of distribution in developing regions e.g., CEE, CIS, Africa • Cross selling through enlarged and enhanced product portfolio • Optimisation of order book for cross product flows and logistical savings • Market volume impact of mill specialisation
Manufacturing and process optimisation (€380m, US$470m)	• Benchmarking and best practice alignment across all operating assets • Optimisation of utilisation of assets through selected mill product specialisation (e.g., productivity gains with better sequencing rates, fewer changeovers) • Logistical and mill optimisation through transfers of semi finished products
Purchasing (€400m, US$500m)	• Scale effects on standardisation of procurement contracts • Optimisation and efficiencies from maintenance services, subcontracting, spare parts and consumables • Logistics savings on optimisation of raw material flows
SGA (€50m, US$60m)	• IT synergies • Reduction in external contracts e.g., consulting services • Duplication in commercial network avoided

Further upside potential

- Leveraging global customer franchise
- Advancing product development
- Leveraging distribution and product development on a global basis
- Consolidation impact
- Product & process innovation
- Capex and working capital requirements
- Bidding synergies
- Financial synergies

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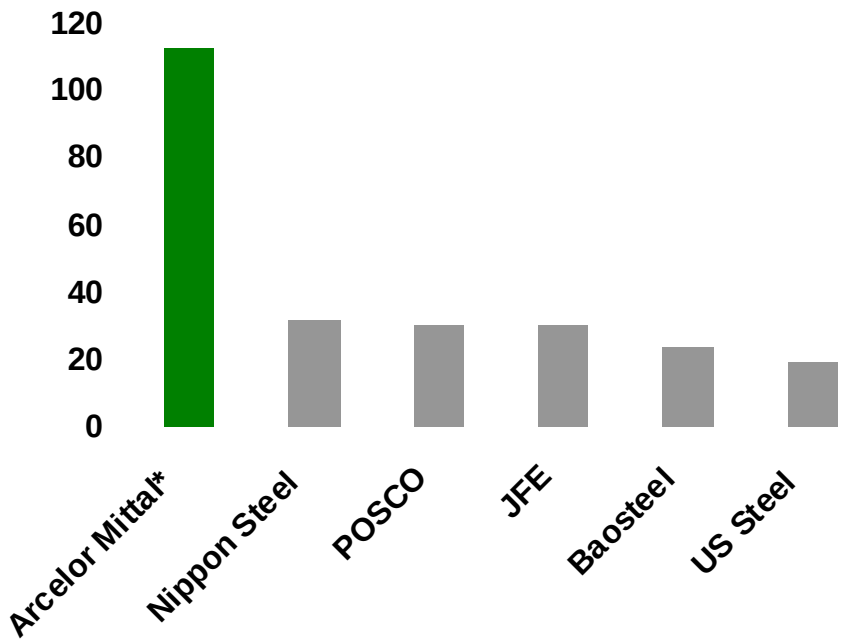
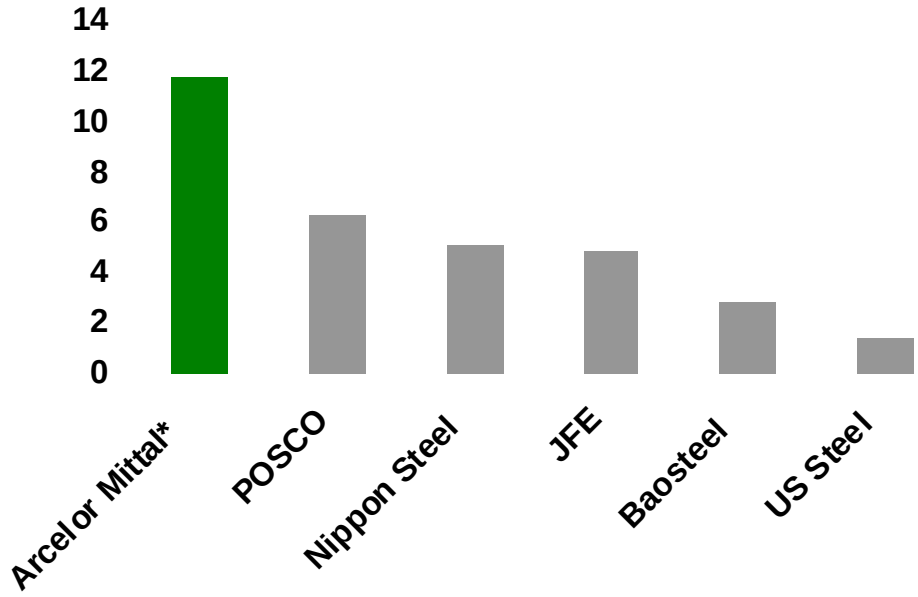
The undisputed global leader

2005 Crude Steel Production (metric tonnes)**



2005 EBITDA (€bn)**



*Arcelor-Mittal including acquisitions
**Proforma
Source: Company information

Key pillars of strength

Key pillars of strength – Industrial Strategy

Industrial Excellence

- Synergies
- Benchmarking
- Continuous Improvement

⇨

- Rewarded by MBO
- Sustained by Capex commitments

Value Chain Optimization

- Competitive upstream production route
- Development of steel solutions
- Growth strategy and portfolio management

Innovation R&D

- Strengthening R&D in products and processes
- Boosting innovation on global level
- Cooperation with partners

Environment

- Leadership in environmentally friendly processes
- Focus on CO2, energy consumption, recycling,…
- Promotion of steel products and solutions

Key pillars of strength - Commercial Leadership

Margins over Volumes

- Profitability optimization

One face to the customer

- Global organizations for global markets and customers
- Dedicated business units for regional markets
- Common roof outside core markets

Distribution Channel

- Strong distribution channel for value added products
- Market presence
- Offering of services

ArcelorMittal Brand

- Recognized quality and service

Key pillars of strength – Social Responsibility

Health & Safety

- Zero accident as first priority
- Same approach for sub-contractors and suppliers

Social dialogue

- European Works Council
- Workers representation in Board of Directors
- Global agreement on social responsibility and local dialogue

Social responsibility

- Social responsibility in case of restructuring needs
- Cooperation with local stakeholders

Ethics

- Principles of responsibility
- Code of ethics

Key pillars of strength – Profitability

ROCE

- ROCE target throughout the cycle

Gearing

- Commitment to maintain Investment Grade rating

Payout

- Dividend payout ratio of 30%

Key pillars of strength – Governance and Organization

Headquarter

- Headquarters to be based in Luxembourg
- Listing in 6 stock exchanges

BoD
GMB

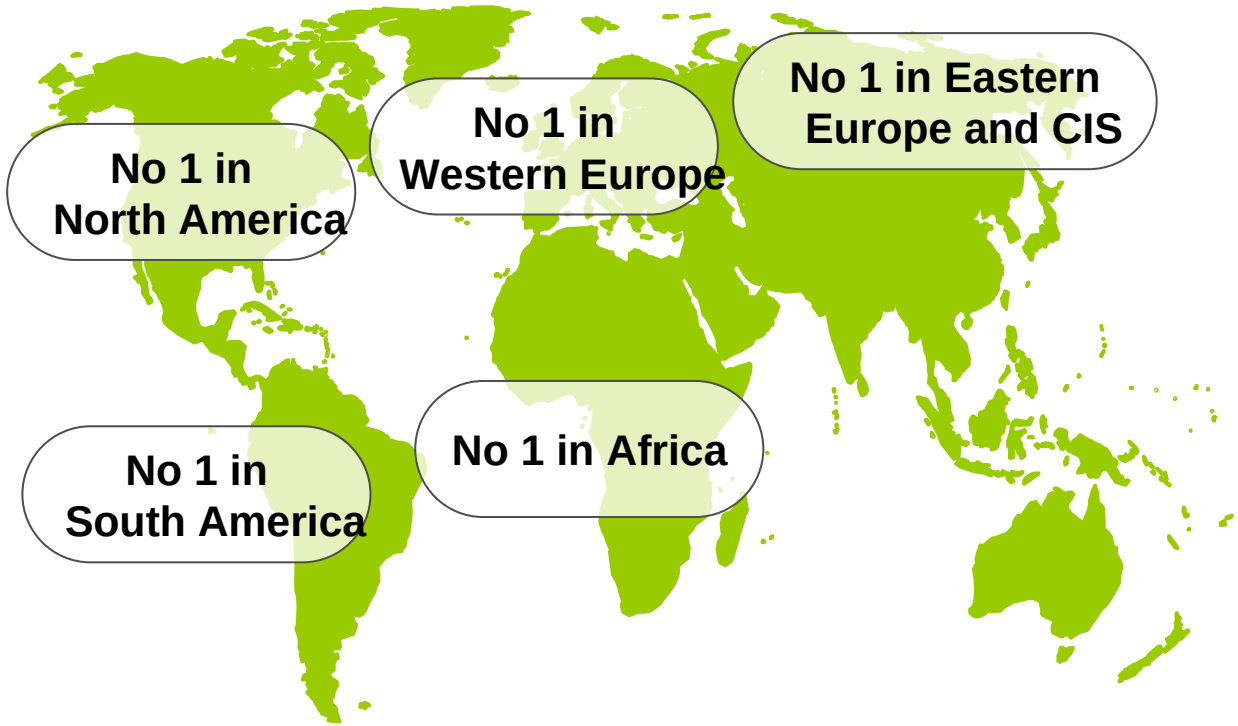
- Separation of BoD and GMB (CEO not member of BoD)
- Majority of independent board members
- Board committees

Organization

- GMB and management committees TBD

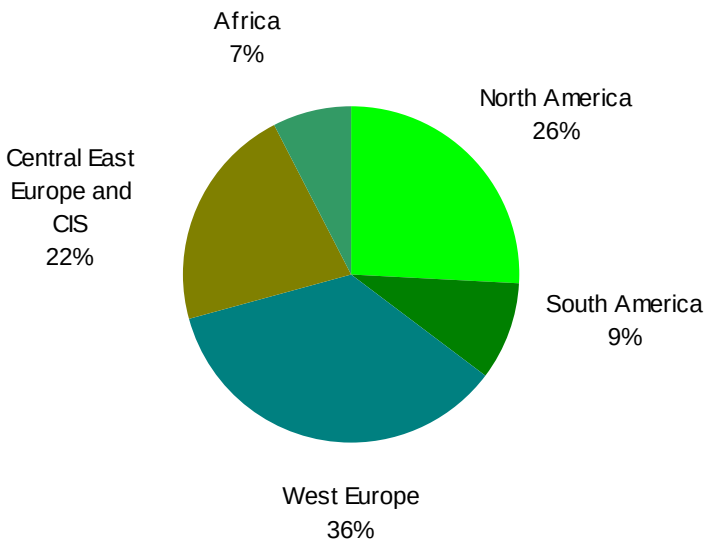
Leading position in the most attractive markets

- World's number 1 steel company
- Leading positions in 5 major markets
- 61 plants
- 27 countries
- Numerous international partnerships and JVs
- Opportunity to grow in China and India



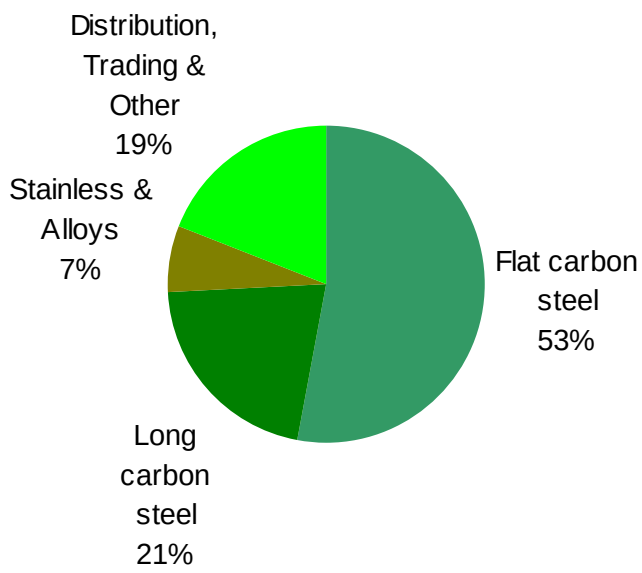
Reducing cyclicality with unrivalled geographic & product diversification

Production geographical breakdown in 2005*



*Pro-forma

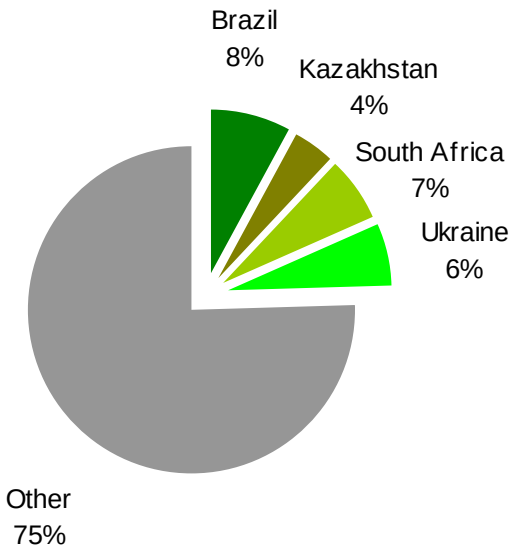
Revenue breakdown by products and activity in 2005**



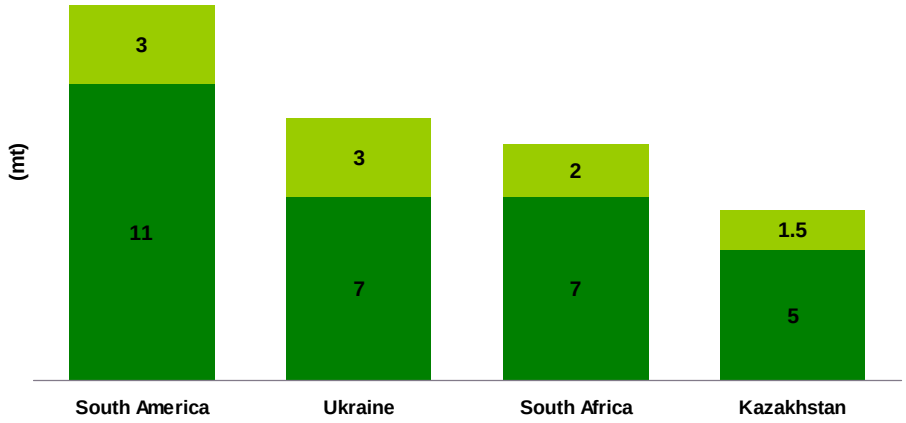
**Excluding eliminations

Expanding low cost production base for sustainable profitability

Production breakdown



Capacity expansion program

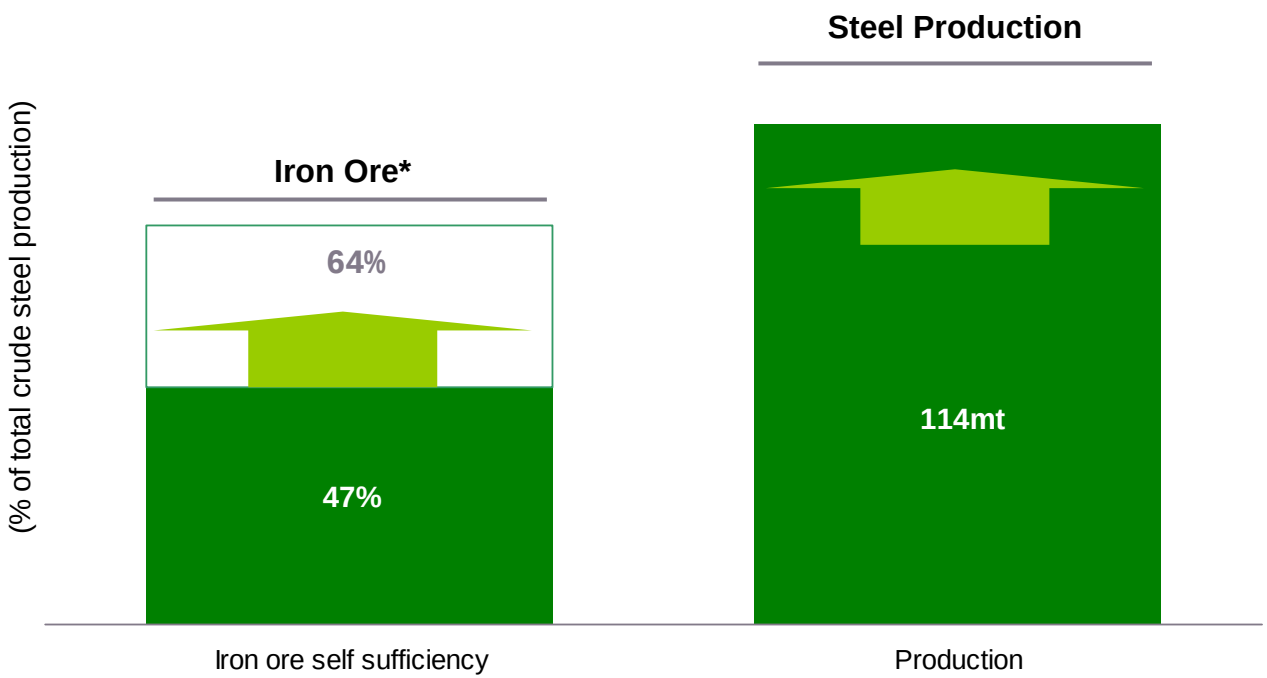


About 25% of production based in very low cost location*

* based units with HRC production cost in the magnitude o f 200 USD/t

Gaining market share with the most demanding global customer with superior service and R&D

Capturing growth opportunities along the value chain

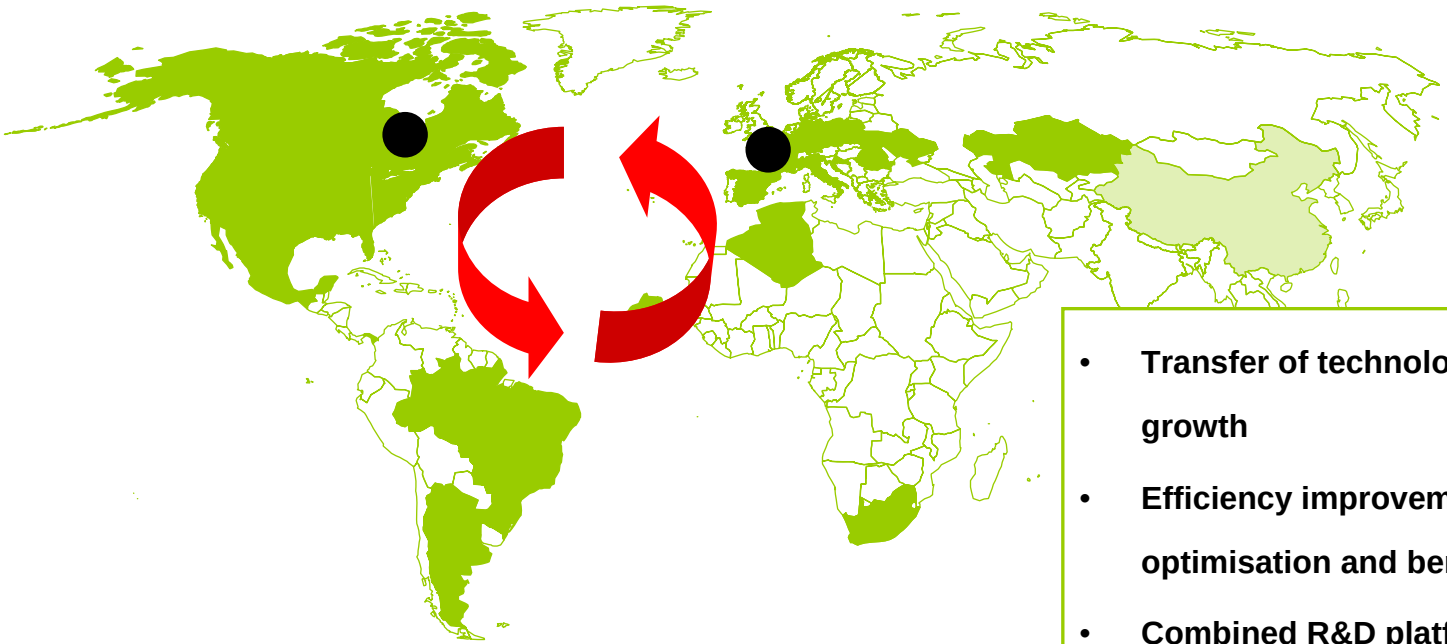


Distribution

- **Leverage current network**
- **Increase products availability**
- **Replicate successful European model in North America and developing markets**

* After investment of USD1.3bn, increasing iron ore production capacity in 28mn tons by 2010, steel production increase as indicated in page 24 and not relining of European continental blast furnaces (reduction of around 6mn tons by 2012-Apolo Plan)

Investing and optimising industrial asset base for operational excellence

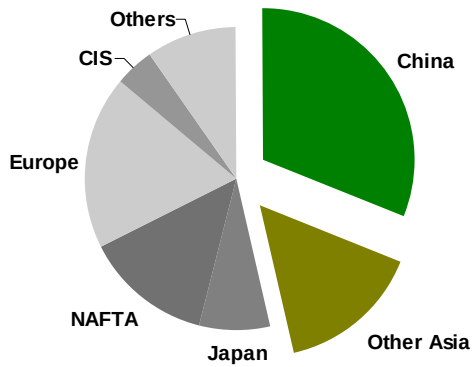


R&D Centers

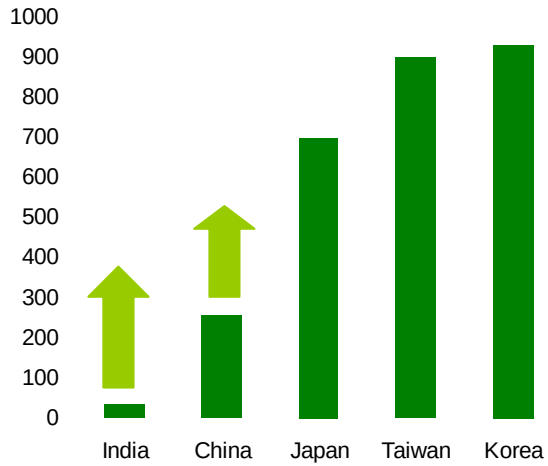
- **Transfer of technologies to capture growth**
- **Efficiency improvement from global optimisation and benchmarking**
- **Combined R&D platform**
- **Biggest pool of top talent in the industry**

Expansion opportunities in Asia

World steel consumption breakdown



Steel consumption per capita (kg/capita/year)



* Under approval process
** Greenfield project

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Unmatched financial strength

Arcelor Mittal pro-forma key financials	**Arcelor Mittal (US$bn)**	**Arcelor Mittal (€bn) ****
Revenue 2005	**US$77.5bn**	**€62.2bn**
EBITDA 2005	**US$14.5bn**	**€11.6bn**
Margin (%)	**18.6%**	**18.6%**
Net Debt Q1-06 *	**US$24.0bn**	**€19.9bn**
Gearing	**56%**	**56%**
Net Debt / EBITDA	**1.7x**	**1.7x**
Cash flow from operations 2005	**US$9.7bn**	**€7.8bn**
Capex 2005	**US$4.1bn**	**€3.3bn**
Free cash flow 2005	**US$5.6bn**	**€4.5bn**

EBITDA guidance for 2006 for the combined entity of Euros 12-12.5 bn**

Note: Mittal Steel pro-forma for ISG and Arcelor pro forma for acquisitions
*Adjusted for Arcelor dividend of €1.85 per share. Transaction adjustments including the effects of potential Brazil minority interest acquisition, including break-up fee to Severstal, assuming bondholders tender bonds direct to Mittal Steel offer and Arcelor treasury shares are not tendered to the offer
**Exchange rate Euro=1,25USD. Proforma for acquisitions

Financial policy for sustainable shareholder value creation

- Efficient capital structure and return of excess cash to shareholders
- 30% dividend payout ratio over the cycle
- Unparalleled financial flexibility to pursue internal and external growth opportunities
- Commitment to investment grade credit rating
- Maintain high returns on capital

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Detailed terms of the offer

Mittal Steel and Arcelor Merger

Offer

- 13 Mittal Steel shares plus €150.6 cash for 12 Arcelor shares
  - Ability to elect to receive more cash or shares, subject to 31% cash and 69% stock paid in aggregate
  - Very significant premium to Arcelor's pre bid all time share price high
  - 10.1% further improvement in the offer based on latest MT share price
  - 7.0% further improvement in the offer based on 19 May revised offer
- Values Arcelor shares at €40.4 as at 23 June close

Conditions

- Minimum acceptance >50.0%
- No change in Arcelor or Mittal Steel substance during offer

Time table

- Closing of the tender offer at 13th July

Key contractual arrangements

- **Other offers**
  Arcelor has agreed they will accept no other offer for Arcelor shares unless it is a superior offer for the entire share capital of Arcelor
  - No break-up fee required in contract
  - If shares are issued under the Strategic Alliance Agreement, corporate governance rules and certain other conditions terminate

- **Standstill**
  Mittal family has agreed to a standstill at 45% of share capital. Exceptions in certain circumstances - consent of a majority of the independent directors or in case of passive crossing of such thresholds

- **Lock up**
  Mittal family has agreed to a 5-year lock-up, subject to certain exceptions, including the right to dispose of up to 5% of the share capital after the 2nd year

Key dates

- 13 July 2006: Closing of the offer
- 26 July 2006: Announcement of results
- 1 August 2006: Settlement and transfer of shares
- 2 August 2006: Combined Earning results for Q2 2006
- September 2006: Arcelor-Mittal Investor day

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A value-enhancing transaction

- Creating the undisputed leading global steel company
- Growth and value creation opportunities maximised through unique global platform
- Step change in steel industry consolidation
- Significant synergy potential
- Financial strength and strategic flexibility reinforced
- Leadership in R&D/product development
- Significant free float and liquidity
- Re-rating potential
- Positive for all stakeholders