



ArcelorMittal



Integrated Report
ArcelorMittal Acindar
2020

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The images contained in the cover of this report were taken prior to the pandemic Covid-19.



Message from the President

Together, we continue to transform tomorrow

GRI Contents: 102-14.

In such a particular and complex year that we have had to live as individuals and as an organization, we are proud to be able to share for the seventeenth consecutive year the report of our economic, social and environmental management.

We have gone through this pandemic redefining our organizational life, but without changing the responsibility and commitment to carry out the strategy for sustainable development integrated into the business where the implementation of our values becomes increasingly important, convinced that steel can be and it will continue to be the reference material, thanks to its versatility and exceptional properties, responding to the challenges facing the world, as well as the evolution of the aspirations of future generations.

To reflect our management, we have prepared this document in compliance with the guidelines of the International Integrated Reporting Council (IIRC), in accordance with the GRI Standards: Comprehensive option, the material indicators for the Iron and Steel Producers Sector of the Sustainability Accounting Standard Board (SASB) and the Principles of the United Nations Global Compact.

Finally, I want to highlight that, in this context of global crisis, there is definitely a 2030 Agenda that needs our contribution; therefore, 11 of the 17 Sustainable Development Goals are addressed directly by ArcelorMittal Acindar and 100% of the challenges are aligned not only to objectives, but also to its goals.

I appreciate the effort of all the people who made our progress possible in this unprecedented 2020 and the invitation to continue working creating increasingly sustainable steel.

Arturo T. Acevedo
President | ArcelorMittal Acindar

Message from the CEO

Building trust, the key to solving the great challenges

GRI Contents: 102-14, 102-15.

In a context as particular and unforeseen as the one we are going through, it is a source of great pride to present the Integrated Report 2020, an edition that exhibits our continuous commitment to transparency in the communication of the main aspects of our economic, social and environmental management.

The beginning of 2020 faced us with a pandemic that changed our personal and social life; that transformed the way of working and relating to the environment. A year in which we had to face the hardest moments with determination, but with the commitment of the people who work in the Organization and as a team, we were able to achieve the goals set: first, to take care of people's health; then, to sustain the activities of the company, preserve the sources of employment and meet the customers' requirements.

This document is aligned with the objectives of the United Nations 2030 Agenda and this requires ambitious transformations from a corporate perspective, in a world that is turning towards a model based on the Circular Economy. And there, the infinite recyclability properties of steel make it a reference material. In this sense, and in line with ArcelorMittal's global effort to be carbon neutral by 2050, we are committed to reducing carbon emissions by 20% by 2030.

On the other hand, we are convinced that the diversity of our workforce is an asset that brings new ideas, perspectives and experiences in a welcoming environment, which supports our values of leadership, sustainability and quality. In 2020, we were the first steel company to sign the Women's Empowerment Principles (UN Women and Global Compact). This initiative is part of a series of actions that the company has been carrying out to reinforce its commitment to eliminate any bias and ensure that personal development is only related to a person's skills, without depending on their gender.

This very unusual period also challenged us regarding our social performance, reinforcing our commitment to the communities through the corporate responsibility actions that we carry out.



Despite the difficulties resulting from the restrictions inherent in the context of the pandemic, Fundación Acindar managed to carry out all the programmes that had been proposed, considering education as the fundamental pillar for social transformation.

Finally, I think it is important to note that what happened during 2020 deepened the challenge of being trustworthy for our value chain. We have worked together with our suppliers in order to minimize the impact that the economic consequences of the pandemic could have on their companies. We have prioritized local companies, with a high degree of labor force and a greater need for the support of our company for their subsistence. Regarding our customers, we focused on developing high performance commercial teams and with new ways of serving the market, understanding that the supply of steel is essential for the economic development of the country.

Today, more than ever, we confirm that building trust is the key to solving the great challenges that we face. The year 2021 finds us working on a "new normal" that in many aspects is still uncertain, but we know that hand in hand with the people who make up ArcelorMittal Acindar and the continuous dialogue with stakeholders, we will be able to transform difficulties into opportunities that empower us and allow the sustainability of our business.

Everton Guimaraes Negresio
Chief Executive Officer | CEO
ArcelorMittal Acindar

Together we transformed 2020

During this year, despite the COVID-19 pandemic, we were very close to our staff and we accompanied our stakeholders.

We lived a very challenging 2020, in the face of a pandemic that affected our way of working, and we have once again demonstrated that we are agile and flexible enough to adapt to a new reality. With a greater commitment from all the people who make up ArcelorMittal Acindar, we were able to maintain the sustainability of the business, always prioritizing the health of our people and their families.

Together,
we continue
to transform
tomorrow.

- We took better care of ourselves by adapting protocols.
- We provided masks for the employees and their families.
- We adapted our way of working in the home office mode.
- We learned more about COVID-19 through specialists.
- Our collaborators demonstrated, once again, their solidarity.
- We launched the Wellness Program.
- We implemented antigen detection tests.
- We implemented the Corporate App and Internal Website.
- We communicated much more.
- We added the new magazine Conectando.
- We donated ventilators, masks and linens to isolation centers and hospitals.
- We worked together with government authorities.
- We made donations of materials for modular hospitals.
- We supported math classes for children.
- We collaborated in the Villa Constitución online chess festival.
- We provided safety training to the personnel of the Municipality.
- We donated equipment to the Villa Constitución Fire Department.
- We collaborated with the start-up of the Telemedicine System of the SAMCO of Villa Constitución.
- We incorporated female operators in Villa Constitución, Rosario, San Nicolás and Villa Mercedes.
- We signed the Women's Empowerment Principles.
- We created the Gender and Diversity Committee.
- We carried out activities for Women's Month.
- We implemented the first stage of the new Industrial Recognition System in San Nicolás and Rosario.
- We continued to train with internal courses.
- We added workshops for customers.
- The ArcelorMittal Acindar Hackathon was held.
- We continued with the "We Engineer" (Ingeniamos) Programme (11 educational innovation projects in Villa Constitución and 22 projects through Tax Credit in 5 provinces).
- We organized talks with engineers, science and Stop Motion workshops and teacher training "Science as simple as possible" (Ciencia de la más simple).
- We supported projects in organizations and continued with the Red Amigos call, together with our distributors from all over the country.
- Storytelling for the Family (Cuentacuentos para la Familia) was carried out (virtually).
- We have made progress with the "Volunteer Spirit" (Espíritu Voluntario) Programme.



Executive Summary

2020 Main Actions



Safety				SUSTAINABLE DEVELOPMENT GOALS	4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	17 PARTNERSHIPS FOR THE GOALS
2.334 Employees	Diversity and Inclusion Policy	19.585 Hours of training	ISO 9001, ISO 14001 and 45001 Standards	Health and Safety Master Plan				
Safe, healthy, quality working lives for our people.								

Product Innovation		SUSTAINABLE DEVELOPMENT GOALS	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS
Leaders in the implementation of double road trains in our logistics model.			Acindar House (Casa Acindar) Sustainable Steel Construction						
Products that accelerate more sustainable lifestyles.			Products that create sustainable infrastructure.						

Environment		SUSTAINABLE DEVELOPMENT GOALS	6 CLEAN WATER AND SANITATION	8 DECENT WORK AND ECONOMIC GROWTH	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	15 LIFE ON LAND	17 PARTNERSHIPS FOR THE GOALS
40.84% recycled materials for steel production			93.13% Environmental Performance Indicator						
Efficient use of resources and high recycling rates.			Trusted user of air, land and water.						

Climate Change		SUSTAINABLE DEVELOPMENT GOALS	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS
2,794,821.67 GJ Energy consumption	Transversal Energy Efficiency Programme	809,572 CO ₂ tonnes (10% less emissions than the previous period).						
Responsible energy user that helps create a lower carbon future.								

Value Chain		SUSTAINABLE DEVELOPMENT GOALS	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	17 PARTNERSHIPS FOR THE GOALS
Code of Responsible Hiring	Red Acindar 124 points of sale throughout the country.	Acindar Pymes RGC \$14,573 million of guarantees issued				
Supply chains that our customers trust.						

Social		SUSTAINABLE DEVELOPMENT GOALS	4 QUALITY EDUCATION	5 GENDER EQUALITY	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
2.056 participants "Building the Community" (Construir Comunidad)	\$35,920,283 "We engineer" programme Investment	1st Place BYMA Award for Integrated Report 2019									
Active and welcomed member of the community.	Pipeline of talented scientists and engineers for tomorrow.	Contribution to society measured, shared and valued.									

We create more sustainable steel. We are transforming tomorrow.



Chapter 1

Who We Are

Sustainable Development Goals :
8, 9, 17

Targets:
8.5, 9.1, 9.4, 9.5, 9.a, 17.7.

Material Topics:
Risk Management and Regulatory Compliance,
Economic Performance of the Organization.

GRI Contents:
102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7, 102-11, 102-15,
102-16, 102-21, 102-33, 102-34, 102-43, 103-1, 103-2, 103-3,
201-2.

SASB:
EM-IS-000.A

Capitals:
Financial Capital, Industrial Capital, Intellectual Capital, Human
Capital, Social and Relationship Capital, Natural Capital.

Global Compact Principles :
6, 10.



ArcelorMittal Acindar⁽¹⁾

We work every day to be the safest Steel Company.

We are a steel Company that produces long steel, which supplies the civil construction, oil, energy, automotive, agriculture and industry sectors in general.

We have over 75 years of history in the country and we are leaders in the domestic market; currently, we are part of the ArcelorMittal Group⁽²⁾, the world's leading steel and mining company, with whom we have set ourselves the great challenge of making steel more sustainable.



1942
Start of
Business



5
Present in 5 Cities
of Argentina



124
Points of Sale



2,344
Employees



2,362
Contractors



(1) Acindar Industria Argentina de Aceros S.A.

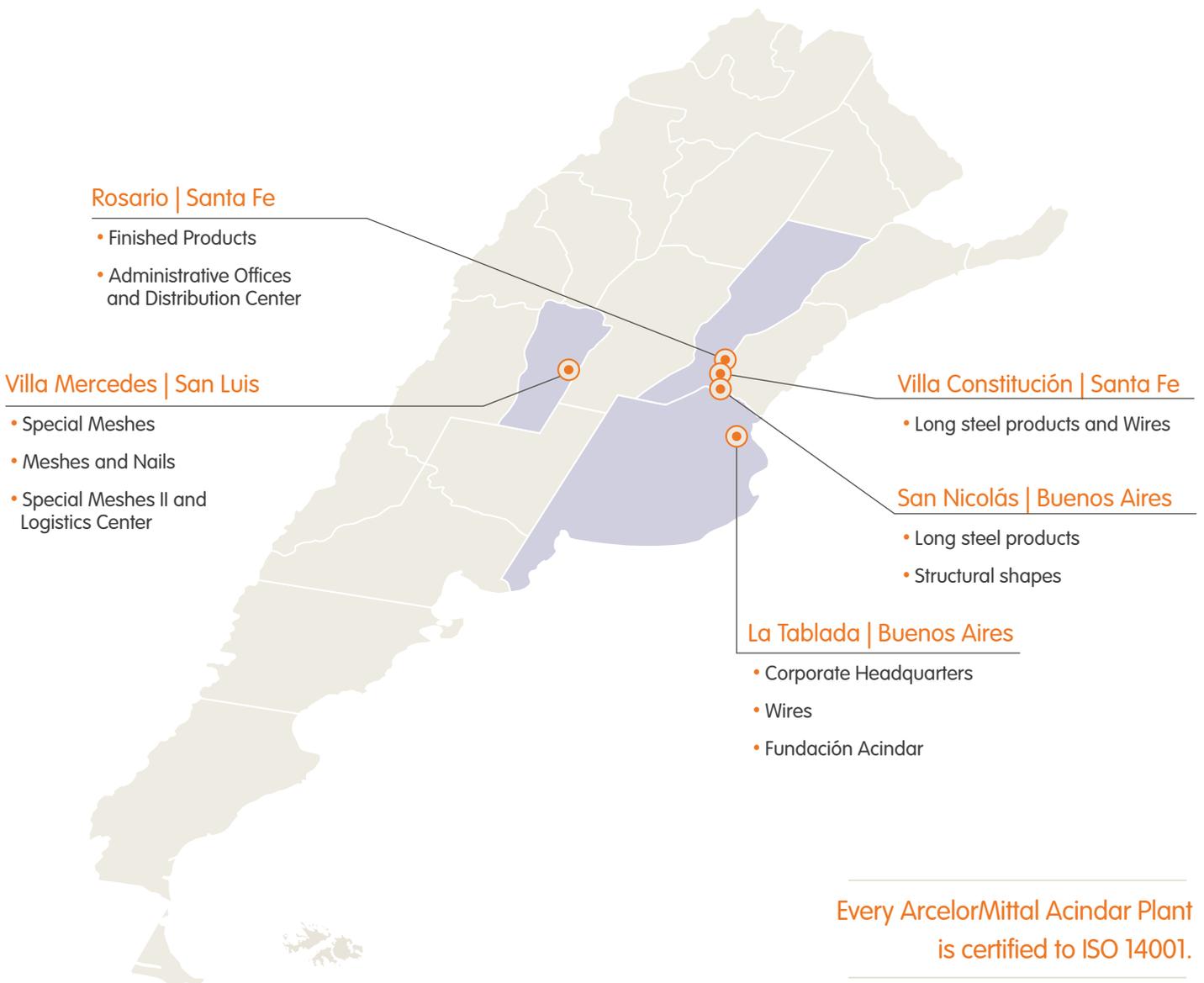
(2) More information at : <https://corporate.arcelormittal.com/>

Our Plants Locations

Our large and modern industrial facilities are located in 5 provinces of Argentina and we have a major commercial distribution network with 130 points of sale throughout the country.

Our main Industrial complex is located in Villa Constitución (Province of Santa Fe) and has an integrated production process: a mineral port, a direct reduction plant based on the Midrex process, steelworks with electric arc furnaces and continuous casting machines, cutting-edge rolling mills and a wire plant.

Part of the production process is completed in other plants in the cities of Rosario (Santa Fe), San Nicolás de los Arroyos and La Tablada (Buenos Aires), where our Corporate Headquarters is located, and in the plants that produce meshes and nails and special meshes, in the city of Villa Mercedes (San Luis).



Mission, Vision, Values and Beliefs

Transforming tomorrow means understanding where the world is going and defining how ArcelorMittal Acindar contributes to that future goal.



Mission

Steel is a crucial material for our world. It is present in our daily lives, at home and at work, in infrastructures, means of transport and buildings. For over a century, it has transformed economies and helped improve the safety and well-being of people. We are passionate about steel and its continuous ability to transform the future.

We are convinced that steel can be and will continue to be the reference material, due to its versatility and exceptional properties, meeting the challenges that the world faces, as well as the evolution of the aspirations of future generations.

We will continue to contribute to the positive transformation of economies through the development and production of steel-based solutions that respond to the demands and expectations of society in the 21st century and beyond.

Vision



Agility and Focus

- Methodology.
- Promptness.
- Simplification.
- Lean structure.
- Empowerment.



Adding Value to Customers

- High value solutions.
- Exceed their expectations.
- Improve relationships.



Costs and Operational Excellence

- High industrial performance.
- Invest in what adds value.
- Efficient Capex management (investments).
- Cost optimization (administrative/commercial).



Innovation

- Products, processes, models.
- New methods of doing.
- Doing things better makes a difference.
- Be the best, the safest and the most agile.

Values

Our position in the steel industry entails a great deal of responsibility. Therefore, we are committed to adopting globally recognized principles of action, without ignoring the needs of local communities. We want to be promoters of the steel industry of the future and we have a clear vision of where we are heading, which is based on a solid set of values: Sustainability, Quality and Leadership.

Sustainability



How do we operate to be successful in the long term?

We want to be competitive and succeed in tomorrow's world.

This means that we have to understand how the world is evolving, not only from an economic and market point of view, but also in terms of the social and environmental macro trends, which will shape our future.

Our strategic thinking must take into account ensuring a competitive position in the face of cost competition, but also in the expectations of society for a more circular economy with lower carbon emissions.

This will enable us to make the right decisions about investment priorities, as well as build a stronger platform for our Company. This long-term approach is essential if we are to ensure sustained business success and generate the support of stakeholders and a long-term leadership in our sector.

Quality



How do we exceed expectations?

Quality is essential to our competitive advantage.

We must seek to exceed expectations in terms of our products, processes and performance, combining our solid operational knowledge with a sharp business acumen and a desire to innovate expand the potential of steel.

We must strive for excellence in everything we do, inspiring our colleagues to develop new ideas and reach the top.

Leadership



How are we visionaries and change agents?

We are the industry leader, not only in terms of volumes and shipments, but (and even more importantly) for being chosen by our customers and for their valuation of the products and services we offer.

We have reached this leadership position as a result of our visionary thinking and willingness to challenge the status quo, and to do things in a different way. In the highly competitive world in which we operate, we must continue to demonstrate leadership and defend new ideas and ways of operating.

We must be open to change, focused on fostering innovation and seeking opportunities for transformation.

We do not expect others to show us the way; we find the path and, in doing so, we demonstrate to our stakeholders the value that our Company can bring to society.

Beliefs

To be the most admired Company in the region, competitive, leader and a reference in ArcelorMittal, we work based on these Beliefs:



Markets and Products

We are the leading manufacturers of steel for construction, agriculture and industry.

Steel is part of everyday life and, as one of the only materials that is completely reusable and recyclable, it will play a crucial role in building the circular economy of the future. At ArcelorMittal Acindar, we produce steel to supply demanding markets and to meet the demand of different countries in Latin America and the world, always with a sustainable commitment and leading the way.

We make sure that steel fulfills its potential as an essential material of the future, evolving every day and getting smarter and more sustainable. To do so, we have several logistics alternatives, which allows us to have enough flexibility to provide an excellent service to our customers.

From Villa Constitución Plant, we make shipments by land, as well as sea shipments, taking our products through the Paraná River and the Río de La Plata to different parts of the world.

Steel for Civil Construction



Our solutions are used in roads, buildings, houses, stadiums, bridges, dams, shopping malls, streets and many other architectural and engineering structures distributed throughout the country.

We constantly incorporate technology to produce the best steel and we invest in research and development. We consolidated an area of technical assistance for our customers and we continue developing Acindar Solutions, making available to the market a business unit that offers the service of cutting, bending and pre-assembly of steel, covering the entire territory of our country.

- Houses
- Non-residential
- Infrastructure
- Fences and Enclosures

More information at:
<http://www.acindar.com.ar/productos-construccion/>

Steel for Agriculture



Assuming our commitment to innovation and the environment, we developed a wide range of products for the construction of 100% steel, sustainable, ecological and fireproof fences.

Our new products (corner pieces, posts, rods and wires) totally replace the use of wood, helping to promote a responsible production and taking care of the world we live in.

- Agricultural Wires
- Accessories
- Meshes

More information at:
<http://www.acindar.com.ar/productos-agro/>

Steel for Industry



We have a modern production process, with strict quality controls and we use excellent raw materials, with high quality iron ore and carefully selected scrap.

We position ourselves as one of the best steel companies making steel with complex shapes, responding to the needs of demanding markets.

- Automotive
- Electrodes
- General

More information at:
<http://www.acindar.com.ar/industria/>

Business Model and Value Creation

We lead the evolution of the steel industry to ensure the best possible future for the industry and future generations.

At ArcelorMittal Acindar, we all have the responsibility to preserve quality, occupational health and safety, as well as the environmental protection, producing the best steel, meeting the international quality standards and responding to the most demanding markets.

This commitment is expressed in an [Integrated Management Policy](#), which is respected by all members of the Company and which falls directly on the Management, who establishes, as part of the business plan, the Targets and specific objectives, providing the necessary resources to develop and encourage the continuous improvement.

Our policy includes the interested parties with whom we interact, satisfying their needs and expectations. In this regard, the risks and opportunities of said parties are determined, taking the appropriate actions for their attention. In addition, we include the analysis of the processes and products manufactured, from a complete life cycle perspective.

Business Model

The **Integrated Management System (IMS)** is made up of standards related to occupational health and safety, quality and the environment. Every 3 years, we recertify the management system and, in 2020, TÜV Rheinland audited and certified our processes based on the most current versions of the ISO 9001: 2015, ISO 14001: 2015 and ISO 45001 standards.

These changes encouraged the active participation of our staff in the continuous improvement process and presented as main focus to involve all our staff, through different spaces for participation and consultation, in managing improvements, requirements, opportunities and risks: “Stay Safe” (Cuidate) Programme, Safety Leadership, + Ágil, SPA, Safety Totems, Committees, among others.

We renewed our commitment to comply with the **Integrated Management System Policy**, updated based on the **ISO 45001:2018 Standard** and approved by the **Executive Committee**.

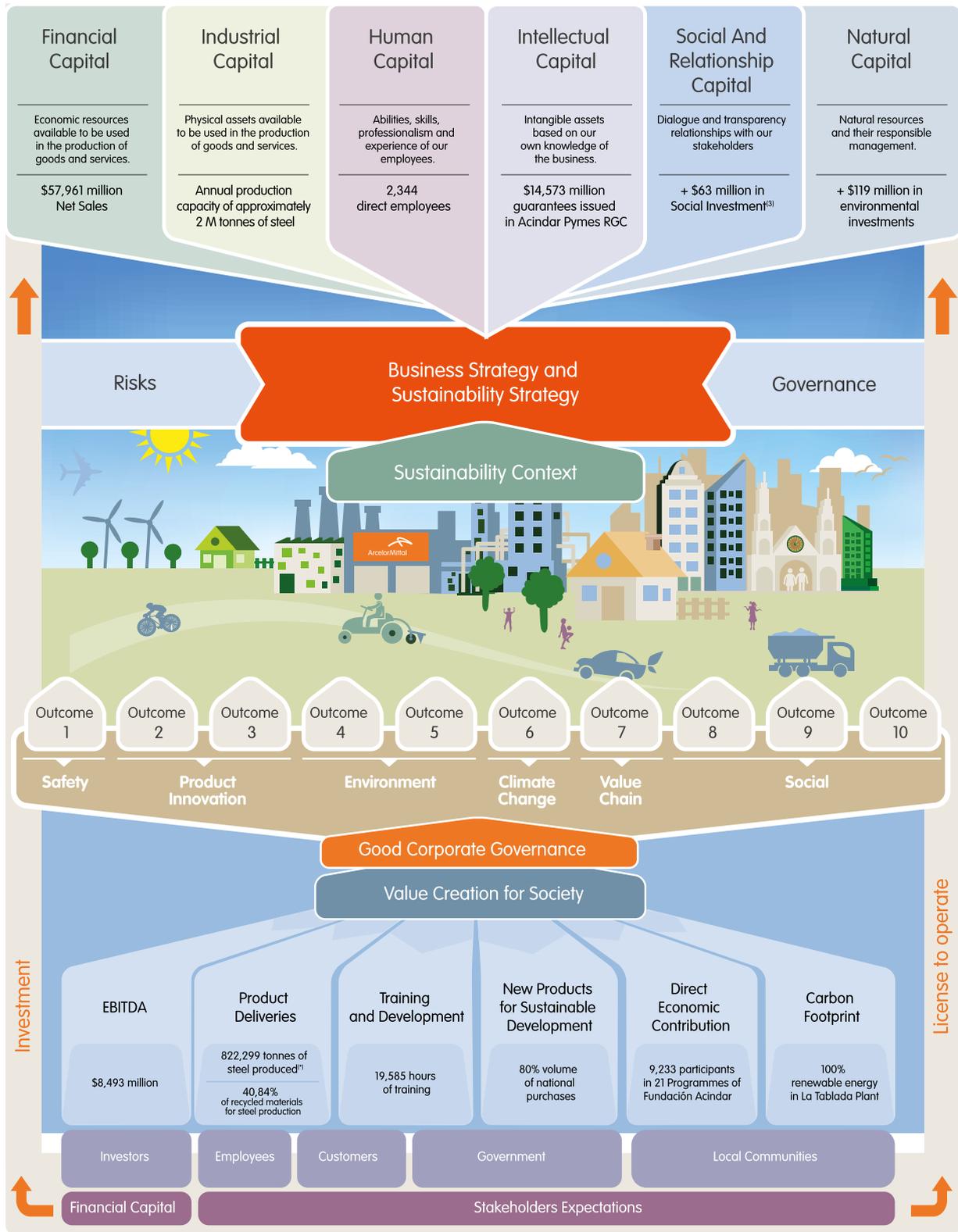
We invite you to learn about the **Integrated Management Policy** and the **Certificates** that support the leadership of ArcelorMittal Acindar, which comply with the highest quality standards at the national and international level, at <http://www.acindar.com.ar/calidad/>

Value Creation

We measure and report on the social and environmental value that we create through our operations, our investments and our products.

Our value creation model shows the critical resources we depend on to produce steel and create value for our shareholders and stakeholders. Within it, the importance of our employees, the natural resources and our ability to innovate are highlighted.

We create long-term value for the people who invest in our Company and the stakeholders through our main assets:



We responded to the consequences of the pandemic, interacting with the different government institutions of our locations, from obtaining plant authorizations to implementing safety protocols and, then, coordinating the return to plant productivity.

(3) Includes ArcelorMittal Acindar, Fundación Acindar and Tax Credit Programme.
 (*) 100% corresponds to steel produced in electric arc furnaces.

Challenges, Risks And Opportunities

The 2021 strategic priorities of the ArcelorMittal Group, in addition to safety, are: achieving financial objectives through a cost reduction programme to reinforce competitiveness, implementing the Company's Strategic Plan with investments in growth projects in developing markets and Sustainable Development.

ArcelorMittal is aligned with the goal of keeping the global temperature well below 2°C through technologies, policies and inputs in order to achieve the goal of reducing emissions by 2050. In this regard, it is working hard to develop 3 main routes of new technologies. One of them is circular carbon, which consists of using renewable coal (biomass) instead of blast furnace coke. Another one is the use of clean energy, through the use of hydrogen as an energy source. And finally, the capture and storage of carbon in the manufacture of steel.

Arcelormittal is committed to developing technologies to effectively contribute to a world with low carbon emissions, improving processes and innovating in steel manufacturing.

As stated above, the world is shifting towards a model based on the Circular Economy and the infinite recyclability properties of steel make it the reference material. Over the past few years, ArcelorMittal Acindar has used an average of 32% recycled raw materials through the use of scrap, including materials used to make steel and sponge iron. Due to the worldwide problem of global warming and hand in hand with the Paris Agreement, which establishes the global objective of "keeping the increase in global average temperature to well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5 °C above pre-industrial levels, recognizing that this would considerably reduce the risks and effects of climate change", Argentina invites the national and provincial governments, and also business chambers, NGOs and others to participate. The increase in the percentage of use of scrap for the manufacture of steel is one of the commitments assumed by the Argentine Steel Chamber regarding the contribution of the steel industry.

The work proposal to contribute to the reduction of greenhouse gases in the sponge iron manufacturing route - electric furnace is to increase the use of scrap. Currently, we find theoretical technical possibilities to increase the use of recyclable materials

in steel, versus virgin raw materials, but there are some limitations such as the possible scarcity of scrap metal availability in the market as well as the quality required by the products we manufacture. Taking into account the projections in the time of steel productions for the sponge iron route - electric furnace, and increasing the % of scrap consumption in electric furnaces, we would be achieving an annual reduction of greenhouse gas emissions of approximately 22 %.

In line with ArcelorMittal's global effort to be carbon neutral by 2050, we are committed to reducing carbon emissions by 20% by 2030.

In line with this, we are aware that climate change is a challenge that requires urgent and comprehensive action by governments, companies and citizens in order to avoid the risk of serious damage to prosperity, Sustainable Development and safety throughout the world. That is why we assumed a new commitment as signatories of Caring for Climate initiative, with commitments associated with energy efficiency, reduction of carbon emissions; cooperation with governments, intergovernmental organizations and civil society to contribute effectively to the creation of a low-carbon economy and a resilient climate; collaboration with companies belonging to our value chain; and work with our colleagues, employees, customers and investors, and the general public to reduce greenhouse gases.

Showing a path of recyclability of raw materials, we make environmental declarations of products where we report the percentage of recycled materials used in the manufacture of steel, not only from our processes but also from the recycled materials with which we source. In this way, we contribute not only with the infinite recyclability capacity of steel, but also with the contribution of new technologies and innovation, which allows us to continue supplying and being the leaders in the manufacture of steel, supporting the reduction of greenhouse gases generated in the industry.



Chapter 2

Corporate Governance

Sustainable Development Goals:
4, 5, 8.

Targets:
4.7, 5.1, 5.5, 5.c, 8.5.

Material Topics:
Ethics and Transparency, Diversity and Equal Opportunity, Risk Management and Regulatory Compliance, Anti-competitive Behavior, Human Rights, Empowerment of Women, Youth and Other Vulnerable Groups.

GRI Contents:
102-11, 102-12, 102-15, 102-16, 102-17, 102-18, 102-19, 102-20, 102-21, 102-22, 102-23, 102-24, 102-25, 102-27, 102-28, 102-30, 102-31, 102-32, 102-44, 103-1, 103-2, 103-3, 205-1, 205-2, 205-3, 206-1, 307-1, 405-1, 406-1, 412-2, 412-3, 419-1.

Capitals:
Human Capital, Social and Relationship Capital.

Global Compact Principles:
1, 2, 3, 4, 5, 6, 7, 8, 9, 10.





Corporate Governance

How we generate value

Corporate governance must act according to a clear demarcation of the mission and objectives of the Organization to ensure that all processes have a precise function framed in the organizational culture.

Consistent with it, in order to generate value, Senior Management must incorporate into their daily actions what is necessary to promote that regulatory compliance is perceived as an essential part of the Company. For this reason, such promotion must be integrated on a daily basis in the Organization's agenda, facilitating the generation of a pragmatic analysis that allows identifying opportunities to generate value.

Based on the foundations established at the level of the mission, the strategy and the objectives, corporate governance must coordinate the actions of the compliance, internal control and audit areas. Everyone must act consistently to promote efficiency in their functions in terms of generating value without breaking the principles of independence and other regulations or procedures.

Our challenge

Good corporate governance is a fundamental component within an organization, as it promotes improved performance and provides greater investment protection.

Additionally, it results in a stronger positioning with regard to governments and regulators, greater customer trust, and safety for the employees and communities, which translates into less likelihood of business interruptions. The greater the transparency and level of information, the greater the confidence of investors and the general public, providing greater sustainability and growth.

The expectations of our Stakeholders

Our stakeholders expect a strong board of directors, which carries out effective and independent oversight. The media and consumers expect us to reveal how we put into practice respect for Human Rights and environmental standards, and how we measure and report our social and environmental impact.

Similarly, the employees expect their company to meet high standards, and top talent is increasingly looking for employers whose values align with their own. These issues also have a commercial dimension: companies or entities, who buy our steel products, have to be sure that their own business is not threatened by risks in production processes or in the supply chain.

The results we want to achieve

Values, ethics, leadership, processes and regulations are the fundamental elements for the development of good corporate governance, which ensures that we achieve the proposed objectives. We seek to treat our own people and our stakeholders with dignity and respect, listening carefully, learning from our experience, and leading by example.

Authorities

Corporate governance of ArcelorMittal Acindar is represented by the Executive Committee, the highest governance body at the local level. This Committee consists of the Chairman of the Board, the CEO and nine members of the different business areas. As of December 31, 2020, the governing body was made up of the following:



Arturo T. Acevedo
President
Civil Engineer



Everton Guimaraes Negresio
Chief Executive Officer | CEO
Mechanical Engineer



Silvina Saavedra
**Executive Director of People,
Strategy Continuous Improvement
and Public Affairs**
Chemical Engineer



Victor Correa de Resende Dias Duarte
Chief Technology Officer (CTO)
Electrical Engineer



Lawrence Cavalcante Saunders
**Executive Director of Industrial
Steel Business (NIS)**
Mechanical Engineer



Sergio Andrés Pérez Jiménez
**Executive Director of
Commercial Steel Business**
Civil Engineer



Ignacio Pini
**Executive Director of
Administration and Finance**
BA in Business Administration



Facundo Velasco
**Manager of Communication,
Public Affairs, Labour Relations and
Fundación Acindar**
Lawyer



Glauco Eduardo Silva Oliveira
Executive Director of Wire Business
Metallurgical Engineer, MBA



Sebastián Villar Guarino
Executive Director of Supply Chain
BA in Business Administration



Marcos Downes
Legal Affairs and Compliance Officer
Lawyer

The Executive Committee is responsible for making strategic decisions, discussing medium and long-term projects, incorporating and dealing with issues that are adapted to the environmental changes, and evaluating and monitoring the targets and objectives set, among other tasks. The Board of Directors delegates its authority for economic, environmental, and social matters and for the preparation of the Integrated Report to the **Executive Committee**.

The progress and evaluation of the different topics are carried out in weekly meetings. In order to assess the performance of the Executive Committee, a **Guideline-based Management System** is used, which allows to evaluate the achievement of the established targets.

The Executive Committee is trained in sustainability issues and in each decision takes into consideration the **10 Sustainable Development Outcomes** that guide our corporate responsibility management. Likewise, each member of such Committee has guidelines on Sustainable Development issues, which are divided into control items and projects with an impact on the annual evaluation. The Executive Committee monitors the indicators and targets of the Guideline-based Management System, which includes environmental, economic and social metrics.

The Management recruitment procedure prioritizes the succession chart, which considers the performance management process, the skills and experience acquired, and the leadership potential. This is approved by the local CEO and then validated by the Executive Vice President and CEO of ArcelorMittal South, Central America & Caribbean Long Carbon Steel, before accessing the Group Management Board instance at the Company's corporate offices at Luxembourg.

Risk Management

We have a **Comprehensive Risk Management System**, which provides our Management with a systematic analysis of the risks detected, in order to respond to them with an integrated and centralized approach. Afterward, it designs mechanisms to minimize the probability of occurrence or the impact of the risk and defines action and mitigation plans.

The aforementioned system includes the identification, evaluation, measurement of financial and non-financial risks (impact on reputation and image, impact on people, work climate, environment) and the monitoring of the action plans defined in all the directorates of the Company, for each of the identified risks.

Conflicts of interest

ArcelorMittal Acindar's Senior Management and senior purchasing, sales, logistics, legal affairs and finance employees must make an affidavit of current or potential conflicts of interest on a regular basis, in accordance with the Group guidelines.

Regardless of the current or potential declaration of conflicts of interest, our **Code of Business Conduct** provides that all employees, including the governing body, have the duty to always act in accordance with the best interests of the Company, avoiding any situation where there could be conflict between the personal interests and the obligations to the Company.



Ethics and Integrity

We believe in integrity that is reflected in honesty and transparency, in a respectful behavior and in the example we set. This distinguishes our **Code of Business Conduct** and applies to our entire payroll in everything we do, from the way we treat our people to the relationships with our stakeholders.

It compiles the main ethical and legal standards that all people who work in the Company must respect and comply with during the performance of their duties. Reputation depends on the integrity, responsibility and equity with which each employee performs their duties. In this way, we seek to maintain and strengthen relationships of trust with the natural and legal persons with whom we do business.

- Compliance with laws
- Conflicts of interest
- Equal treatment
- Confidential information
- Personal information
- Protection and proper use of Company assets
- Respect within the ArcelorMittal community
- Shared responsibility
- Our duty to report illegal or unethical conduct
- Commitment to diversity and inclusion

Both the governance body and the entire personnel should be trained in integrity policies periodically, pursuant to a training plan. Afterward, they must sign to accept the Code of Business Conduct.

These are available (both on the Intranet and the website) and have been expressly accepted by our employees after a training process on their scope and objectives. Regarding our business partners, since they enter into a contract with the Company, they undergo a Due Diligence analysis; thus, they must state that they have read and accepted the group's policies as regards compliance, which are available on the Company's public web.

This anti-corruption due diligence process analyzes 100% of the suppliers in order to identify and mitigate any exposure to corruption risks arising from these types of relationships. Such procedure classifies risk into three risk levels, on which it establishes at its highest level, the requirement to carry out virtual training on compliance.

During 2020, the Due Diligence Procedure continued to develop, focused on preventing corruption of the companies that supply us and on compliance with the rules of the Company's Integrity Program.



Integrity Programme

We have high standards of integrity, corporate responsibility, ethical and legal.

ArcelorMittal Acindar belongs to the ArcelorMittal Group and its shares are listed on the New York (MT), Amsterdam (MT), Paris (MTP), Brussels (MTBL), Luxembourg (MT) stock markets and on the Spanish stock exchanges in Barcelona, Bilbao, Madrid and Valencia (MTS). In Argentina, since 2007, the Integrity Programme was implemented in order to respond to the requirements of the Sarbanes Oxley Law (SOX) and, in 2018, it was supplemented to adapt to Law No. 27,401 on Corporate Criminal Responsibility.

The programme constitutes an essential guide for the development of ArcelorMittal Acindar's businesses and its main purpose is to improve the accuracy, reliability and transparency in the constant search for understanding and generating value for all the actors involved. It requires well-designed internal controls that operate effectively. The reasonableness of these critical procedures and controls is reviewed by external auditors. This solid global programme consists of a series of policies on which employees are trained, and whose application and compliance is required according to their position to all employees of ArcelorMittal Acindar and its controlled companies.

Las políticas específicas son:

-
- [Code of Business Conduct](#)
 - [Human Rights Policy](#)
 - Insider trading
 - Anti-fraud Policy
 - Anti-corruption Guidelines
 - Report of illegal situations within the Company
 - [Policy on Economic Sanctions](#)
 - Competition laws – Antitrust⁽¹⁾
 - [Diversity and Inclusion Policy](#)
 - [Code for Responsible Sourcing](#)
 - [Personal Data Protection Policy](#)
-

The Code of Business Conduct and the other policies that make up the Integrity Programme constitute the regulatory system of the Organization. This Code is the central document of said programme and establishes the reference for the other regulations. Its implementation within the Company is carried out through statements of principles, values and ethical foundations, which identify the Company and which are necessary to guide the performance of directors, managers and employees.

The application of this programme reaffirms and, at the same time, reinforces the intention of the group to ensure strict compliance with the rules and regulations in all countries where it operates, thus adding value to the company.

(1) ArcelorMittal Acindar is a party in seven active cases by the National Commission of Competition Defense (CNDC). In some cases, it is the only party investigated and in others, it is investigated together with other third-party companies outside of ArcelorMittal Acindar or the ArcelorMittal Group. To date, it has not been found in violation or penalized in any of these investigations. In 2019, ArcelorMittal Acindar presented a commitment to adapt its conduct to the CNDC regarding certain practices carried out by the members of its exclusive distribution network. This commitment was accepted by the Secretary of Internal Trade and by the CNDC. The commitment is currently being implemented and is subject to being audited by the CNDC.

The Compliance Officer⁽²⁾ is the figure responsible for supervising and managing all matters related to the Integrity Programme, in order to ensure its effective implementation. His main functions are as follows:

- Identify risks
- Analyze regulatory changes
- Determine preventive and corrective actions
- Provide training to managers and employees so that they know all the rules and how to apply them
- Periodically review the updating of procedures
- Perform the necessary controls to guarantee effective compliance with the programme

Therefore, the Compliance Officer assumes, on the part of the Management, some delegated functions, such as the duties of controlling the dangerousness of the business activity and the oversight and monitoring of other people. This is particularly important if we take into account that, since the incorporation of the Corporate Responsibility Law, the criminal liability of legal persons has been regulated, establishing the obligation of oversight on the part of companies to guarantee such observance

Reputational risk is a concept that has been gaining relevance in the business field in recent years. Therefore, within the objectives of an Integrity Programme, the following should be considered:

- The design and application of internal controls, regulations and procedures, which allow guaranteeing compliance with the applicable law and regulations.
- Supervision of compliance with the Integrity Policies and advice to Senior Management, in order to guarantee that the Company complies with all regulatory requirements.

All employees are trained in policies and procedures every three years, and campaigns and events are held to develop a culture of integrity within and outside the Company. During 2020, the possibility of conducting face-to-face training campaigns (especially for plant employees) was affected by the implementation of health protocols due to the COVID-19 pandemic. As a result, the level of training in the Code of Conduct Policy was reduced.



During 2020:

- **100%** of our Management, staff and business partners received communications about our anti-corruption policies and procedures.
- A training plan was carried out, through which **100%** of the Executive Committee and **91%** of the employees reached by anti-corruption policies and procedures were trained.

More information at:

<https://www.acindar.com.ar/capitacion-programa-de-compliance/>

⁽²⁾ The Manager of Legal Affairs is also the Compliance Officer of the Company for Argentina.

Policy on Report of Illegal Situations within the Company

We have a procedure for reporting an illegal situation within the Company⁽³⁾, which informs the steps to be followed in the event of potential irregularities related to accounting, banking or bribery matters that take place within the Company and its subsidiaries.

It establishes the following communication channels: telephone, Internet or correspondence in a confidential and anonymous way.



Our Reporting channel
0800-444-4344



Reporting Form:
<https://secure.ethicspoint.eu/domain/media/en/gui/105363/index.html>

More information at:
<https://www.acindar.com.ar/wp-content/uploads/2018/12/POLITICA-DENUNCIAS.pdf>

Human Rights

Focused on the aspects identified as priorities for our industry, we have a [Human Rights Policy](#), which is based upon the Universal Declaration of Human Rights proclaimed by the United Nations; the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO); and the United Nations Global Compact, which establishes the principles that guide our actions and our behavior regarding them. The Policy applies to all persons in ArcelorMittal affiliates and associates worldwide, as well as to contractors who provide services to the Group

148 hours
of Training on Human Rights.

Respect for Human Rights is essential to the culture of integrity that we want for our Company. It represents a fundamental part of our approach to Sustainable Development through the 10 Outcomes and defines the way we conduct ourselves with employees, contractors, suppliers and the communities in which we operate.

On this basis, we have started an evaluation process against international reference frameworks such as the Danish Institute for Human Rights and the ISO 26000 Standard for Social Responsibility.

The Danish Institute and ISO 26000 Complete The current frameworks applied in the management, which generally address Human Rights Issues.

This process will not only allow us to identify opportunities for improvement, strengths, and new issues that we must address and define a clear action plan on the matter, but we also hope that it will enrich the Company's risk management.

(3) For the period covered by this Report, we have not received sanctions, fines or incidents derived from non-compliance with laws, regulations for non-compliance with laws or regulations on social, economic and environmental matters, whose total sum represents a significant amount.

Harassment-free work environment

We are convinced that the diversity of our workforce is an asset that brings new ideas, perspectives and experiences in a welcoming environment, which supports our values of leadership, sustainability and quality.

For ArcelorMittal Acindar, diversity means a workforce that reflects different cultures, generations, genders, ethnic groups, nationalities, abilities and all the other differences that make us unique. Inclusion is about creating a work environment where all people have the opportunity to fully participate in creating business success and where they are valued and respected for their distinctive skills, experiences and perspectives.

ArcelorMittal's commitment to diversity is contained in the [Code of Business Conduct](#), the [Human Rights Policy](#) and the [Diversity and Inclusion Policies](#). Likewise, we have policies and procedures that take into consideration local and cultural legal requirements, committing ourselves to provide a positive and healthy work environment, free from any type of discrimination or harassment.

In a diverse workplace like ours, we particularly strive to be more inclusive, supportive and respectful in our interactions with other people, fostering a welcoming and respectful environment, regardless of race, color, gender, age, religion, ethnic or national origin and disability, or other categories protected by local law.

Prevention is the best tool to eliminate harassment in the workplace, promoting an inclusive and harassment-free culture, identifying and reporting cases to avoid their recurrence. For that purpose, we have a reporting procedure, by means of which reports can be made anonymously and confidentially.

In 2020, 16 cases have been registered through our reporting Channel.

<https://corporate-media.arcelormittal.com/media/yyjil0y/2019-arcelormittal-annual-report-on-form-20-f.pdf>



Image prior to the Covid-19 pandemic.

Diversity and Gender

In 2020, we were the first steel company to sign the Women’s Empowerment Principles (UN Women And Global Compact), a fact that demonstrates our commitment to gender equity.



Image prior to the Covid-19 pandemic.

“Adherence to the Women’s Empowerment Principles constitutes a major step in the consolidation of the Company’s gender agenda and is aligned with the actions that other companies of the ArcelorMittal Group have taken worldwide”.

Silvina Saavedra

Executive Director of People, Strategy Continuous Improvement and Public Affairs

Technological progress, the incorporation of new machinery, the automation of production processes and training allowed ArcelorMittal Acindar to sign the **Women’s Empowerment Principles** in July 2020, promoted by the United Nations Global Compact and UN Women. This adherence is important since it creates a framework to advance in concrete policies that favor the empowerment of women in the Company’s sphere of action. Thus, we became the first steel company in the country to endorse this programme.

This initiative is part of a series of actions that the company has been carrying out to reinforce its commitment to gender equality; likewise, it is part of a work philosophy that seeks to build internal policies that guarantee that a culture of diversity is fostered within the Company, without any barrier, so that people can develop professionally.

One of these actions was the creation of a **Joint Committee on Diversity and Gender** advised by UN Women, which met during 2020, in which different measures and action plans to be implemented to improve gender equity were discussed.

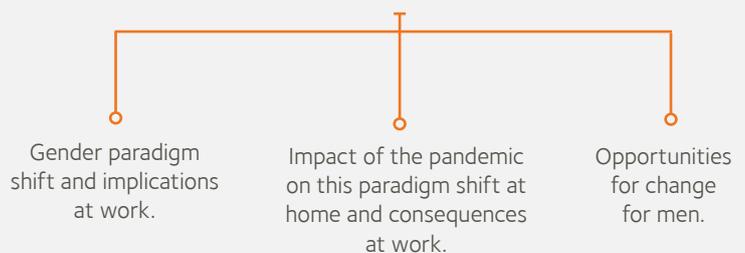
In recent years, the number of women who are part of the administrative staff has increased, including the Board and Management level, and in 2019 we had the milestone of incorporating the first female operators in industrial sectors in Villa Constitución.

Based on this step that we are taking with the signing of the Principles, we seek to consolidate a vision that we already raised at the beginning of the year with the launch of our [Diversity and Inclusion Policy](#). The ultimate goal is to eliminate any bias and ensure that personal development is only related to a person’s abilities, without depending on their gender.

“Empowering Diversity”

As part of the activities planned within the **Diversity and Gender Programme** of our Company, in August 2020, the virtual talk “Empowering Diversity” was held by María José Sucarrat – Director of the Network of Companies for Diversity (RED) of the Business School of the Di Tella University -, in which men and women from all the Company’s plants participated. The activity was virtually attended by more than 130 people from the Organization, through the Zoom platform, and the opening was led by Marcelo Marino, CEO of ArcelorMittal Acindar, who highlighted the Company’s progress in terms of diversity.

The activity was divided into three moments, where the following issues were addressed





Chapter 3

Sustainable Development through 10 Outcomes

Sustainable Development Goals:
12, 17.

Targets:
12.6, 17.7.

GRI Contents:
102-11, 102-12, 102-15, 102-20, 102-21, 102-29, 102-31, 102-40,
102-42, 102-43, 102-44, 102-46, 102-47, 102-48, 102-49, 102-
50, 102-51, 102-52, 102-53, 102-54, 102-56, 103-1.

Global Compact Principles:
1, 2, 3, 4, 5, 6, 7, 8, 9, 10.



Our Approach

At ArcelorMittal Acindar, we regard sustainability as an essential value. Therefore, we want our business to be economically sustainable and responsible with its environment.

Our commitment to the world around us goes beyond financial aspects, it takes into consideration the impact of the industry on the environment, as well as the particular needs of the communities where we operate and the country in general.

Our approach is aimed at identifying long-term trends that may affect or put our business at risk, particularly those related to social and environmental issues and those of concern to our stakeholders. It is based on **10 Sustainable Development Outcomes**, which summarize, in a comprehensive way, how to achieve this challenge, including all the activities we carry out and describe our commitment to action and the type of company we want to be, thanks to the management of corporate governance based on transparency.

These 10 Outcomes are designed by the ArcelorMittal Group to drive and shape a consistent social and environmental approach across all the group's operations. In turn, they give the countries where the group operates the necessary flexibility to adapt the challenges to their local contexts. Each country has a tool to assess its performance regarding them: a control panel for each one of them, which allows mapping the problems that could cause disruption, or create business opportunities.

Thus, sustainability and the steel industry go hand in hand, from the way we produce steel and use resources to the way we develop new products and support our people and communities.

10 Outcomes of ArcelorMittal Group's Approach to Sustainability



All this through a Corporate Governance management based on transparency.

3. Sustainable Development through 10 Outcomes

The year 2020 was characterized by a work to adapt to the new management model, based on the 10 Sustainable Development Outcomes, on the basis of a 6 pillar model:



In order to ensure the sustainable management of the Company, and to implement programmes aimed at fulfilling them, our **Corporate Responsibility Committee** reports directly to the CEO of the Company. It meets periodically to analyze progress regarding sustainability and outline the next steps to be taken.



Responsible Steel Standard

ArcelorMittal subscribes to the 12 principles included in the Responsible Steel Standard, which establish the basis for maximizing the steel industry's contribution to a more sustainable society.

The 12 principles are as follows:

01. Corporate Leadership
02. Social, Environmental and Governance Management Systems
03. Occupational and Community Health and Safety
04. Labour Rights
05. Human Rights
06. Stakeholder Engagement and Communication
07. Local Communities
08. Climate Change and Greenhouse Gas Emissions
09. Noise, Emissions, Effluents and Waste
10. Water Stewardship
11. Biodiversity
12. Decommissioning and Closure

ResponsibleSteel™ powers the responsible production and sourcing of steel, it is the first global initiative for certification and multi-stakeholder standards of the steel industry.

More information at:
<https://corporate.arcelormittal.com/sustainability/responsiblesteel>

2030 Agenda, Sustainable Development Goals

En ArcelorMittal Acindar, llevamos adelante un análisis de nuestra contribución a la Agenda 2030 de los Objetivos de Desarrollo Sostenible.

At ArcelorMittal Acindar, we carry out an analysis of our contribution to the 2030 Agenda for the Sustainable Development Goals. For that purpose, we use the SDG Compass tool to understand them and establish priorities, in line with the 10 Outcomes of the Company's Sustainability Approach.

11 Of the 17 Sustainable Development Goals are addressed directly by ArcelorMittal Acindar. 100% of the outcomes are aligned not only with goals, but also with their targets.

	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION 
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	11 SUSTAINABLE CITIES AND COMMUNITIES 
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 	15 LIFE ON LAND 	17 PARTNERSHIPS FOR THE GOALS 

We create more sustainable steel. We are transforming tomorrow.



Our Stakeholders

In order to manage our business responsibly, it is important to know and understand the opinions of those who are impacted by our operations. Therefore, we maintain a fluid dialogue with each of our stakeholders, in order to identify their needs and expectations in relation to the Company, and to keep them informed about our performance.

	Why are we important to them?	Why are they important to us?	What are their interests?	Spaces for dialogue ⁽¹⁾
Shareholders	It improves their capital and it increases financial results. It generates sustainable growth and a return of investments for the shareholders.	They supply capital and support for the business management.	Corporate Governance. Business Profitability. Relationship with the Employees. Health and Safety. Corporate Responsibility. Climate Change and Environmental Performance.	Periodic Reports. Visits to the plant. Conference Calls. Materiality Assessment. Integrated Report.
Customers	It provides quality products and services, offering solutions and creating added value for the customer.	They are part of the value chain for developing a sustainable industry.	Quality products and services that offer solutions for their needs. On- time deliveries. Correct use of our products.	Media and specific campaigns. Presence in fairs and exhibitions. Visits to customers and from them to our plants. Talks and technical training activities. Materiality Assessment. Integrated Report. Web. Social media.
Employees	It provides a work space for the development of employees.	They provide productivity, quality and leadership, which are key factors for the Company to succeed.	Safe and healthy work environment. Development opportunities. Salary and bonus.	Meetings with the General Director. Intranet. Internal publications. Acindapp. Climate surveys. Training programmes. Relationship with the unions (areas of dialogue in weekly meetings with an open agenda). Joint Committee on Safety and Hygiene. Materiality Assessment. Integrated Report. Social media.

(1) Due to the COVID-19 pandemic, many spaces for dialogue have been adapted to virtual mode.

3. Sustainable Development through 10 Outcomes

	Why are we important to them?	Why are they important to us?	What are their interests?	Spaces for dialogue
Suppliers	It enables development of their own business. It develops long-term customer relationships. It makes it possible to get new knowledge. It provides access to the Reciprocal Guarantee Company (Acindar Pymes) It provides commercial references.	They make up our value chain and are part of our final product.	Transparency in the purchase processes. Proper payment conditions. Promotion of a sustainable conduct.	Permanent commitment and dialogue. Development of middle and long term contracts. Conferences and meetings to improve their competitiveness and development. Training activities for specific skills. Materiality Assessment. Integrated Report. Web. Social media.
Local communities	It contributes to the economic and social development of the population since it generates job positions and provides support in terms of education, health, environmental and social promotion.	They provide social license for the Company to operate in different locations.	Community participation plans and processes. Environmental control and impact of the Company operations. Social investment. Occupational safety.	Programmes and conferences to promote education, health and environmental care. Corporate volunteering activities. Meetings with social leaders. Magazine "Comunidad". Materiality Assessment. Integrated Report. Social media.
Government	It generates economic growth by means of income, job positions, taxes and productive innovation. It provides transparent and competitive commercial conditions.	They develop and promote proper market conditions.	Economic and social development. Employment. Investments. Commercial Policy.	Formal dialogues. Hearings with different government representatives. Materiality Assessment. Integrated Report. Social media.
Several NGOs	It provides a vision on the needs of society.	They monitor our performance regarding the meeting of the needs of our stakeholders, vulnerable groups and society.	Biodiversity and climate change. Economic and social development. Health and safety working conditions. Human Rights.	Alliances for programme development. Formal meetings. Events. Materiality Assessment. Integrated Report. Social media.

	Why are we important to them?	Why are they important to us?	What are their interests?	Spaces for dialogue
Multisectoral and business organizations	It adheres to the understanding of the industry needs, the market trends and the responsible business practices.	They channel the company needs. They enable combined efforts of peers. They offer data on trends in the industry and in the social, economic and environmental contexts.	Long term challenges for the industry. Health and Safety. Climate change. Energy, water and waste. Responsible purchases.	Formal dialogues. Regular meetings. Active participation in committees and commissions. Hearings. Materiality Assessment. Integrated Report. Social media.
Media	It provides information on the Company's environmental, economic and social management.	They contribute to build and protect the corporate reputation and show our activities and products.	Challenge for the industry and its evolution. Environmental issues. Occupational Health and Safety. Corporate Responsibility practices.	Press releases. Interviews. Visits to the plant. Dialogue meetings. Materiality Assessment. Integrated Report. Social media.



About this Report

We started the accountability process in 2004. We were one of the first companies to report on its management in corporate responsibility in the country.

This Report is a fundamental document to know in detail our performance, offering a global vision of our activities, which includes the way in which we manage our risks and opportunities, and how we create value through our operations, integrating the six capitals of the IIRC with our business model.

This Report has an annual frequency and covers the period between January 1 and December 31, 2020. It has been prepared in compliance with the guidelines of the IIRC, in accordance with the GRI Standards: Comprehensive option, the material indicators for the Iron and Steel Producers Sector of the Sustainability Accounting Standard Board (SASB) and the principles of the United Nations Global Compact. It includes the operations of Acindar Industria Argentina de Aceros S.A.⁽²⁾ and, in those cases where explicit mention is made, the actions carried out together with Fundación Acindar and the Reciprocal Guarantee Company (RGC) are included.

The Sustainability Committee is the point of contact to resolve any doubts that may arise in relation to the content of the Integrated Report 2020 sustentabilidad@acindar.com.ar

Previous reports available at⁽³⁾:

<https://www.acindar.com.ar/reporte-de-sustentabilidad/>

Progress Communication

Members of the Global Compact Network Argentina since its creation in 2004



From ArcelorMittal Acindar, we declare the continuity of our support and commitment to the United Nations Global Compact and the principles relating to Human Rights, Labour Rights, the Environment and the Fight against Corruption. Based on this Integrated Report, we present our Communication on Progress, with which we express our intention to continue supporting and developing the principles within our sphere of influence, as well as the commitment to make the Global Compact and its principles part of the strategy, culture and daily actions of our Company.

(2) It does not include the operations of the companies listed below, which are part of the Consolidated Financial Statements: Acindar Uruguay I.A.A.S.A., I.P.H. S.A.I.C.F., CDSA S.A.U., Acindar Pymes S.G.R., ACMET S.A. and AM Córdoba S.A.

(3) The most recent report published was the Integrated Report 2019. No significant modifications in the scope or coverage have been identified, nor have any significant effects in the reformulation of the information with respect to previous years, except in cases where explicit reference is made. There have been no significant changes regarding the Organization's structure, share ownership or supply chain. Finally, as a result of the internal control systems available to the Company, the Management has defined, at present, not to submit this Report to an external verification process.

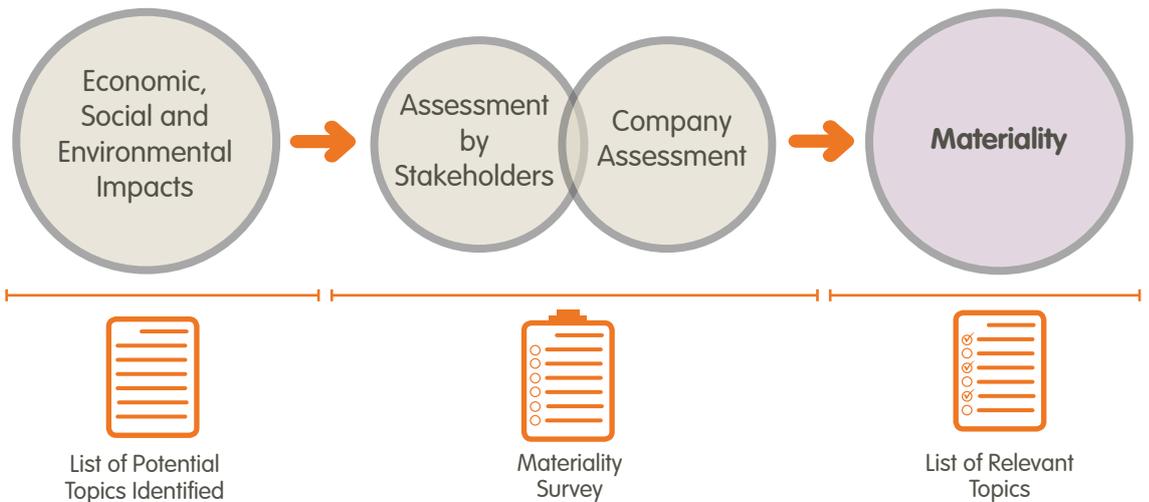
Material Topics

In 2020, we updated our Materiality Matrix, based on an online survey process with our main stakeholders, in order to identify and prioritize economic, environmental and social issues considered of high impact and relevance.

To identify the material topics included in the Integrated Report, the following process was carried out:

- 1 Identification of impacts, risks and opportunities observed by experts and organizations, including:
 - The real or potential, positive or negative impacts, both of our activity and of our value chain.
 - 10 Outcomes of ArcelorMittal Group's Approach to Sustainability.
 - Aspects arising from the GRI Standards.
 - Principles of the United Nations Global Compact.
 - Material topics identified in SASB's Materiality Test⁽⁴⁾, by rating agencies, other companies in the sector and the ArcelorMittal Group.

- 2 As a result of the process of identifying potential material topics, the most relevant issues to include in this Report were prioritized, together with the stakeholders and through a Materiality Assessment⁽⁵⁾.



- 3 For each of the material topics identified, the following tasks were carried out:
 - I. Identification of how it impacts the Company's business - revenue, cost, risks - where the main impacts occur, within the Organization (internal) or outside of it (external);
 - II. what Outcome is fulfilled and
 - III. its integration into the six capitals of the IIRC, the GRI and SASB Standards and the Sustainable Development Goals.

(4) <https://materiality.sasb.org/>

(5) The potential material topics were prioritized on a scale from 1 to 5, where 1 is not very relevant and 5 is very relevant.

Materiality Matrix

Topic	Description	Outcome	Capital	Link to GRI/SASB Standard	Impact on the Business			Coverage ^(*)	
					Revenue	Costs	Risks	Internal	External
Ethics and Transparency	Values, ethics, transparency, leadership, processes and regulations are the fundamental elements for the development of good corporate governance, which ensures that we achieve the proposed objectives as a Company.	Corporate Governance and Outcome 10	Social and Relationship Capital	GRI 205 Anti-corruption	⊙	⊙	⊙	⊙	⊙
Occupational Health and Safety	Providing good working conditions, actively promoting the health and safety of human capital are basic aspects of sustainable management.	Outcome 1	Human Capital	GRI 403 Occupational Health and Safety SASB- Workforce Health and Safety		⊙	⊙	⊙	
Risk Management and Regulatory Compliance	Good corporate governance is a fundamental component within an organization, as it promotes improved performance and provides greater investment protection. Additionally, it results in a stronger positioning with regard to governments and regulators, greater customer trust, and safety for the employees and communities, which translates into less likelihood of business interruptions.	Corporate Governance and Outcomes 4, 5 and 6	Financial Capital	GRI 307 Environmental Compliance	⊙	⊙	⊙	⊙	⊙
Quality and Safety of Products and Services	Our challenge is to demonstrate and communicate the contribution that steel can make to sustainability. We achieve this through innovation and the development of new products and components for the construction and infrastructure sectors, we demonstrate our commitment to quality, safety and sustainable production.	Outcomes 2, 3 and 7	Industrial Capital	GRI 419 Socioeconomic Compliance	⊙	⊙	⊙		⊙
Water and Effluents	Steel production requires significant amounts of water. Managing the impacts on water resources through the withdrawal, consumption of water and the discharge of effluents from our operations is one of our sustainable management commitments.	Outcome 5	Natural Capital	GRI 416 Customer Health and Safety		⊙	⊙	⊙	
Diversity and Equal Opportunity	Employees, unions and other stakeholders increasingly expect companies to have comprehensive policies that encompass Human Rights, equality and diversity, and good behavior in the workplace.	Corporate Governance and Outcome 1	Human Capital	GRI 405 Diversity and Equal Opportunity		⊙	⊙	⊙	
Energy	For our steel production we depend on 100% energy and therefore we are involved in strategies that aim to convert the energy matrix to a cleaner and more renewable base.	Outcomes 2, 3 and 6	Natural Capital	GRI 302 Energy SASB Energy Management		⊙	⊙	⊙	
Economic Performance of the Organization	Create long-term value for the people who invest in our company and stakeholders through our main assets.	-	Financial Capital	GRI 201 Economic Performance SASB Activity Metrics	⊙	⊙	⊙	⊙	
Digital Transformation	The application of digital capabilities to processes, products and assets will allow us to assume new challenges and rethink our production processes, so that they are increasingly sustainable and allow us to find new ways of working, which lead us to be more efficient, improving safety, costs and customer service.	Outcomes 2 and 3	Intellectual Capital	Own indicators		⊙	⊙	⊙	⊙
Benefits and Work Environment	Employees, unions and other stakeholders increasingly expect companies to have comprehensive policies that encompass Human Rights, equality and diversity, and good behavior in the workplace.	Outcome 1	Human Capital	Own indicators		⊙	⊙	⊙	
Anti-competitive Behavior	ArcelorMittal is committed to strict compliance with the antitrust regulations of the countries where it does business and to avoid any conduct that could be considered illegal.	Corporate Governance	Financial Capital	GRI 206 Anti-competitive Behavior		⊙	⊙	⊙	⊙
Employment, Talent Attraction and Retention	Managing the human factor in a company with more than 2,300 people entails great responsibilities and constitutes a great challenge. Caring for our people means striving to be a fair and committed company.	Outcome 1	Human Capital	GRI 401 Employment		⊙	⊙	⊙	

(*) Topic coverage: where the main impacts of material topics occur, inside or outside the Company.

3. Sustainable Development through 10 Outcomes

Topic	Description	Outcome	Capital	Link to GRI/SASB Standard	Impact on the Business			Coverage ^(*)	
					Revenue	Costs	Risks	Internal	External
Empowerment of Women, Youth and Other Vulnerable Groups	Technological progress, the incorporation of new machinery, the automation of production processes and training allowed ArcelorMittal Acindar to sign the Women's Empowerment Principles in July 2020, creating a framework to advance specific policies, which favor the empowerment of women in the Company's sphere of action.	Corporate Governance and Outcomes 1 and 9	Social and Relationship Capital	Own indicators		○	○	○	○
Waste Management	The focus on the circularity of materials is something that ArcelorMittal Acindar has been working on for several years looking for alternatives to reduce waste generation and make processes more efficient, as well as transforming the waste generated into by-products, gaining the opportunity to incorporate them as input or raw material for other production processes.	Outcomes 4 and 5	Natural Capital	GRI 306 Waste SASB Waste Management		○	○	○	○
Local Communities	In each city where we are present, we assume a great commitment beyond our role as employer. We are part of them and, as such, we consider that our participation must be active in order to contribute to local development.	Outcomes 8, 9 and 10	Social and Relationship Capital	GRI 413 Local Communities	○	○	○		○
Human Rights	Employees, unions and other stakeholders increasingly expect companies to have comprehensive policies that encompass Human Rights, equality and diversity, and good behavior in the workplace.	Corporate Governance and Outcomes 1, 7, 8 and 9	Social and Relationship Capital	GRI 406 Non-discrimination GRI 407 Freedom of Association and Collective Bargaining GRI 408 Child Labor GRI 409 Forced or Compulsory Labor GRI 412 Human Rights Assessment		○	○	○	○
Investments and Economic Development of Communities	We aspire to be good neighbors, actively participating at the local level and making a positive contribution to a prosperous and strong community, through our operations and well-focused investments.	Outcomes 2, 3, 7, 8, 9 and 10	Social and Relationship Capital	GRI 203 Indirect Economic Impacts		○	○		○
Air Quality, Emissions and Climate Change	Our activity as steel producers generates significant air emissions. ArcelorMittal has set itself the goal of significantly reducing its emissions by 2030 and has the ambition to become Carbon Neutral by 2050, that is why we work daily to be more efficient from the energy point of view and thus reduce carbon emissions.	Outcome 6	Natural Capital	GRI 305 Emissions SASB Greenhouse Gas Emissions SASB Air Emission	○	○	○	○	
Training and Education	Training for the professional and personal development of our employees seeks to generate the appropriate context, provide the necessary resources and assign challenges. Thus, work teams find opportunities in a suitable environment to capitalize on new experiences and learning, derived from expanding their field of action, assuming new responsibilities or working on projects that have an impact on the business.	Outcome 1	Human Capital	GRI 404 Training and Education		○	○	○	

(*) Topic coverage: where the main impacts of material topics occur, inside or outside the Company.

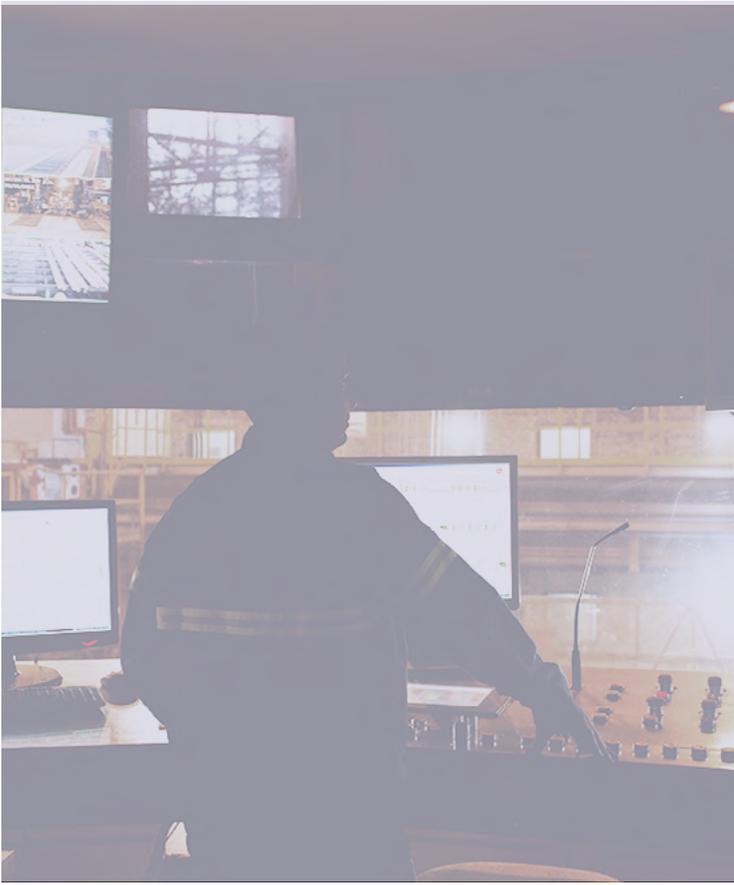


3. Sustainable Development through 10 Outcomes



In the following sections of this Report, we present for each of these topics regarded as a priority and relevant:

- ▶ The way in which we manage them and the value it adds to our Company and our main stakeholders.
- ▶ Our performance.
- ▶ Our next challenges and their relationship with the 17 Sustainable Development Goals, the six capitals of the IIRC, the GRI Standards, the SASB Standards and the Principles of the United Nations Global Compact.



Chapter 4

Our 2020 Performance

We continue working to fulfill our commitment to sustainable management through the 10 Outcomes that we have set ourselves.

These represent our framework of action for the future and we seek to deepen their application and the degree of compliance with the indicators for measuring our management.



Safety

How we create value

"We cannot imagine a sustainable steel industry without a diverse perspective, as diverse as society.

We believe in a better future, where no person encounter barriers to their professional development due to gender issues".



Silvina Saavedra
Executive Director
of People, Strategy
Continuous Improvement
and Public Affairs



Our challenge

To be an excellent place to work, guaranteeing safe and healthy jobs, where people develop with solid labour relations and committed to Human Rights

The expectations of our stakeholder

Due to continuous dialogue, we know that both employees and unions as well as other stakeholders increasingly expect companies to have comprehensive policies that cover Human Rights, equality and diversity, and good behavior in the workplace.

The results we want to achieve

Safe and healthy employees who are committed to our success and operate with integrity. As diversity is valued, people are respected and develop their potential.

Sustainable Development Goals: 4, 5, 8, 17.

Targets: 4.4, 5.1, 5.5, 5.c, 8.4, 8.5, 8.6, 8.7, 8.8, 17.7.

Material Topics: Employment, Talent Attraction and Retention, Occupational Health and Safety, Human Rights, Empowerment of Women, Youth and Other Vulnerable Groups, Benefits and Work Environment, Diversity and Equal Opportunity, Training and Education.

GRI Contents: 102-8, 102-41, 102-44, 103-1, 103-2, 103-3, 401-1, 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 405-2

SASB: EM-IS-320a.1

Capitals: Capital Financiero, Capital Industrial, Capital Intelectual, Capital Humano, Capital Social y Relacional

Global Compact Principles: 1, 2, 3, 4, 5, 6.

Outcome 1

Safe, Healthy, Working Lives For Our People



We value equality and inclusion in our operations, regardless of gender, race, ideology or generation differences; we promote a culture of well-being and development, to achieve a safe, healthy and quality workspace..

Managing the human factor in a company with more than 2,300 people entails great responsibilities and is a major challenge. Taking care of our employees means striving to be a fair and committed company; we try to listen to them, engage them in our business strategy, offer them the opportunity to learn, believe and develop in a good work environment and use all available means to guarantee physical integrity in the operations in which they take place.

Commitment to our Employees

At ArcelorMittal Acindar, we have a diverse and inclusive work environment. We believe that differences add up and all of our staff are valued for their skills and experiences. We believe that diversity and inclusion are drivers of new ways of doing things, fostering the courage to dare and innovate.



Image prior to the Covid-19 pandemic.

Employees		2020	2019	2018
Total number of employees⁽¹⁾		2,334	2,311	2,341
By gender				
	Male	2,190	2,175	2,210
	Female	144	136	131
By age				
Under 30 years old		162	163	194
	Male	133	134	164
	Female	29	29	30
30-50 years old		1,887	1,825	1,822
	Male	1,792	1,734	1,739
	Female	95	91	83
Over 50 years old		285	323	325
	Male	270	307	307
	Female	15	16	18
By location				
	Villa Constitución, Province of Santa Fe	1,501	1,486	1,510
	Rosario, Province of Santa Fe	43	42	45
	La Tablada, Province of Buenos Aires	442	450	451
	San Nicolás, Province of Buenos Aires	186	172	180
	Villa Mercedes, Province of San Luis	162	161	155
By professional category				
Executives⁽²⁾		36	35	38
	Male	31	30	33
	Female	5	5	5
Area Managers		73	70	83
	Male	61	56	68
	Female	12	14	15
Supervision or Headship positions		149	170	202
	Male	141	160	170
	Female	8	10	32
Administrative staff		431	325	294
	Male	317	219	219
	Female	114	106	75
Operators		1,645	1,711	1,724
	Male	1,640	1,710	1,720
	Female	5	1	4

(1) 100% of the employees are full-time and permanent.

(2) Chief Executive Officer, Directors and Executive Managers.

"The biggest challenge we have as women is realizing that we are equal. Work has no gender".

Jimena Quevedo
Villa Constitución

We have challenged the recruitment and selection processes by carrying out, irrespective of gender, the filling of operational positions. As a result of this milestone, for the first time in history, there are women working in our production plant.

Women's pay compared to men's by professional category⁽³⁾

	2020	2019	2018
Executives	3%	-3.12%	3%
Area Managers	-5%	-14.44%	-1%
Supervision or Headship positions	19%	7.37%	15.11%
Administrative staff	-10%	18.18%	-13.42%
Operators	-26%	-19.44%	-20.46%

New Hires

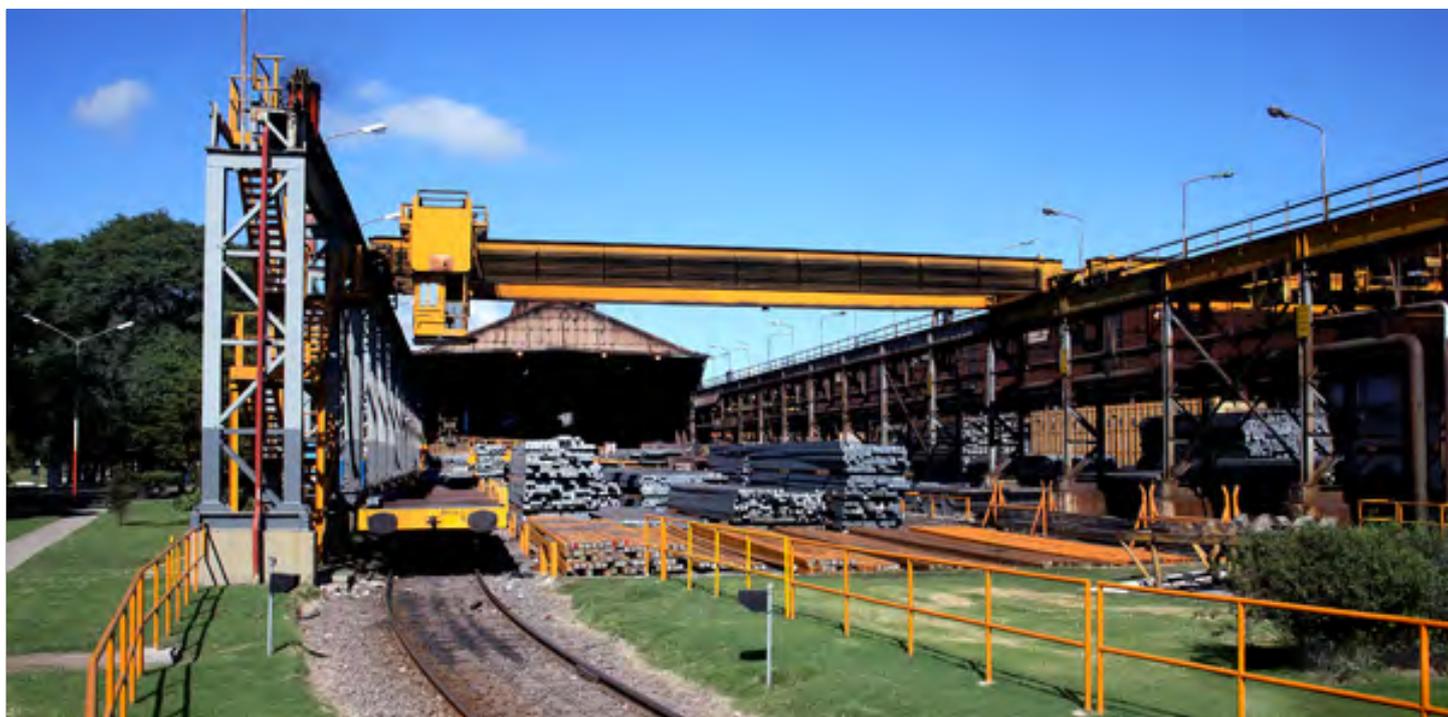
	2020	2019	2018
New Hire Rate	1.63%	2.08%	0.56%
By gender			
Male	31	37	10
Female	7	11	3
By age			
Under 30 years old	7	15	5
30-50 years old	30	31	8
Over 50 years old	1	2	-
By location			
Villa Constitución, Province of Santa Fe	27	27	4
Rosario, Province of Santa Fe	1	-	-
La Tablada, Province of Buenos Aires	8	17	9
San Nicolás, Province of Buenos Aires	2	3	-
Villa Mercedes, Province of San Luis	0	1	-
Total	38	48	13

"Previously, factory was perceived as only for men; that is why it is very positive that today women can work and learn about these tasks. I had no experience in an operational position and it is important that we are given the opportunity to start from scratch in something that we never did; we are proud to be here starting this path".

Maira Espíndola
San Nicolás

(3) For the preparation of the information, the average salaries of 2020 per person were taken into account and, then, the average of the entire category (Executives, Area Managers, etc.).

Turnover	2020	2019	2018
Turnover rate	0.94%	0.78%	1.28%
By gender			
Male	15	7	24
Female	7	11	6
By age			
Under 30 years old	5	10	11
30-50 years old	17	8	19
Over 50 years old	-	-	-
By location			
Villa Constitución, Province of Santa Fe	11	7	14
Rosario, Province of Santa Fe	1	-	-
La Tablada, Province of Buenos Aires	9	10	11
San Nicolás, Province of Buenos Aires	1	-	4
Villa Mercedes, Province of San Luis	-	1	1
By professional category			
Executives	1	-	1
Area Managers	2	1	4
Supervision or Headship positions	5	9	5
Administrative staff	12	6	12
Operators	2	2	8
Total	22	18	30



Corporate Benefits

We offer a series of corporate benefits, which have evolved over the years, in order to meet the needs of all our employees and accompany them in the different stages of their personal and professional life.

Life insurance

Life insurance in addition to the mandatory one free of charge for all employees and the possibility of extending the benefit at a differential cost.

“Acindar Moves Forward” (Acindar Avanza) Programme

Through a website, a variety of benefits and discounts are offered to all the employees depending on the area where they live.

Medical Insurance

The company covers 100% of the cost of APDIS medical insurance, for both the employees and their families. Service Provider: Galeno.

Medical Check

Medical checks are carried out annually for operators and every 2 years for non-union workers.

Cafeteria

There is a cafeteria in each location of the company, where employees are offered a wide range of meals at reduced prices.

Preferential rate loans

Loan policy for the employees with beneficial annual interest.

Nursery

Nursery expenses are paid for each female employee's child, from the end of the maternity leave until the child is 5 years old.

Discounts on products

The employees are given discounts on the final sale price.

Stationery kits for school

Stationery kits are given to the employee's 4-14 year-old children attending school.

Banking services

Discounts on banking costs of salary accounts, credit cards, check books, savings accounts in pesos and dollars.

Employee transportation services

The employees are offered free transportation to the plants in La Tablada and Villa Constitución.

Operators Recognitions

Special recognitions for operators with an outstanding performance during the year, chosen by their boss and their colleagues.

Layettes

The employees are given layettes whenever a child is born.

Discounts on home appliances

The employees are given discounts.

Discounts on supermarkets

The employees are given discounts on supermarkets.

Discounts on fuel

The employees are given discounts on fuel.

Health and wellness programmes

Promotion of the health and well-being of the employees through different programmes and initiatives.

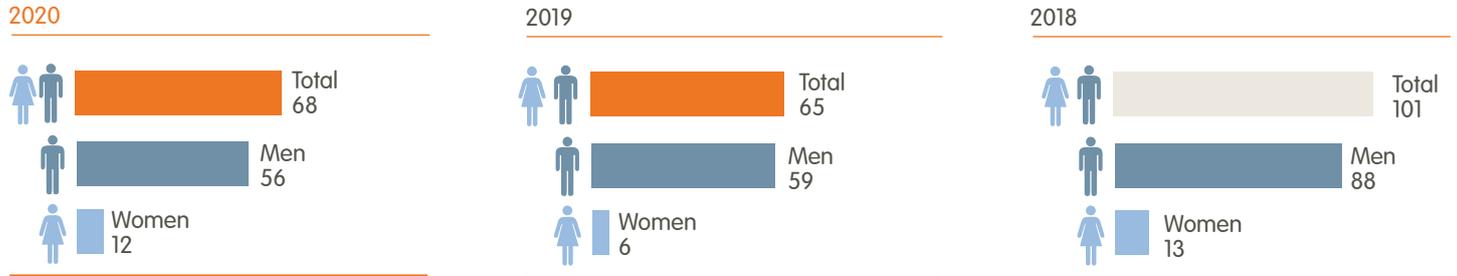
Outplacement service

Outplacement service to retired professionals of the Company.

Parental leave and licenses

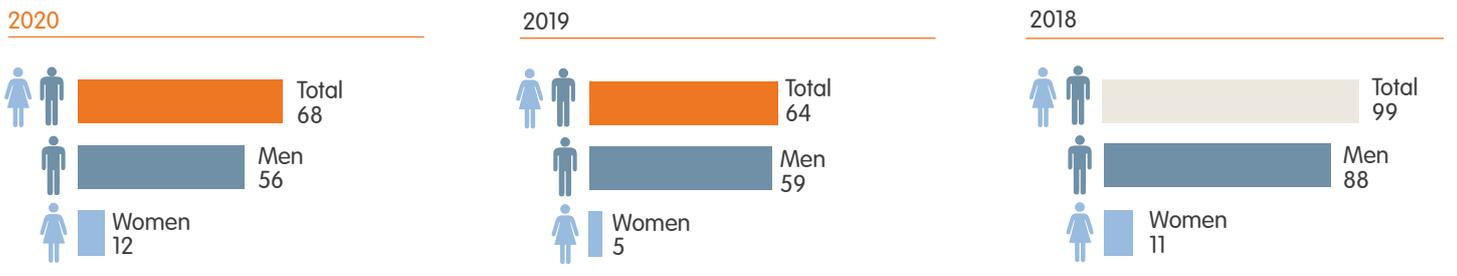
Employees entitled to parental leave

2020 / 2019 / 2018



Employees who returned to work after parental leave

2019 / 2018

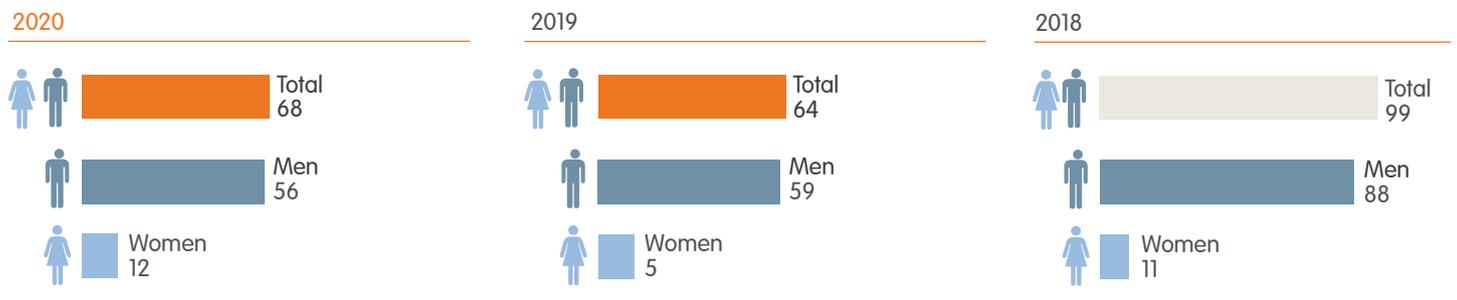


Return to work rate
2020/ 2019 / 2018



Active employees after 12 months of parental leave

2020 / 2019 / 2018



Retention rate
2019 / 2018



Internal Communication

We promote internal communication by constantly working to strengthen interpersonal relationships and the accessibility of relevant information about the business, through specific communication channels.



1,700 Employees
Downloaded the internal app.

At least 1 internal communication per day
on the different channels
(App | Mail | Whatsapp)

1 "Connected" with the CEO per month
for leaders from the different areas

We have a network of institutional communications channels, aimed at the internal public, among which the newsletter for employees, screens with information and videos in common spaces, Intranet and, as of 2019, the promotion of mobile channels, with the launch of an App for the employees and the creation of a WhatsApp line with internal information stand out. In 2020, the ArcelorMittal Team Internal Website was added as a tool, which brings together the main content developed by the Company and has direct access to the different staff self-management sites.

Within the framework of a vision of synergy between internal and external communication, an audiovisual development platform was implemented to share the experiences, achievements and culture of the Company between the internal and external public. In this regard, using LinkedIn as a platform and aiming at the creation of an employer brand, video series were created such as "Vision of Leaders" (Visión de Líderes) (where a Company executive describes, from a strategic vision, news and implementations of the area that leads) and "The Value of my Work" (El Valor de mi Trabajo) (where an employee describes his/her role and the value of their job for the Company), as well as other videos with achievements in different areas, and coverage of actions and corporate events featured.

To these digital platforms, which provide agility and closeness between geographically distant areas, interpersonal communication instances are added, which have been carried out during 2019 and continue as a permanent programme in 2020: "Connected" (Conectados) (communication space between the CEO, Directors and Executive Managers, which is then transmitted in cascade to the rest of the employees), "Proximity Meetings" (Encuentros de Proximidad) (instance of relationship and ideation between employees who have presented outstanding initiatives), breakfasts with workers from the industrial sectors and Directors of the Company, among others.

In 2020, the axis of internal communications was focused on the pandemic, the crisis management and the health recommendations. Instances of direct communication were implemented through digital platforms. The main one was the CEO's open dialogue with employees throughout the Company, to answer questions and explain the situation of the Company at all times.



The Non-Financial Industrial Recognition System seeks to reinforce behaviors and attitudes that we want to promote in the new +ÁGIL culture.

By means of this system, the operators are recognized for their desirable behaviors and attitudes, fundamentally in 4 aspects: safety and environment, quality, innovation and commitment. Thus, each team leader can rate their staff through an application that allows assessing daily and specific actions, granting credits or points when identifying a desirable conduct or behavior. At the same time, these practices contribute to reinforcing guidelines or parameters of what is good and how we aim to work, with the idea of encouraging and establishing some behaviors that are necessary for the Company we want to be.



Development of our Employees

In 2020, we received training in order to continue adding value to our work

Continuous training for the professional and personal development of our employees seeks to generate the appropriate context, provide the necessary resources and assign challenges. Thus, work teams find opportunities in a suitable environment to capitalize on new experiences and learning, derived from expanding their field of action, assuming new responsibilities or working on projects that have an impact on the business.

The **Annual Training and Development Plan** follows the priorities of the Company, making investment in training more efficient, implementing programmes related to technical needs, leadership skills, knowledge of business processes, languages, postgraduate courses and specializations under different teaching-learning methods.

We have systematized processes for reviewing performance, potential and succession charts, framed in our ArcelorMittal-GEDP Performance Management⁽⁴⁾ process, the cornerstone in the people management strategy, which serves as the basis for continuous improvement and the realization of the Group's business strategy.

GEDP is ArcelorMittal's global development programme, whose objectives are to improve the level of skills of the organization and the development of people.

In 2020, 100% of the staff carried out the performance and professional development assessment, through a meeting between the boss and the employee. In it, the goals set at the beginning of the year were assessed by work teams and individuals, and the work plan which will be executed in 2021 was defined. On the other hand, we implemented the Personnel Development Plans (PDP) that feed the annual training planning, aligned with performance and succession.



Image prior to the Covid-19 pandemic.

⁽⁴⁾ Global Employee Development Program.

Training and Development Programmes

Despite the distancing caused by the pandemic, throughout the year 2020, at ArcelorMittal Acindar we continued training to enhance the development of our people.



We provided education and training to accompany the business strategy and remain positioned as the leading Company in the market. We highlight the agility with which we responded from Training to the new online modality, to continue developing our people.

With the aim of adding value to our Organization, providing training tools to go through the moment in the healthiest way possible, from ArcelorMittal Acindar, we have promoted the creation of a strategic alliance with companies such as Saint-Gobain, Sullair Argentina, Swiss Medical Group and Grupo OMINT, in order to generate synergy and promote the development of our people, through this unique collaborative consortium in Argentina.

This group allows us to have a permanent benchmark space, which mutually enriches us and enables us to improve our practices and to be more agile in implementing trends and changes.

In this process, we are accompanied by prominent professionals and consultants in the market, with whom we have co-created a Series of Webinars for the benefit of the staff of all these organizations: **Ali @2, Webinars and Virtual Talks**. 16 webinars focused on management, leadership, self-knowledge, agility, innovation and digitization topics, with first-line facilitators, in which 1,246 people participated.

We focus on carrying out activities and programmes that add value to the different processes of the Company.

<p>+Ágil in action 204 People Trained</p> <hr/> <p>Labour Relations Programme 315 Participants</p> <hr/> <p>Comprehensive Business Vision Programme 892 Participants</p>	<p>431 people participated in it trainings</p> <hr/> <p>Mindfulness Programme 60 participants</p> <hr/> <p>Commercial Training Programme 113 participants</p>	<p>19,585 Hours Total training hours</p> <hr/> <p>ALI@2 16 Webinars Development Webinars Held</p> <hr/> <p>100% of the staff undertaken the performance assessment in 2020</p>
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Wellness Programme

Within the **Wellness Programme**, we offered training in Mindfulness, to provide tools for self-knowledge and management of emotions. **60 people participated.**

"I liked that Acindar deals with these very important issues at this time. It is very good to stop and think, these are things that we know, but many times we do not apply".

"I liked the proposed techniques and the fact that the instructor is from the Acindar team".

+Ágil in Action

We continue to support our transformation process through this training, with tools to enrich and be more efficient in our tasks. **We trained 204 people.**

"The training was very good in general, I liked the dynamics of not only exposing, but also showing exemplary videos and participation for some activities".

"Excellent organization, content and instructors. The concepts were very clear".

Commercial Training Program:

With the aim of continuing to develop our sales force, **we trained 113 people** in a comprehensive programme of theory and field commitments, carried out entirely with internal instructors.

"Actually, it is good that instructors are co-workers, peers and superiors. It was dynamic and bearable, and it is always good to work in teams with colleagues from other sectors".

VINAM Comprehensive Vision of the ArcelorMittal Acindar Business:

Delivered by our internal specialists, we carried out an internal programme with the aim of acquiring a comprehensive view of the steel cycle, through a tour of the main processes of the Company. **892 people participated.**

"The programme is very interesting. I believe that it is very important to understand that the world of work is not our sector and that there are many areas that add value that we had not even imagined".

"These spaces are excellent, seeing more than 120 people connected, interested in our processes, learning first-hand is really good".

Labour Relations Programme:

Its objective is to provide the mindset and behaviors that leaders need to impact and transform the relationship between ArcelorMittal Acindar workers, their commitment, their dedication and their leadership. **315 people participated.**

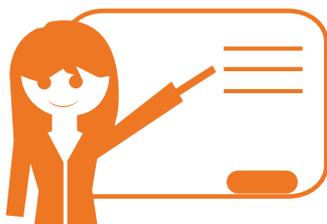
"I insist that it is always very good to have a moment of reflection, where we can interact, tell each other and listen to what happens; they are super useful spaces, but, above all, necessary to achieve the sustainability of the processes".

"I think it is excellent that this space is created to help us grow and improve".

IT Trainings:

We trained with internal instructors in ABAP, SAP overview, SAP Fiori, SAP PI, Power Automate, Power BI reports; Teams. **431 people participated in all these programmes.**

"Very good training and very dynamic, actually. Excellent instructor and knowledge transmitted. As for the tool, it will be a matter of exploring it and making the most of it".



Training hours by category	2020	2019	2018
Managers and Executives	2,278	4,184	767
Professionals ⁽⁵⁾	12,017	23,021	19,457
Operators	5,291	67,792	17,338
Total	19,585	94,997	37,562
Average hours of training per employee	8	41	16

(5) Includes administrative staff and supervisory or leadership positions.

Health and Safety

Safety is a fundamental value that must be respected at all times; this is a proof of our permanent commitment to safety and health.

As a main value of the company, we provide tools that contribute to our care and that of those around us. We continue with our mandatory safety trainings.

We permanently work to offer good working conditions, actively promoting the health and safety of our human capital as basic aspects of sustainable management. We implement forward-looking practices and we regularly update our work procedures, applying the best known practices and carrying out safety programmes and projects, to guarantee the safety and well-being of our people.

We have an **Integrated Management Policy** (Safety, Quality and Environment), in which the principles are developed within the framework of the Mission, Vision and Values of the Company, and in accordance with the policies of the Group. Additionally, there is an Alcohol and Drug Policy (for their abuse prevention). We establish objectives to be met in terms of safety performance, for which agreed goals are outlined at the Group level, which, year after year, include more demanding targets. Additionally, improvement objectives are outlined and included in the Safety Master Plan, which is cross-cutting for the Company, with indicators and targets associated with each issue.

We have methods for the communication of those situations outside the standard that endanger the safety of the workers for their correction. We allocate monetary resources for investments in safety and its maintenance, as well as having a human structure dedicated to the tasks of monitoring safety issues.

Health and Safety Master Plan

The main initiatives and projects that must be dealt with during the year derive from the Master Health and Safety Plan. Among the most relevant points, the following stand out:



- “Stay Safe” Programme, both for our own employees and for contractors, aimed at obtaining improvements in people’s behavior in terms of safety.
- “Safety Leadership” Programme, aimed at middle managers and the highest hierarchical positions of the Company.
- Implementation of safety quarantines.
- Systematization of safety information.
- Influenza vaccination campaign.
- Addiction Prevention Programmes.
- Regular medical examinations.
- Improved attention and response to emergencies.
- Improvements in vehicular and pedestrian traffic.
- Industrial Hygiene Project and Ergonomic Project.
- Fatality prevention audits and verification of compliance with relevant applicable legal requirements.
- Analysis and timely treatment of incidents that have the potential for serious accidents and setting Targets for these.
- Implementation of Safety Totems.
- Analysis of applicable legal requirements, to generate the necessary adjustments and compliance.
- Link with family members of employees and the community where we operate.
- Joint Health and Safety Committees.

Hazard Identification and Risk Assessment

We all responsible for safety. Likewise, the hierarchical levels are responsible for including the necessary improvements and for correcting deviatins in the processes they manage.

Within our management system, we have general IMS procedures and general Health and Safety procedures. These are generated and permanently reviewed, observing the applicable legal requirements, national and international standards and best practices. In order to identify hazards, assess risks and control them, we have procedures that define::

- A formal methodology called HIRA (Hazard Identification and Risk Assessment), where all existing hazards in our activities are identified. With these, the risks are classified, in order to take action on the priority ones. This document is mainly used for all routine activities, such as production, and is constantly updated.
- A methodology called PRA (Preliminary Risk Analysis), which is used for all non-routine jobs, where the risks of the work to be carried out must be accurately analyzed. These are generally used for maintenance, contractors and assembly activities.
- Additionally, there is a third methodology called HIRA LITE, which is a rapid analysis of risks and control measures, in order to be used in activities that have formal HIRA, but this verification of risk conditions is carried out in situ.

Tall these methodologies take as a reference the applicable local legislation, the ArcelorMittal standard and include improvements developed in the Company from the lessons learned. As a result of the analysis through formal HIRA and other inputs, procedures are developed with the safety recommendations applicable to each activity and the operators are trained in these. There are trainings, in safety and according to the role, which are mandatory for employees, otherwise, they are not authorized to operate in their positions.

(*) Safety Golden Rules

01. I will come to work in perfect physical and mental condition.
02. I will use fall prevention and protection according to the standards.
03. I will comply with equipment lockout and isolation procedures.
04. I will follow confined space procedures both before entering and during work.
05. I will respect the rules for handling loads and will never remain under loads.
06. I will respect all traffic regulations.
07. I will respect the priority of train traffic and stay out of the limited areas if the required safeguards have not been taken.
08. I will respect the rules to enter and/or work in gas risk areas.
09. I will not disable safety systems or equipment protection.
10. I will respect all basic rules, standards, signs and wear assigned PPE.

Investigating Accidents and Incidents

All accidents and incidents that occur are investigated using an internal procedure of the Company and a causal factor tree methodology. For all the causes found, corrective actions are taken, with the mission of preventing recurrences. Also, events called PSIF are dealt with, which are incidents that could potentially have resulted in a serious event or fatality.

RPS

This is a methodology that we have so that risk situations, existing in the different areas, are reported by whoever detects them in order to deal with them. Lists are generated from this RPS and prioritized in critical (which may cause a serious accident) and general.

During 2020, we have been introducing Safety Totems in the different plants, which are self-management terminals, free to use for all Company employees, where safety anomalies can be reported. With this data, information is generated to solve such anomalies.

10 Golden Rules

These are fundamental rules that must be respected by all people at all times.They are the fundamental basis to avoid fatalities in our operations.



Stay Safe Programme

Safety at work, at home and in the city is an essential aspect to preserve the health and physical integrity of the people who are part of the community. For the purpose of generating instances of reflection and learning around this issue, we implemented the “Stay Safe” Programme. This programme is of vital importance to the Company, since it aims to improve our safety culture and is focused on behavior with a motivational approach. Employees and contractors that participate in this programme learn and discuss the importance of protecting their lives and that of other people.

“Stay Safe” has the advantage of addressing not only safety in the workplace, but also treating it in all its dimensions. That is, it includes the family, the city and other environments of belonging where our employees interact. Accordingly, issues such as road awareness or emergency situations in public places are addressed. Simultaneously, visits are made to the Plant, where families learn about the way their loved ones take care of themselves.



“Stay Safe” Programme	2020	2019
Trained staff	57	2,187
Trained contractors	104	412

“Safety Leadership” Programme

In conjunction with the “Stay Safe” Programme, the “Safety Leadership” programme was launched, aimed at middle managers and managers. It is fundamental that decision-makers always do so by thinking first about the safety of their staff, how to act and what steps to take to prevent them from having an accident.

“Safety Leadership” programme	2020	2019
Trained staff	55	110

Health And Safety Day

Day dedicated to reflecting and reaffirming our commitment to always choose the safest way of doing things. In this very special year, as usual in April, we celebrated the Health and Safety Day.

On this occasion and given the context, we carried out several activities virtually, such as talks, webinars (in which 657 people participated), training sessions with the participation of collaborators, management levels, directors and CEO.

We also carried out activities with the community and family members of the employees, very oriented towards children, with safety recreational activities.

Health Week

Given the epidemiological context, in relation to COVID-19, the face-to-face activity was suspended, being relegated to training related to the pandemic, of which **1,820 people participated**.

Plant Emergency Drills

During 2020, drills were carried out in different plants of the Company, in a coordinated manner between the Occupational Health and Safety Area, with the aim of improving response times to emergencies, the quality of care and coordination between the areas involved, including others.



With the Community

Within the framework of the pandemic, we actively worked in the creation of the area crisis committee, to address (jointly) the problem of covid-19. Municipal and provincial entities participated in this committee.



Photo taken in February 2020

We participated in the Crisis Committee of the Municipality of Villa Constitución, along with other institutions, to address issues regarding COVID-19.

At the meeting, the recommendations of the Ministry of Health of the province of Santa Fe that health teams should follow were analyzed and work actions began to be outlined in the ports of the city of Villa Constitución. Likewise, Dr. Cesario gave a talk to our staff on prevention of COVID-19 and essential health issues were attended to for different institutions: donation of linen and masks to the Municipality for isolation centers, influenza vaccines and donation of ventilators for Rivadavia Hospital.



Talk, Myths And Truths About Breast Cancer

As part of the breast cancer awareness month, ArcelorMittal Acindar and the Association for the Fight Against Cancer (ALCEC) organized a virtual talk, given by Adriana Zamboni, gynecologist and obstetrician from the town of Villa Constitución, aimed at employees of the Company and the community of Villa Constitución.

In the talk, basic aspects of the disease were discussed, national statistics, forms of early detection and risk factors were reviewed, and it had a space that allowed the public to consult specific doubts about this type of cancer.



Take Care Training For Vc Municipality Staff

5 officials from the Municipality of Villa Constitución participated, taking part in the Take Care course carried out by ArcelorMittal Acindar in Plant.

There was an enriching exchange between ArcelorMittal Acindar employees and those of the Municipality, where empowerment in decision-making was highlighted.

Audits on the Standards ISO 9001, ISO 14001 AND 45001

In 2020, the Standards recertification audits with a new certifying body (TüV Rheinland) were carried out. Additionally, ISO 45001 was certified to replace OHSAS 18001.

First, the audit was carried out with a diagnostic audit; then a remote management verification audit (given the context) and, subsequently, a face-to-face audit was performed with an auditor at ArcelorMittal Acindar plants. As usual, the monitoring of the management system is carried out through the internal audit modality, for which we have a trained and qualified audit group.

During 2020, the Ministry of Labour carried out 9 inspections at the Villa Constitución Plant and one at the La Tablada Plant. The reasons for inspection were as follows⁽⁶⁾:

1/27/2020:

Inspection of verification of compliance with points surveyed by event in train 2 billets crane.

6/17/2020:

General verification for pandemic prevention measures in different plants of Villa Constitución.

24/7/2020:

General verification of Villa Constitución safety.

08/03/2020:

Steelworks inspection due to radiological event.

09/14/2020:

Inspection for COVID-19 (union request).

3/11/2020:

Verification of points raised in inspection of 06/17/2020.

07/24/2020:

Verification for COVID-19 in La Tablada (union request).

For each inspection carried out, the corresponding action plans are requested in order to solve the detected deviations, carrying out, a posteriori, a verification of such actions. In addition to these inspections, internal audits of legal plant safety requirements are carried out to monitor the system.

⁽⁶⁾ There are no items pending closure of the inspections.
⁽⁷⁾ During 2020, there were no inspections by the Superintendency of Labour Risks.
⁽⁷⁾ They provide services in the Company.

Joint Health and Safety Committee

La Compañía cuenta con un Comité Mixto de Salud y Seguridad, con representación por parte de trabajadores y de la Empresa, conformado de la siguiente manera:

- For the Company: 7 appointed members and 3 alternate members
- For the Association of Supervisors of the Metal-mechanic, Metal and Mining Industry (ASIMRA): 1 appointed member and 1 alternate member
- For the Metal Workers Union (UOM): 7 appointed members and 3 alternate members.

100% Of The Union Workers are represented by formal Worker-Company Health and Safety Committees.

This representation includes all the Company's employees, given the nature of the two union entities. Ordinary monthly meetings are held (depending on the need, extraordinary ones are held), in which all the topics proposed by its members are addressed, and the information of such topics that do not involve specific information about people is shared. Likewise, committees are available at plants in other locations at local level. In the meetings, different problems detected by the Committee are discussed and solutions are provided to be dealt with the different areas.

During 2020, the Mixed Committee of Villa Constitución and other locations continued to function. During the year, 12 meetings - between ordinary and extraordinary - were held in Villa Constitución. Among the most outstanding topics discussed, the following can be mentioned:

- COVID-19
- Furnace 6 radiological event
- Transition from OHSAS 18001 to ISO 45001
- Annual prevention plan
- Hira Lite and Check list
- Standard of recognition and consequences
- Structure of safety training in pandemic

Among the OL highlights, the following can be mentioned:

- COVID-19
- SPR
- Safe bar path

100% 100% Of the employees and contractors⁽⁷⁾ are covered by the health and safety management system, subject to internal audit and external verification.

Accident Frequency Rate	2020	2019	2018
Accident Frequency Rate (AFR)	7.64	5.01	9.53
Workers with employee status			
By gender			
Male	7.64	5.01	9.53
Female	0.00	0.00	0.00
By location			
Villa Constitución, Province of Santa Fe	8.43	4.44	8.81
Rosario, Province of Santa Fe	12.25	19.33	13.10
La Tablada, Province of Buenos Aires	4.00	5.64	9.57
San Nicolás, Province of Buenos Aires	8.69	5.01	18.73
Villa Mercedes, Province of San Luis	0.00	2.73	4.96
Contractors	5.72	4.16	3.96

*Rates calculated based on 1,000,000 hours worked.

Occupational Disease Incidence Rate	2020	2019	2018
By gender			
Male	1.56	1.49	1.26
Female	0	0	0
By location			
Villa Constitución, Province of Santa Fe	2.47	1.90	1.99
Rosario, Province of Santa Fe	1.04	1.93	2.62
La Tablada, Province of Buenos Aires	0	0.26	0
San Nicolás, Province of Buenos Aires	0.5	0.39	0
Villa Mercedes, Province of San Luis	0	0	0.99

Absentee Rate ⁽⁸⁾	2020	2019	2018
By gender			
Male	2.78	3.85	3.87
Female	0	0	0
By location			
Villa Constitución, Province of Santa Fe	3.84	5.25	5.32
Rosario, Province of Santa Fe	1.51	3.00	1.55
La Tablada, Province of Buenos Aires	1.68	2.66	3.28
San Nicolás, Province of Buenos Aires	1.26	1.79	2.87
Villa Mercedes, Province of San Luis	2.65	2.30	2.35

(8) Absentee Rate= Non-work-related illness + Work-related illness + Work-related injuries * 100/ Ideal working hours.

Lost Day Rate	2020 ^(*)	2019	2018
Workers with employee status			
By gender			
Male	72.38	35.82	71.71
Female	0.00	0.00	0.00
By location			
Villa Constitución, Province of Santa Fe	13.96	17.55	84.57
Rosario, Province of Santa Fe	0.00	0.00	0.00
La Tablada, Province of Buenos Aires	583.7	80.04	0,00
San Nicolás, Province of Buenos Aires	0.00	205.25	0.00
Villa Mercedes, Province of San Luis	0.00	0.00	213.21
Contractors	74.38	70.55	1.63

(*) Rates calculated based on 1,000,000 hours worked. The increase in the Lost Days Rate in 2020 was due to a large number of days lost due to two events with sick leave.

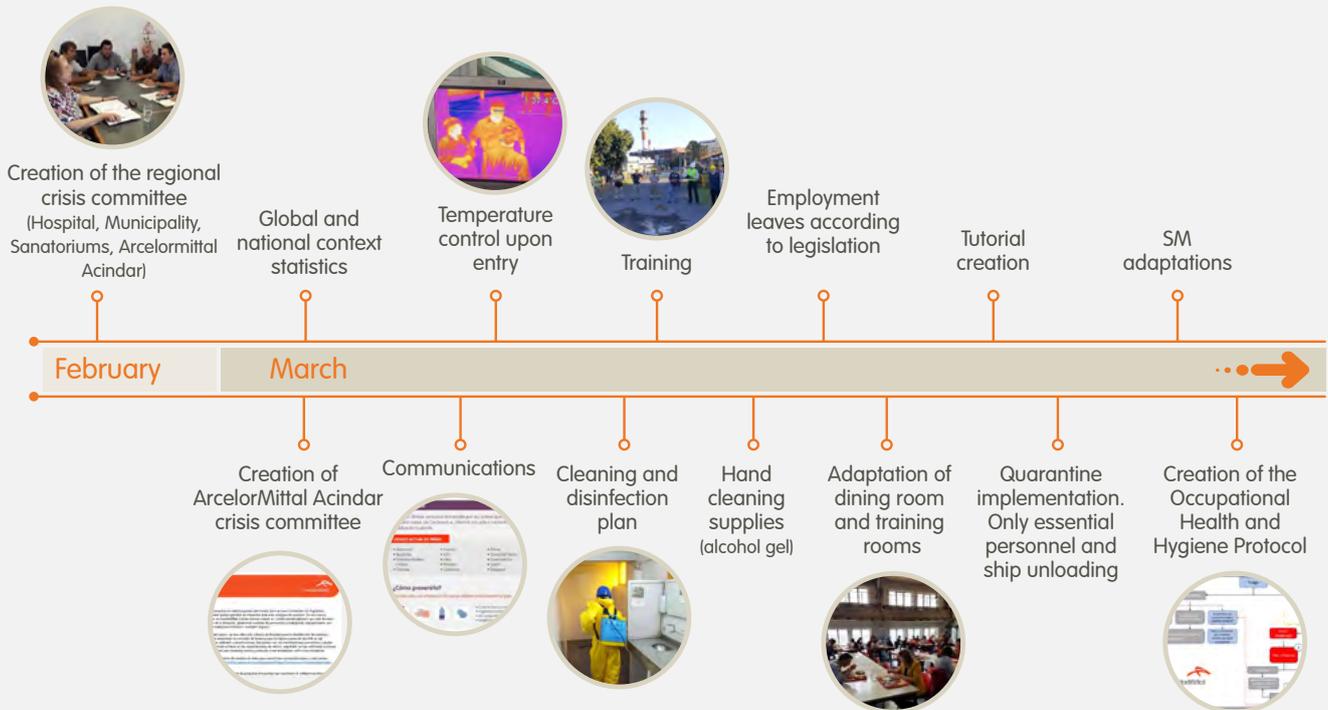
Work-related Injuries	2020 ^(*)	2019	2018
Workers with employee status			
Number of fatalities as a result of work-related injuries	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	2	4	4
Rate of high-consequence work-related injuries (excluding fatalities)	0.42%	0.12%	0,12%
Number of recordable work-related injuries	36	33	65
Rate of recordable work-related injuries	7.64%	1%	1,91%
Number of hours worked	4,711,562	6,588,638	6.818.998
Contractors			
Number of fatalities as a result of work-related injuries	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	2	6	1
Rate of high-consequence work-related injuries (excluding fatalities)	0.63%	0.26%	0.24%
Number of recordable work-related injuries	18	19	17
Rate of recordable work-related injuries	5.72%	0.83%	0.79%
Number of hours worked	3,146,011	4,564,104	4,291,446

(9) Accidents with sick leave are considered.

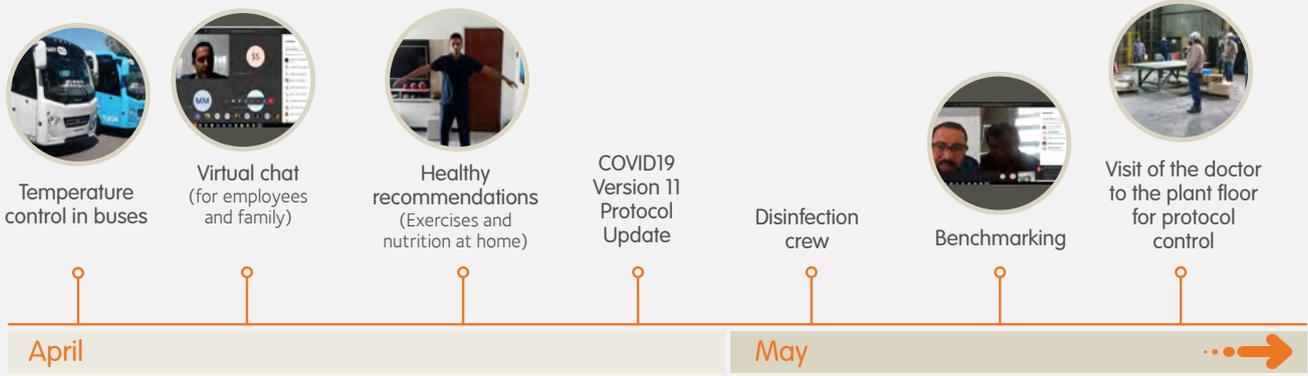
2020 Highlights

Covid-19 Management

We lived a very challenging 2020, in the face of a pandemic that affected our way of working, and we have once again demonstrated that we are agile and flexible enough to adapt to a new reality. With a greater commitment from all the people who make up ArcelorMittal Acindar, we were able to maintain the sustainability of the business, always prioritizing the health of our people and their families.



4. Our 2020 Performance



Commitment to Freedom of Association

We are committed to freedom of association and we believe we can work constructively with trade unions in their role as representatives.

100%

Of formal agreements with trade unions cover health and safety topics.

At ArcelorMittal Acindar, we consider our employees as an essential and valuable resource, to be cared for, trained, developed and rewarded. Therefore, we consider unions as representatives with a constructive role in the Organization and we adhere to the principle of freedom of association.

The competitive advantage of our activity depends on our ability to use and optimize the Company's human capital. We establish structures throughout the Organization to proactively involve unions and workers, with the aim of creating and reinforcing constructive relationships. We believe that ongoing dialogue with trade unions can make our employees feel respected, cared for, empowered and rewarded.

	2020	2019	2019
Total Workers	2,334	2,311	2,341
Non-union workers	690	682	617
Union workers	1,644	1,629	1,724
UOM	1,476	1,476	1,511
ASIMRA	168	153	213

The Company's **Employee Relations Policy** is written and is known by the leaders of the organization who are responsible for complying with it. Each Operational Manager is in charge of the relationship with their employees and union representatives in the area, with the support of the Human Resources structure on the Plant floor. The Human Resources and Labour Relations Managements, in turn, keep a schedule of frequent meetings with the unions of UOMRA and ASIMRA branches, in which ArcelorMittal Acindar operates.

All the people who work at ArcelorMittal Acindar under the UOM and ASIMRA agreements are represented by formal joint committees on health and safety at work..

In order to improve competitiveness, the Company introduces changes in work systems and technological improvements in the different areas. When these changes are of significant magnitude, the opinion of the workers and their representatives is included, always making the maximum communication efforts prior to carrying out said implementations, to generate the least possible impact on the work of each person in the Company. The implementation times are variable, depending on the magnitude and significance of said implementations.

Product Innovation

How we create value

“Through in-depth knowledge of the needs of our customers, and getting closer and closer to consumers, we find opportunities to develop new forms of business, products and services.

Through several tools, among which the constant research, the survey of international trends and advice through expert consultants in the development of new markets and businesses stand out, we are in a constant search to generate greater value for our customers.

These types of actions seek to raise ArcelorMittal Acindar’s position from being a steel supplier company to being a solution provider company for our customers, thus seeking to become the preferred supplier in the Argentine steel market.”



Mariano Birnbach
Executive Marketing
Manager

Our challenge

With climate change and population growth, our future prosperity will depend on the quality of construction, energy and transport infrastructure being sustainable, flexible and recyclable; even more so in cities, which will house 70% of the population in 2050.

Steel contributes to achieving more sustainable lifestyles, for example, in the manufacture of lighter vehicles that reduce CO2 emissions or in the replacement of traditional brick construction by concrete constructions, which require less execution times, less water usage on site and less material waste. Its durability and recyclability make it essential to support sustainable lifestyles.

The expectations of our stakeholders

Increasingly, third-party environmental certifications are required when choosing construction and infrastructure materials, in addition to a growing demand for materials that are more sustainable than conventional alternatives. Steel represents a great contribution to achieving the shared challenge of generating more sustainable lifestyles. Its resistance, durability and recyclability make it a vital material, increasingly perceived by different stakeholders as essential, to generate a lower environmental impact and promote a socially responsible industry.

Our challenge is to strive to demonstrate and communicate -in the best possible way- the contribution that steel can make to sustainability. We achieve this through innovation and the development of new products and components for the construction and infrastructure sectors, demonstrating our commitment to sustainable production.

The results we want to achieve

The use of steel is essential to carry out large infrastructure works and is the material chosen by their developers. Therefore, it becomes a key material for the growth and development of the country. Designers, fabricators and end users choose steel for products that need strength and durability, because they understand that it contributes to more sustainable lifestyles.

Sustainable Development Goals: 7, 8, 9, 11, 12, 13, 17.

Targets: 7.3, 7.b, 8.4, 9.1, 9.3, 9.4, 9.a, 11.2, 11.3, 12.2, 13.1, 13.2, 17.7.

Material Topics: Energy, Quality and Safety of Products and Services, Digital Transformation, Investments and Economic Development of Communities.

GRI Contents: 102-44, 103-1, 103-2, 103-3, 203-1, 302,5, 416-1.

Capitals: Financial Capital, Industrial Capital, Intellectual Capital, Social and Relationship Capital.

Global Compact Principles: 6, 8, 9.

Outcome 2

Products that accelerate more sustainable lifestyles



ArcelorMittal Acindar recognizes quality as an essential value in the industry and maintains its leadership position through innovation and the application of technology available for sustainable development.

At ArcelorMittal Acindar, we understand the importance of innovation and the development of technological advances to help steel production consume less raw materials and energy resources and generate the least amount of waste, thus reducing the environmental impact of the steel industry. Industry 4.0 advances in the production process and the constant updating of the steel products that we offer to our customers contribute to the challenge of generating more sustainable lifestyles. We work convinced that innovation and development must be applied to the steel industry and, thus, turn it into an industry 4.0, which allows the production of steel with lower consumption of raw materials and energy resources, betting on the conservation of the environment and a longer life sustainable community as a whole.

Based on this premise, we work to achieve a transformation towards an industry 4.0, which enables us to take on new challenges and rethink our production processes so that they are increasingly sustainable and allow us to find new ways of working that lead us to be more efficient, improving safety, costs and customer service.

Likewise, we focus on research and we anticipate the needs of our most demanding customers. In this way, we innovate in the development of new products and components for the construction and infrastructure sectors, whose production emits less and less greenhouse gases, helping to achieve a future with lower carbon levels.



Acindar Metals (Metálicos Acindar)



Focused on producing steel in a safe and sustainable way, we actively work in the recycling of ferrous scrap, offering a comprehensive solution for the industry through Acindar Metal. We have strategically located warehouses, providing a service that ensures the collection, processing and destruction of materials destined for scrap metal, thus guaranteeing that these are used in the steel production process.

We work through a network made up of partners and suppliers that guarantee the proper processing of scrap, achieving a suitable material to develop high-quality steel products.

Through our **Integrated Management System**, we carry out permanent assessments and improvement plans on the supply chain, in order to achieve cleaner and more efficient processes. In addition, we have a wide variety of equipment, which guarantees the proper processing of ferrous scrap, ensuring the final destination of the product as raw material in our furnaces:

- Grinding mill. Roll-off box and dump truck systems for disposal and removal.
- Professionalized safety and environmental systems.
- Packing presses and shears.

All our partners and suppliers are given a Certificate of Reuse as Raw Material in which we certify that the materials sent are entered into our warehouse as scrap metal and that they will be delivered to the steel mill to be used as raw material for the production of steel.

Removal

Scrap removal and processing directly from the line using different types of equipment according to need.

Scrapping

Scrapping of obsolete lines and/or change of lay out, destruction of vehicles and equipment.

Descontamination

Descontamination and processing with zero environmental impact, prior to compaction of the vehicle.

Pressing

Pressing capacity at customer facilities.

More information at:

<http://www.acindar.com.ar/reciclado-chatarra-ferrosa/>

Product and Service Innovation

At ArcelorMittal Acindar, we understand innovation as the generation of value from ideas that are transformed into solutions, adapting to the challenges proposed by a modern and dynamic industry 4.0.

Armalogic®

It is a system of reinforcing bars for reinforced concrete that can be adapted to a specific project, made from Sima® meshes with T-500 quality steel, electrowelded at all contact points.

Benefits

- Ready to use
- Zero material waste
- It does not require specialized labor
- Greater precision
- Electrowelded. More solid and resistant
- Industrialized structures

Uses and Applications

Due to its variety of sections, Armalogic® is an ideal product to use in:

- Chaining beams
- Pillars
- Non-structural columns
- Lintels



Sustainable Mobility

We renewed our sustainable commitment by promoting transportation with less impact on road infrastructure.

As of a decree passed by the national government at the end of 2018, more options for transportation are allowed within some national roads.

This made it possible to incorporate new vehicles into our logistics model, thus improving our productivity in a sustainable way. With a joint effort between ArcelorMittal Acindar, Transporte Ibarra and Hermann, we began with trials throughout the country, replacing conventional transport trips with double road trains and scalable road trains reducing our carbon footprint from product transportation.

With the replacement of these units to our transportation matrix, we obtain not only operational advantages, cost improvements, greater safety and reduction of greenhouse gases, but we also increase productivity by mobilizing a greater flow in larger units, with greater technology and power than the current ones.



We are leaders in the adoption of double road trains in our logistic model, reducing transportation costs, fuel consumption, atmospheric emissions and the impact on road infrastructure.

Sustainable Construction in Steel

Acindar House (Casa Acindar)

High environmental quality, healthy conditions, energy efficiency, constructive and sustainable speed.

We developed Acindar House to provide, with steel, a comprehensive solution for the manufacture of houses, offering a proposal of value for the end customer, based on the reduction of times and the complexity that today the traditional construction of the industrialization, through the industrialization, represents and focused on sustainability.

During 2021, we will launch onto the market a housing solution for the end customer. Thanks to the research and development carried out with the DNA House Project, Acindar House emerged as a housing solution with high standards of sustainability, efficiency, comfort and design. We analyze the possibilities of each type of user and project different models of housing, with different surfaces and finishes.

The house will be projected and manufactured in 3D modules. These will be transported finished (coatings, paint, carpentry, etc.) from the production plants to the client's land, where they will be assembled. Canceling work on site by 95%, this represents safe manufacturing: workers contained in factories (COVID-19). In June 2021, we will have the first 10 homes manufactured and finished ready to assemble.



Outcome 3

Products that create sustainable infrastructure

Build resilient infrastructures, promote inclusive and sustainable industrialization, and promote innovation.

The search to innovate in products that generate sustainable infrastructure is a primary objective. This allows us to accompany the development of the country in all major infrastructure works, and to offer a wide range of products for agriculture and industry. We seek to generate technical advances in production processes and the constant updating of the steel products, which we offer to our customers, contributes to the generation of more sustainable lifestyles.

We have experience in the development and commercialization of sustainable products for our customers connected with the construction industry, and we want to continue growing on this basis in the years ahead, so that steel is the protagonist of a more sustainable society. In order to serve a growing world population, current infrastructures must be produced in a sustainable way and must be able to adapt to new needs.



Major Works

Boulevard Center

An impressive real estate development in the city of Santa Fe, which was until now the former Milkaut premises, which will demand a total of more than 1,200 tonnes of our steel. In a joint development with our technical office, we decided to carry out the foundations of this project entirely with pre-assembled elements, using about 190 tonnes for the piles and about 150 tonnes for the headers. This construction alternative reduces the number of employees on site and considerably reduces the execution times. The complex will have 25,000 m² covered, two 26-story residential towers (with units of up to 3 bedrooms and duplexes on the top floors) and a tower for offices and commercial premises. The first tower is expected to be completed by June 2023.

Puerto Norte District Project

It is built on an area of 18,000 m, as a mixed development of residences and services, located in the Puerto Norte area of Rosario. Within its premises, its private neighborhood stands out in height, made up of 3 towers linked by a 4,000 m landscaped area, where nature is the central heart and essence of the project. It stands out, as the main characteristic of the structure, that the slabs are mezzanines without beams at all levels. It will have a total area of 41,000 m², a concrete volume of 16,000 m³ and will require a total of 2,680 tons of steel.

Our steel contributes to improving the quality of life in cities.





Amarras Urban Project

It contemplates the physical relationship, implantation and articulation of four housing towers in Dike 2 of the Port of the City of Santa Fe. The building structure of Amarras Center is characterized by being an open plan; that is, with the absence of columns and beams, which allows total flexibility in the design of the units, for which we made the provision of iron, special heads and pre-assembled structures, with the support of the Acindar Technical and Solutions Office.



Riachuelo System

The Riachuelo System is the first expansion of the trunk sewer system to be carried out in the Buenos Aires metropolitan area in more than 70 years. It is a mega infrastructure work that will allow a comprehensive solution to the transport capacity of sewage drains in the metropolitan area, improving the quality of service and avoiding contamination of the Riachuelo River by sewage effluents. It will make it possible to improve service provision to more than 4.3 million people and, in the future, incorporate 1.5 million inhabitants to the sewer network, generating social benefits in terms of public health, environment and social development. The Riachuelo System is made up of three major works:

- **Mega Collector:** More than 30 km of tunnels that will collect the sewage drains along the left bank of the Riachuelo River and transport them to the Pretreatment Plant (so far, 28.5 km/30.4 km have been built).
- **Pretreatment Plant:** It is being built in Dock Sud, Avellaneda, and will treat the liquids received from the Mega Collector. It has a 24% progress.
- **Sewage outlet pipe:** A tunnel, which will go under the water, will dump the already treated liquids into the Río de la Plata, 12 km from the coast, completing the purification process; progress: 12 km have been built.



Odeón Tower

At the corner of Corrientes Avenue and Esmeralda Street, the Odeón Tower stands, named in honor of the theater that was demolished in the early 1990s. The project, in charge of Dujovne-Hirsch & Asociados, is an office tower, with six basements with garages and a chamber theater with capacity for 400 spectators, with its entrance on Esmeralda Street, which recovers the memory of the mythical theater. The building is 124.5 meters high and has nothing less than 32 floors. In the construction aspect, the vertical core and a grid of perimeter columns make up the supporting structure, allowing a free floor of great flexibility. As it grows in height, the edges of the volume dematerialize, defining three independent glass planes, which complete the envelope of the tower and allow wide open views of the city.

More information at: <https://www.acindar.com.ar/#obras>

Manufacture of Concrete Towers for Wind Farms

At ArcelorMittal Acindar, we pay special attention to renewable energy. For this reason, we innovate in products and services to transform the country's energy matrix. Our steel is present from the bases to the segments that make up the concrete tower of wind turbines, either cut and bent or with pre-assembled structures. A solution that provides precision and speed in the positioning of steel reinforcements, simplifying the assembly process and optimizing time and labor.

In 2020, we have delivered 800 tonnes of steel, approximately, for the bases of the thirteen wind turbines that make up the Los Teros II Wind Farm.

Quality Steel for Emergency Modules for Hospitals

From ArcelorMittal Acindar, we provided ipe grade 50 profiles for the construction of emergency modules for hospitals, within the framework of the "add space, add health" campaign.

Our steel contributes to a good cause in the midst of this health emergency. We refer to ArcelorMittal Acindar's provision of profiling for a modular hospital solution, which was launched as a solidarity action to face the coronavirus pandemic. The initiative is part of a group of construction and real estate companies, with the aim of manufacturing at cost and providing emergency modules, to contain the increased demand for beds and healthcare space that is expected within this health crisis. These profiles are produced in superior steel grades, which allow the development of construction systems with lighter structures and at a lower cost.

More information at: <https://www.rsecovidargentina.com>

Acindar Solutions

(Soluciones Acindar)

It is the fastest and most effective way to solve the reinforcement for reinforced concrete structures in any type of project, ensuring zero waste, lower financial cost, after-sales service and greater capacity and flexibility in deliveries.

Through this service, we offer cut, bent, pre-assembled steel and pile cages. We work hard to develop solutions aimed at retail consumers, a market segment where there is less penetration of Acindar Solutions, and a large number of opportunities based on cost improvement for users, industrialization and standardization of elements for construction.

More information at:
<https://www.acindar.com.ar/#soluciones-acindar>

Advantages and benefits of Acindar Solutions:

- **Zero waste.** With the traditional assembly on site, an average waste of 7% is estimated. When hiring the Acindar Solutions service, only the theoretical weight of the list is paid, eliminating waste.
- **After-sales service.** We offer monitoring of work by a team of specialized professionals.
- **Simple, safe and operational.** The handling of 12 meter bars is eliminated, cleaning and order are improved, accidents are prevented and the risk of theft of bars is reduced.
- **Lower production costs.** The cost of processing is between 15% and 20% of the value of the steel, depending on the type of work and mix of diameters.
- **Lower costs on site.** By reducing on-site execution, indirect costs are reduced.
- **Lower financial cost.** Steel stockpiling on site is eliminated. The material arrives on the date the work requires it to be used.
- **Flexibility.** Thanks to the responsiveness and elasticity in deliveries that Acindar Solutions guarantees, customers can modify the pace of work according to their needs in order to meet the schedule. Also, the execution time of the reinforced concrete structure can be reduced, thus eliminating the need to provide equipment for cutting and bending on site.

Environment

How we create value

“Continuous improvement of our environmental performance is one of our greatest challenges, both for our business management and for aligning ourselves with the needs and expectations of our stakeholders.

The recyclability of steel itself and its by-products provide us with an incredible opportunity to promote a circular economy and fulfill our commitment to making steels increasingly sustainable.”



Elisabet Williams
Environmental
Manager

Our challenge

The focus on the circularity of materials is something that ArcelorMittal Acindar has been working on for several years. On a permanent basis, alternatives are not only sought to reduce the generation of waste and make processes more efficient, but also part of our goals is to seek alternatives to transform the waste generated into by-products, obtaining the opportunity to incorporate them as an input or raw material for other productive processes. Within the management routine, we monitor monthly indicators and, in some cases, we will begin with weekly monitoring to assess performance and compliance with the Targets in a more proactive way. It is important to note that when we talk about circularity we not only think of giving the waste generated a new opportunity, but also of working to increase the volume of scrap metal used as raw material for the production of our steel. At ArcelorMittal Acindar, we are committed to preventing, controlling and minimizing significant environmental impacts and potential risks arising from our activities, products and services. We not only identify the expectations and needs of stakeholders, we respect them and seek their reliability through transparency and responsible management of resources.

The expectations of our stakeholders

ArcelorMittal Acindar, as the market leader, aims to identify and meet the expectations of the different stakeholders. This is reflected both in the commitment assumed in the integrated management policy and in compliance with the environmental reports periodically informed to different sectors of the group. The responsible use of natural resources is not enough if we do not have an adequate generation and management of environmental information related to the production processes and the activity of the plant in general. The transparency of the data and the generation of reports make it possible for us to meet the expectations of stakeholders in general.

The results we want to achieve

Among our main goals, we work on continuous improvement seeking greater efficiency in processes. For this, we not only seek to identify, measure and control the most significant aspects and impacts but also to generate a positive impact on the social and natural environment. We identify significant consumption of resources and apply improvement plans to achieve efficient use of them. An example of this is the progress in the implementation of ISO 50001 in the Rosario conditioning plant. Another point, no less significant, is to continue improving our waste management, and to be efficient in the consumption of resources in order to develop a more efficient economy, creating a competitive advantage and significant value for our customers and society. We seek to have the trust of our local communities to share these vital resources, because we are responsible and transparent, working to protect and enhance the natural capital on which all people depend. Also, that in the communities where we operate, people feel ArcelorMittal Acindar’s commitment to caring for consumable resources, as well as caring for water, land and air.

Sustainable Development Goals: 6, 8, 11, 12, 13, 15, 17.

Targets: 6.3, 6.4, 6.6, 8.4, 11.6, 12.2, 12.4, 12.5, 13.2, 15.1, 17.7.

Material Topics: Waste Management, Regulatory Compliance, Water and Effluents, Air Quality, Emissions and Climate Change.

GRI Contents: 102-44, 103-1, 103-2, 103-3, 303-1, 303-2, 303-3, 303-4, 303-5, 305-7, 306-1, 306-2, 306-3, 306-4, 306-5, 413-12.

SASB: EM-IS-150a.1, EM-IS-140a.1

Capitals: Financial Capital, Industrial Capital, Natural Capital, Intellectual Capital, Social and Relationship Capital.

Global Compact Principles: 6, 7, 8.

The Acindar Production System (APS) is based on Lean Manufacturing practices, this management philosophy seeks to satisfy the needs and expectations of the Customer, with the least consumption of resources, through the continuous elimination of waste, variations and inflexibilities. In order to create more value for each customer and prosperity for society, the focus is on developing people to continually improve work by solving problems, focusing on continuously improving work, minimizing and eliminating waste (time, human effort, inventory, capital, space, defects, rework, etc.) and ask what kind of management behavior and management system is necessary to improve and transform the organization.

The commitment assumed and documented in the [Integrated Management System Policy](#) is reflected in the following actions carried out:

- The work of several years with the La Cokera cooperative continues in order to extend the cycle of the disused wood generated.

- The implementation and strengthening of the management system continues, working in pursuit of continuous improvement, the certifications of the ISO 14001, 9001 and 4500 standards were achieved and maintained.

- The transformation process called +ÁGIL, which involves the entire organization, was consolidated. With this, a method was implemented where all employees are involved in continuous improvement, generating opportunities for proposals and management of initiatives for quality, safety, environment, productivity improvements, etc.

Comprehensive compliance with current legislation is of the utmost importance, for which we take care of keeping the legal requirements identified and updated in order to later verify compliance in all areas. In this regard, we have not had significant environmental impacts in any of our production plants.

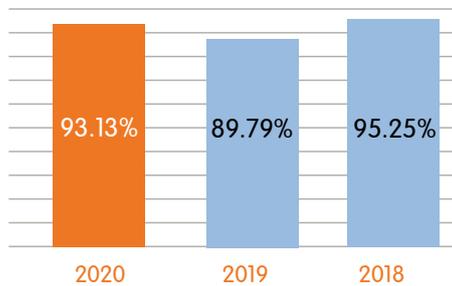


Environmental Performance Index (EPI)

As a measurement and control tool, we continue to carry out an Environmental Performance Index made up of critical variables that allow us to monitor the management of liquid effluents, settling powders, management of unrecovered waste and compliance with legal requirements.

The monitoring of this indicator is a very important tool in management that in some cases allowed us to act proactively by taking preventive actions according to the trends in the results.

Environmental Performance Index (EPI)



Environmental Investments

Maintenance work was carried out on the plants' gas and smoke aspirator systems, and the treatment of liquid effluents and their discharges; this is very important since guaranteeing the correct operation of these points is fundamental in order to avoid significant impacts on the environment.

Environmental Investment (in \$)	2020	2019	2018
Villa Constitución	89,084,079	73,403,227	63,228,468
Rosario	146,670	246,720	146,000
Villa Mercedes	1,694,123	1,058,827	418,965
La Tablada	26,081,035	24,710,435	19,414,440
San Nicolás	2,321,926	1,398,738	450,000
Total	119,327,833	100,817,947	83,657,873

Purpose of the investments

- Collection, conditioning, transport, treatment and final disposal of waste.
- Treatment of liquid effluents and consumption of chemical products.
- Operating costs of secure landfill and environmental monitoring.



Image prior to the Covid-19 pandemic.

During 2020, we maintained the certification of the ISO 9.001, ISO 14.001 standards and successfully made the transition to replace the OSHAS 18.001 standard with the ISO 45.001 standard.

As every year, the corresponding maintenance audits were carried out in all the plants, achieving not only the continuity of the certificates but also the possibility of improving and strengthening the management system.

Outcome 4

Efficient use of resources and high recycling rates



The use of ferrous scrap as raw material does not only promote the decrease of the consumption of natural resources, but also the reduction of greenhouse gases

Use of materials

It is very important to note that in the steel manufacturing process, a large percentage of ferrous scrap is used as one of its main raw materials. In this way, it becomes one of the main activities where the recycling of all types of metal scrap that is generated in different situations of daily life takes place. The possibility of incorporating it into the production process has multiple environmental benefits since it allows us to close the life cycle of steel, generating positive impacts such as reducing the use of iron ore and reducing the CO₂ footprint.

A partial replacement of pellets was started increasing the use of an alternative material called LUMP as raw material in the direct reduction process. This practice allows to obtain significant improvements in the carbon footprint of the sector.

Materials Used - Villa Constitución Plant		2020	2019	2018
Raw Materials**	Tonnes	1,111,981	1,554,234	2,022,591
Auxiliary Materials***	Tonnes	59,674	111,214	114,458
Total	Tonnes	1,171,655	1,665,448	2,137,049
Raw Materials	Materials/Tab*	1.34	1.15	1.49
Auxiliary Materials	Materials/Tab*	0.07	0.08	0.08
Total	Materials/Tab*	1.42	1.23	1.57
Recycled Materials	%	40.84	38.39	28.61

* Tonnes of crude steel.

** Includes pellets, lumps, and scrap.

*** Includes, among other materials, calcined dolomite, ferromanganese, external coke, etc.



Waste

The liquid effluents generated are dumped with a previous treatment. Depending on the characteristics they present and their origin, they may have physical-chemical treatments (effluents from the production process) or biological (sewage effluents originating from sanitary facilities). The proper treatment that is carried out is as important as the operational controls that guarantee a correct operation of the treatment plant. That is why, within the control routine, we have sensors and alarms installed within the treatment process, strategically prior to overturning, which allows us to take preventive actions to avoid a negative environmental impact or a deviation in the legal limits.

Solid wastes, like liquids, are characterized so that they can have their proper treatment. The main difference with liquid effluents is that, for the most part, the treatment and final disposal are carried out with external suppliers, complying with the storage, documentation and authorizations according to the legal requirements applicable to each type of waste generated.

Having good management of all waste is very important, however, we cannot stop focusing on actions where the objective is to reduce them at source, achieving it with more efficient processes. The most outstanding actions that were carried out during 2020 are the following:

- Reuse of washing water in the galvanizing process: A cascade washing is generated, taking advantage of the effluent generated by a sector washing the wire downstream of it.
- New alternatives for the sale of by-product: New lamella customers were acquired in order to ensure shipments and not accumulate by-product in the plant.
- Replacement of waste collection container: In some cases, 200-liter metal containers were replaced by 1000-liter big bags, making their logistics more efficient

Legislation applicable to waste

Plant	Household assimilable waste
La Tablada	Resolutions 1142/02 and 1143/02
San Nicolás Long steel products and Structural shapes	Resolutions 1142/02 and 1143/02. Municipal ordinance 5428/04
Special Meshes, Meshes and Nails and Indema	Law 873/13. Decree 545/15. Ordinance 978/95
Rosario Conditioning	Decree 2151/14 ^(*) , Ordinance 7600/03
Villa Constitución	Decree 2151/14

Plant	Hazardous waste
La Tablada	Law N° 11720 and Decree N° 806/97
San Nicolás Long steel products and Structural shapes	Law N° 11720 and Decree N° 806/97
Special Meshes, Meshes and Nails and Indema	Law 5042/95. Decree 2092/06. Resolution 61/14. Ordinance 978/95
Rosario Conditioning	Decrees 1844/02, 274/10, 1215/14. Resolution 40/14
Villa Constitución	Decrees 1844/02, 274/10, 1215/14. Resolution 40/14

Plant	Industrial waste
La Tablada	63/96, 188/12 and 146/12.
San Nicolás Long steel products and Structural shapes	Municipal ordinance 5428/04
Special Meshes, Meshes and Nails and Indema	Ordinance 978/95
Rosario Conditioning	Decree 2151/14, Ordinance 7600/03
Villa Constitución	Decree 2151/14

(*) Household waste generated in industries is considered industrial waste.

Although the legislation applicable to waste management has not undergone significant changes, we continue working to improve the internal classification according to the types of waste generated; this not only improves the quality of the by-products generated, but also makes it easier to increase the volumes sent to recovery (internal or external). It is worth mentioning that there were no significant breaches, fines or penalties during 2020, since our waste is managed within the applicable legal framework and in accordance with the environmental management procedures of each location.

Waste Management by plant and by type of treatment (in Tonnes)	2020	2019	2018
Villa Constitución Plant	367,601	557,619	641,632
Internal Recovery	109,119	213,136	201,190
External Recovery	184,900	229,795	230,480
Storage	19,619	22,824	162,212
Discharge and Disposal	53,963	91,864	47,750
Rosario Plant	5,357	5,771	9
Internal Recovery	5,345	5,720	-
External Recovery	-	-	-
Storage	-	-	-
Discharge and Disposal	13	51	9
San Nicolás Plant	15,642	18,914	24,239
Internal Recovery	11,679	13,875	17,466
External Recovery	3,787	4,717	6,443
Storage	-	-	-
Discharge and Disposal	176	322	330
Villa Mercedes Plant	1,182	1,627	3,135
Internal Recovery	698	1,045	1,098
External Recovery	278	353	1,307
Storage	-	-	515
Discharge and Disposal	205	229	215
La Tablada Plant	2,327	4,420	1,631
Internal Recovery	1,593	2,833	-
External Recovery	7	230	421
Storage	-	-	-
Discharge and Disposal	727	1,357	1,210
Total	392,109	588,350	670,646
Internal Recovery	128,434	236,609	219,754
External Recovery	188,972	235,095	238,651
Storage	19,619	22,824	162,727
Discharge and Disposal	55,084	93,823	49,514

Hazardous Waste

Although opportunities for improvements in waste management are constantly being sought, the management of hazardous waste has not undergone major changes in recent years. The actions that have been carried out in recent times are based on reviewing internal procedures, optimizing internal collection, adapting the identification and classification at the point of origin, improving collection points and storage (for example, improving conditions and reducing the quantities stored).

Hazardous Waste -% with respect to the total generated	2020	2019
Villa Constitución Plant	2.05%	2.29%
Meshes and Nails	2.21%	3.25%
Indema	7.90%	7.17%
Special Meshes	2.06%	1.13%
La Tablada Plant	7.17%	21.11%
San Nicolás Long steel products	0.42%	0.45%
San Nicolás Structural shapes	0.57%	0.62%
Rosario Conditioning	0.20%	0.19%

Hazardous Waste (in Tonnes)*	2020	2019	2018
Transported	12,060	13,256	16,689
Imported	-	-	-
Exported	-	-	-
Treated	12,060	13,256	16,689
Transported to other countries	-	-	-

(* Hazardous waste must be transported before being treated, so the tonnes are the same and do not add up. It is worth mentioning that, during this period, there were no significant spills in any of our production plants.

We transport this type of waste in compliance with the environmental regulations of each province where it is generated, and we have neither imported nor exported hazardous waste. The waste that result from maintenance-related activities is sent to thermal destruction treatment, and the ashes are disposed of in a secure landfill. The waste generated in the electric steelworks process is sent to its own secure landfill, authorized by the Ministry of the Environment of the Province of Santa Fe. The used oils are collected at the plant and then recovered by a certified company for the production of oils and fats of lower quality and domestic use. Non-recoverable waste is properly managed according to the legislation applicable to each province where we are located, in order to comply with the current legal requirements.

Waste Generation Index (Ton. Waste / Ton. Produced)	2020	2019	2018
Villa Constitución Plant	0.444	0.488	0.474
Rosario Plant	0.113	0.114	-
Villa Mercedes Plant	0.016	0.016	0.053
La Tablada Plant	0.063	0.077	0.022
San Nicolás Plant	0.090	0.091	0.058
Total	0.726	0.786	0.607

Circular Economy

As it could not be otherwise, the circular economy continues to be one of the main issues in the environmental management system that we carry out. Having adequate and available information is very important for this to be sustained over time. In this regard, keeping the life cycle analyzes and the recommendations on our products updated is essential to get rid of a linear economy, and have the opportunity to close the cycle in a sustainable way, using resources more efficiently and generating the least possible impact on the environment.

During 2020, we continued participating in the Circular economy workshops organized by CEADS, where the use of the tool developed by them was deepened, and sharing experiences with other companies. During 2020, we adapted to the context of the pandemic that we are experiencing, and we have organized a series of online talks addressing different topics such as: “waste separation at home”, and “composting and biodiversity at home”. Taking advantage of the wide and diverse participating public, a theme focused on daily life was chosen with the aim of being able to bring the practice of circular economy management and care for the environment to the homes of the families of our employees

Recovery of by-products from the steel production process

Continuamos trabajando en el recupero de coproductos derivados de nuestros principales procesos como el We continue working on the recovery of by-products derived from our main processes such as lamella, direct reduction mud and oxide fines, which are reused in other industrial processes as raw material. The work with the commercial area continues permanently. During the year, new customers were acquired for the commercialization and recovery, mainly of lamella, in order to ensure shipments and reduce the storage of the by-product in the Plant.



We assume our commitment to care for the environment not only by applying environmental management and cleaner technologies in the manufacture of steel in our plants, but also promoting the recovery of by-products that will be incorporated in other productive processes.

Outcome 5

Trusted user of air, land and water

We work permanently to strengthen the commitment of all ArcelorMittal Acindar members in the responsible use of resources. To achieve this goal, it is essential that all areas work both towards continuous improvement, and to control and minimize the impact that we generate and negatively affect the environment.

For the steel industry, the use of natural resources used as raw materials and input is very important. That is why we continue to focus mainly on measuring, controlling and optimizing the consumption of resources used in order to make processes more efficient and friendly to the environment.

Legislation applicable to Air, Land and Water

It is very important to maintain compliance with current legislation, that is why we routinely survey, analyze and compile legal updates to determine compliance in the most appropriate way. Within the management routine, we also have an internal and external legal compliance verification instance, being a key tool to detect improvement opportunities or plan actions that guarantee compliance with the applicable regulations.



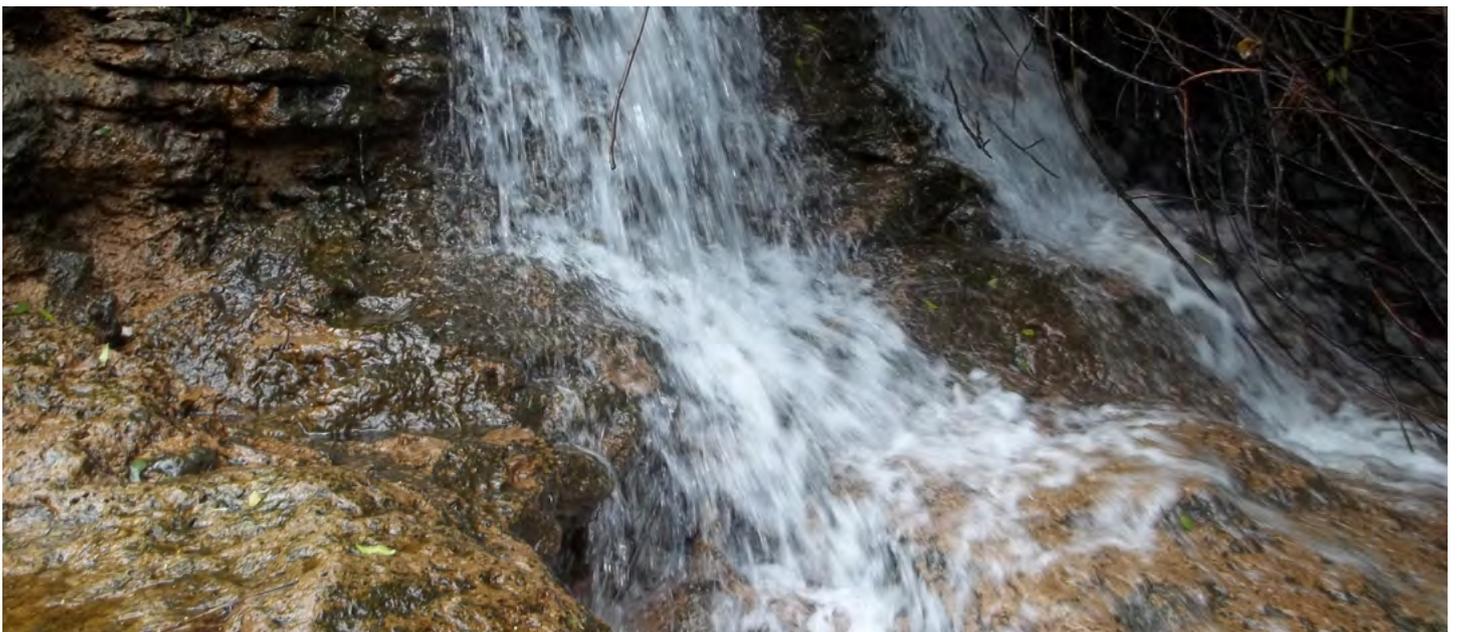
Water and effluents

Our focus is on the control and reduction of water consumption in each of the processes.

The water we use in the different production processes is obtained from 2 sources:

- Surface water: Used in the processes for cooling the products.
- Groundwater: Obtained from extraction wells, it is used mainly in equipment cooling systems due to its quality.

We carry out annual monitoring of the volume of water withdrawal, to evaluate progress and opportunities for improvement.



Water Withdrawal for Industrial Use	2020	2019	2018
Villa Constitución Plant			
Surface Water Withdrawal in m ³	29,494,522	30,002,428	35,018,502
Groundwater Withdrawal in m ³	145,800	205,227	392,490
Surface Water Withdrawal in m ³ /tonnes	32.02	26.24	25.87
Groundwater Withdrawal in m ³ /tonnes	0.18	0.18	0.29
Recycled (Replenishment) in m ³	19,364	22,005	15,000
Reused (Recirculation) in m ³	5,354,656	6,084,836	18,000,000
La Tablada Plant			
Surface Water Withdrawal in m ³	-	-	-
Groundwater Withdrawal in m ³	187,493	268,001	267,816
Surface Water Withdrawal in m ³ /tonnes	-	-	-
Groundwater Withdrawal in m ³ /tonnes	5.08	4.524	3.821
Recycled (Replenishment) in m ³	-	-	-
Reused (Recirculation) in m ³	-	-	-
Rosario Plant			
Surface Water Withdrawal in m ³	-	-	-
Groundwater Withdrawal in m ³	1,655	1,780	-
Surface Water Withdrawal in m ³ /tonnes	-	-	-
Groundwater Withdrawal in m ³ /tonnes	0.03	0.04	-
Recycled (Replenishment) in m ³	-	-	-
Reused (Recirculation) in m ³	-	-	-
Villa Mercedes Plant			
Surface Water Withdrawal in m ³	-	-	-
Groundwater Withdrawal in m ³	3,951	4,641	5,111
Surface Water Withdrawal in m ³ /tonnes	-	-	-
Groundwater Withdrawal in m ³ /tonnes	0.052	0.045	0.030
Recycled (Replenishment) in m ³	-	-	-
Reused (Recirculation) in m ³	-	-	-
San Nicolás Plant			
Surface Water Withdrawal in m ³	-	-	-
Groundwater Withdrawal in m ³	68,135	82,090	71,424
Surface Water Withdrawal in m ³ /tonnes	-	-	-
Groundwater Withdrawal in m ³ /tonnes	0.39	0.39	-
Recycled (Replenishment) in m ³	-	-	-
Reused (Recirculation) in m ³	68,135	82,090	71,424

Water consumption (in m³)	2020	2019
Villa Constitución Plant	8,754,025	6,931,298
Rosario Plant	1,655.4	1,780
Villa Mercedes Plant	3,951	4,640.52
La Tablada Plant	9,125	9,045
San Nicolás Plant	68,135	82,090.00
Total	8,836,891.4	7,019,808.52

Water sources affected by our productive activities

The Paraná River is the main source from which we obtain the water used in our production processes in Villa Constitución and San Nicolás de los Arroyos areas. This is one of the most important rivers in South America and the second in length. In the area where we operate, it has an average flow of 16,000 m³/s and transports a large amount of sediment that transforms its morphology, forming banks and islands. Due to all these characteristics, the volume of water we collect from the Paraná River does not compromise the water resource.

Likewise, we obtain a smaller amount from the underground stream, to be used in the wire processes in Villa Constitución and La Tablada. In these cases, the aquifer used is the Puelche. Part of the rainwater, which precipitates in the area, enters the aquifer directly, infiltrating the ground or through rivers, streams and lakes, which (through their riverbeds) allow the passage of water to deeper layers of land. San Luis Plants also consume groundwater, but only for use in changing rooms and for irrigation. As the extraction flow is low, the aquifer is not affected by such consumptions.

Effluents Treatment	2020	2019	2018
Villa Constitución Plant			
Effluent volume (in m ³)	17,740,497	23,276,357	25,345,723
Discharged effluent quality			
COD	227.51	355.14	326.50
Suspended Solids	296.02	274.05	291.37
Fluoride	2.80	4.62	3.90
Zinc (Zn)	3.12	4.70	2.81
La Tablada Plant			
Effluent volume (in m ³)	178,368	258,956	267,816
Discharged effluent quality			
COD in Tonnes	2.42	2.31	16.00
Suspended Solids in Tonnes	-	-	-
Fluoride in Tonnes	-	-	-
Zinc (Zn) in Tonnes	0.012	0.02	0.01

Effluents Treatment

The main improvements achieved during 2020 were based on the fact that the cooling tower of the Direct Reduction basin was commissioned in order to control the temperature when overturning, especially in the hottest months. A coagulant dosing system was also installed to increase the sedimentation of particles during the cold shutdowns of the Direct Reduction plant.

The treatment of liquid effluents is mainly based on physical and chemical processes. The production processes of the steel mill and rolling mills 1 and 2, in Villa Constitución, use the highest water flow to cool the billet. This process, prior to discharge into the receiving water body, produces the decanting of the lamella and allows the extraction of the supernatant oil. Additionally, the treatment of rolling mills 1 and 2 uses flocculating and coagulating chemicals to improve the settling of the smallest particles.

In the Direct Reduction Plant, effluent is generated due to the scrubbing and cooling of gases from the reducer furnace, water from the dust collectors and storm drains from the mineral zone. The direct reduction sediment basin allows the decantation of mud and the cooling of the liquid effluent, for its subsequent discharge into the Paraná River.

Additionally, we have two liquid effluent treatment plants for the wire production processes. At the Wires Plant, a process began in 2003 that reduced 98.5% of water consumption. This was achieved based on a strong commitment to resource protection and investments that modified the production processes.

The wire process, in Villa Constitución, has an effluent treatment plant, which receives and treats the washing waters and the discharges from the galvanizing lines. The comprehensive treatment plant for wire liquid effluents in La Tablada has a surface area of 2,000 m² and a laboratory with a high level of automation. The main processes are: equalization, neutralization, flocculation, sedimentation and filtering.

Likewise, the water recirculation plant of rolling mill 3, in Villa Constitución, allows the lamella to be decanted and the oil to be removed, as well as cooling the water and conditioning it for its return to the production process. This process only generates controlled maintenance purges and allows to keep the use of the resource to a minimum, replenishing it only in the event of evaporation and losses. As for the Long steel products and Structural shapes plants in San Nicolás, they have closed cooling water circuits for the rolling material.

Land

Through the Biodiversity and Environment Study, carried out in Villa Constitución, we verified that our Villa Constitución Plant is located in an area that is particularly rich in biodiversity and presence of environments, although it is not part of a provincial or national protected area.

As a result of the Biodiversity Study, we were able to obtain information about the different Environmental Units present in our Villa Constitución Plant premises. Of the total of the approximately 300 hectares that make up the property, only 45% is occupied by spaces associated with industrial activity, and the remaining 55% is divided into 10% forest and ornamental forestry, 21% landscaped sectors that interconnect environments and 24% areas with significant biological value due to their richness in biodiversity. These areas are represented by 8 Environmental Units: 10% Riverside Lowlands, 10% Hills and Groves, 9% Modified Pasture, 1.3% Hills Neo-ecosystem, 1% Ravines, 1% Glen, 11.6% Native Grasslands, 12% Buffer zones.

Based on the study, three protected areas were defined in the ravines area and two in the hills neo-ecosystem area. Due to the responsibility assumed by the directors of the company,

a Biodiversity Commitment Act was signed, assuming the obligation to protect the defined areas. Today, these areas are identified and conditioned, and one of them, the hills- beach-river neo-ecosystem, is visited by our employees and the educational community. These tours allow students to see places that are in an excellent state of conservation, in addition to spotting native species of flora and fauna.

Regarding the care of the land, projects were carried out over the years, aimed at reducing the impact on the environment. A very significant work that was developed regarding the care of the land is to advance a little more than 50% of the conditioning of the lamella that was mixed with scrap, allowing us to use approximately 1,800 tons of lamella as input for other processes. Part of this project also consisted of generating new lamella clients, which allowed us to ensure shipments and not accumulate by-product in the plant.

Estudio de biodiversidad



■ Riverside Lowlands	■ Hills and groves	■ Modified pasture
■ Ravine	■ Hills neo-ecosystem	■ Transition or "buffer" zones
■ Glen	■ Native or slightly modified Grassland	■ Highly anthropized areas

ArcelorMittal Acindar's property covers approximately 300 hectares:

10%

Belongs to hills and ornamental forestry.

21%

It includes open landscaped sectors plus areas that interconnect environments.

24%

Account of the greatest biological value of the property, within which the most important.

45%

Correspond to spaces adapted for industrial operation.

Endangered Species

Below, we present the total number of species appearing on the IUCN Red List (International Union for Conservation of Nature) and on national conservation lists, whose habitats are in areas affected by operations:

Status	2020	2019	2018
Critically endangered	1	1	1
Endangered	2	2	2
Vulnerable	1	1	1
Near threatened	0	0	-
Least concern	568	568	568

Air

For the care of the air, we are also committed to complying with the legal limits established by the current and reference legislation. For that purpose, we monitor the active chimneys to quantify and classify emissions into the atmosphere.

During 2020 on Train 1, works were carried out to improve access to the chimney, although it does not affect the quality of the emission,

it is very important to be able to safely perform the measurements. In addition to these measurements, we control the air quality within our property limits in order to analyze the possible impact on the environment. Based on the results of the measurements, the flow emitted and the hours of operation of the chimneys, we obtain a result of the tonnes of compounds emitted that we then compare with results obtained by other plants of the group.

Pollutant Emissions (Active Chimneys) (in Tonnes)	2020	2019	2018
Total Plants			
SPM: Suspended Particulate Matter	19.88	19.78	29.66
SO ₂ : Sulfur Dioxide	26.04	29.66	13.86
NO _x : Nitrogen Oxides	662.58	511.41	357.26
CO: Carbon Monoxide	11.93	91.43	95.34
Villa Constitución			
SPM: Suspended Particulate Matter	17.329	17.23	36.80
SO ₂ : Sulfur Dioxide	23.603	26.05	11.11
NO _x : Nitrogen Oxides	628.89	483.08	312.97
CO: Carbon Monoxide	114.6	62.17	91.06
San Nicolás			
SPM: Suspended Particulate Matter	2.05	1.11	2.99
SO ₂ : Sulfur Dioxide	1.04	0.81	1.28
NO _x : Nitrogen Oxides	29.26	20.47	38.05
CO: Carbon Monoxide	0.95	0.51	1.40
Villa Mercedes			
SPM: Suspended Particulate Matter	0.29	0.298	0.517
SO ₂ : Sulfur Dioxide	-	-	-
NO _x : Nitrogen Oxides	-	-	-
CO: Carbon Monoxide	-	-	-
La Tablada			
SPM: Suspended Particulate Matter	0.21	1.14	0.19
SO ₂ : Sulfur Dioxide	1.39	2.8	1.87
NO _x : Nitrogen Oxides	4.43	7.86	2.49
CO: Carbon Monoxide	10.97	28.75	5.53

Rosario Plant has no atmospheric emissions.

Climate Change

How we create value

“Ensuring that our operations are as energy efficient as possible will allow us to continue to transform the way we manufacture steel.

We must be focused on managing available energy sources that positively impact our business and contribute to creating a future with low greenhouse gas emissions.”



Sebastian VillarGuarino
Supply Chain Director

Our challenge

Steel is always associated with high energy consumption in its manufacturing process, not only due to the inputs used but also due to the large number of tonnes produced worldwide. ArcelorMittal Acindar is 100% dependent on energy and therefore we are involved in strategies that aim to reconvert the energy matrix to a cleaner and renewable base.

This is one of the ways to also reduce CO2 emissions, the carbon footprint and collaborate in achieving green steel. The steel processes that we apply at ArcelorMittal Argentina, the manufacture of steel using a high percentage of scrap, makes a difference and is key to keeping the values of our emissions below the world average.

The expectations of our stakeholders

ArcelorMittal has set itself the goal of significantly reducing its emissions by 2030 and has the ambition to be Carbon Neutral by 2050, that is why we work daily to be more efficient from the energy point of view and thus reduce carbon emissions.

There are also innovative technologies under study which will allow us to achieve a deeper and more complete transformation. We know that steel is essential for society, but at the same time we understand that dependence on fossil fuels has generated several problems, that is why we are convinced that we must find a new path that guarantees the growth of society while minimizing the environmental impact.

The results we want to achieve

The efforts to achieve results in 2020 were even more challenging, but with the commitment of our collaborators we capitalized on important advances to be more efficient every day.

Sustainable Development Goals: 7, 8, 9, 12, 13, 17.

Targets: 7.2, 7.3, 7.b, 8.4, 8.5, 9.1, 9.3, 9.4, 12.2, 12.4, 13.1, 13.2, 17.7.

Material Topics: Energy, Regulatory Compliance, Air Quality, Emissions and Climate Change.

GRI Contents: 102-44, 103-1, 103-2, 103-3, 302-1, 302-3,302.4, 305-1, 305-2, 305-4, 305-5.

SASB: EM-IS-110a.1, EM-IS-110a.2, EM-IS-120a.1, EM-IS-130a.1, EM-IS-130a.2.

Capitals: Financial Capital, Industrial Capital, Natural Capital, Intellectual Capital, Social and Relationship Capital.

Global Compact Principles: 6, 7, 8.

Outcome 6

Responsible energy user that helps create a lower carbon future



“The importance of sustainability and climate change is increasing exponentially now and no longer just increasing.

I think we all are aware that this will be the defining issue for years to come: how to successfully transition, as businesses and societies, to a low-carbon environment.

There are many more questions than answers. But what I do know is that ArcelorMittal must play a leadership role in overcoming these challenges, helping to find solutions.”

Aditya Mittal
ArcelorMittal CEO

In 2015, world leaders adopted the Paris Agreement, which aims to hold the increase in the global average temperature to well below 2°C and pursue efforts to limit the temperature increase to 1.5°C. Clearly, success will require levels of coordination unprecedented worldwide. At ArcelorMittal, we understand the enormity of the climate challenge for society and our responsibility, as a CO₂ emitter, to reduce our carbon footprint. We also recognize the interest of our stakeholders in understanding how we plan to do it.

The industrialization of the world has been driven by fossil fuels. In the steel industry this has involved the use of coal-based products, such as coke, to reduce iron ore in the blast furnace. While steel may have a lower carbon intensity than many other materials, the large volumes of steel produced globally mean that the industry emits more than three gigatonnes of CO₂ per year. Now that the unintended consequences of using fossil fuels have been clarified, the world needs to find a new way of doing things that allows for greater economic and social development while minimizing environmental damage. Steel is prevalent in our society because it has a combination of properties that make it ideal for building much of the infrastructure we need. As the world continues to develop, with a growing population aiming for better living standards, the demand for steel and materials is expected to increase further.

This means that we have to significantly reduce the carbon footprint of steel, which requires finding new ways to make steel in a less emission-intensive process. Scrap, unfortunately, is not a sufficient answer as there is not enough scrap available in the world to simply make all the steel using the electric arc furnace process.

Based on these challenges, and responding to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), in 2019 ArcelorMittal issued its first Climate Action report, which describes the analysis behind the climate action strategy of the group. The main topics covered are the following:

- The future of materials: growing, circular, sustainable
- The carbon challenge for steel
- Low-emission technology pathways and policy scenarios
- ArcelorMittal’s strategy for the production of low-emission steel
- Policy recommendations
- Carbon performance and targets
- Governance and risk

The report can be consulted at the following link:
<https://storage.arcelormittaluat.blob.core.windows.net/media/3lqlqwoo/climate-action-report-2019.pdf>

Energy

During 2020, many initiatives were developed to minimize energy consumption in the different processes, all aligned with the Acindar Production System (APS) and aiming to achieve the best benchmark results in the Company.



Particularly in energy, progress was made in the second stage of the Transversal Energy Efficiency Programme carried out in all locations in the country in order to optimize energy consumption in the Company's non-operating areas. Improvements were implemented in the remote management of external lighting, control of cooling towers, generational replacement of compressors and replacement of the boiler, actions that will continue to be developed and deepened over the next few years.

In addition, improvements were carried out at the operational level to minimize the consumption of electrical energy:

- Automation of Industrial Water Pumping in the Villa Constitución fluids area (Project 2020–2021, 19% accumulated savings in 2020).
- Redesign of SVC250 to reduce energy consumption in Electric Steel Furnaces.
- Technological change of lighting systems in substations, migrating to Led technology, which represents a saving of 7,465 kilowatts per year.

For the manufacture of steel it is necessary to consume electricity, natural gas and other gases. These variables are permanently monitored in the control panels of each of our plants and each one has targets and consumption ranges that must be kept stable. Any deviation is analyzed within our management system in order to find the causes and actions for improvement. Although in the future we will apply new technologies for the manufacture of low-emission steel, which ArcelorMittal together with other partners is developing, that requires time and high investment costs; meanwhile, we redouble our commitment to energy efficiency and the minimization of CO2 emissions, innovating with currently available technology.

Total energy and gas consumption	2020	2019	2018
Industrial Gas Consumption - Gj	7,618,729.07	10,773,844.57	16,442,406.62
Industrial Gas Consumption Intensity- Gj /Ton.	11.32	12.63	15.44
Energy Consumption- Gj	2,794,821.67	3,987,164.43	4,816,199.11
Energy Intensity- Gj / Ton.	5.58	4.81	4.22

All energy and gas consumption are from a non-renewable source, except for La Tablada Plant, which supplies 100% of wind energy for its electrical energy.

Emissions

Our greenhouse gas emissions position us below the average of the world's steel manufacturing industries.



Since 2007, we calculate and report greenhouse gas emissions⁽¹⁾ annually, in relation to our production, based on the World Steel Association methodology for the steel sector, which follows the guidelines of the ISO 14404 standard. The methodology takes into account direct and indirect emissions.

The main generation of greenhouse gas emissions (scope 1 and 2) takes place in our Villa Constitución Plant, where we develop the primary steelmaking processes, which present the highest energy intensity and consumption of materials. Our greenhouse gas emissions position us below the average of the world's steel manufacturing industries.

Emissions - Villa Constitución Plant	2020	2019	2018
Total, Emissions (CO₂ Tonnes)	809,572	1,176,100	1,493,480
Direct Emissions Scope 1	414,149	605,511	808,396
Indirect Emissions Scope 2	395,423	570,589	685,084
Intensity of total GHG emissions (Tonnes CO₂/Tonnes steel)	0.98	1.028	1.086
Intensity of direct GHG emissions Scope 1	0.50	0.529	0.588
Intensity of indirect GHG emissions Scope 2	0.48	0.499	0.498

What are we doing at ArcelorMittal Acindar to reduce our carbon footprint?

The steel industry plays a key role in transforming the economy to a more circular mode, where recycling is maximized and pressure on natural resources is reduced. That is why in our processes we are constantly working on analyzing new raw materials that have a lower CO₂ emission factor and increasing the use of 100% recyclable scrap. During 2020, we made important progress in this regard and with these initiatives we managed to reduce our emissions by 10%⁽²⁾. We also continue to work on incorporating renewable energies into our energy matrix with a systematic programme carried out by the Supply Chain area and we are also committed to making the logistics of our products more efficient with the incorporation of double road trains and scalable road trains.

(1) In our case, we always refer to CO₂ because our carbon footprint is calculated from the emission factors associated with the materials and energy consumed in our processes, these emission factors are related to the carbon content of each one of them.

(2) Within the new Acindar Production System (APS) implemented in the Company, several initiatives related to energy efficiency and the consumption of materials were developed, which positively impacts our carbon footprint, since each tonne or kilowatt not consumed represents emissions of CO₂ not generated. Mainly, the impact on this reduction is related to the maximization of scrap consumption in Steelworks and the use of lump instead of pellets in Direct Reduction.

Value Chain

How we create value

“At ArcelorMittal Acindar, we understand that we must constantly transform ourselves by putting customers at the center of our business.

With this strategy and a clear sustainable management of our processes and our value chain, we will consolidate ourselves as the preferred supplier of steel solutions in the Argentine market.”



Federico Amos
Gerente Comercial
Región Norte



Our challenge

Our supply chain must be active and efficient, and stakeholders and customers can be sure that our supplier companies behave ethically and with high environmental and social standards.

The expectations of our stakeholders

Society and the Government expect a large company like ArcelorMittal Acindar to establish control mechanisms to ensure that its supply chain is managed responsibly. Similarly, customers and consumers have a greater record of social and environmental difficulties and emergencies associated with the purchasing decisions of companies. More information is requested about the standards that apply in our supply chain. These concepts, directly linked to corporate responsibility, can lead customers to choose to purchase our products over another competitor, while facing a risk to our corporate image if our supplier companies do not adequately manage their environmental or social standards.

The results we want to achieve

Ensuring that our supplier companies meet our high standards, to manage our supply chain responsibly and be reliable for customers and stakeholders.

Sustainable Development Goals: 8, 9, 12, 17.

Targets: 8.3, 8.7, 9.1, 9.3, 9.4, 12.6, 12.7, 17.7.

Material Topics: Quality and Safety of Products and Services, Human Rights, Digital Transformation, Investments and Economic Development of Communities.

GRI Contents: 102-9, 102-10, 102-44, 103-1, 103-2, 103-3, 203-1, 203-2, 407-1, 408-1, 409-1, 412-1, 412-3, 416-1, 416-2.

Capitals: Financial Capital, Industrial Capital, Natural Capital, Social and Relationship.

Global Compact Principles: 3, 4, 5, 6.

Outcome 7

Supply chains that our customers trust

Our value chain⁽¹⁾ runs across the entire Organization and includes several processes: from planning the purchase of critical supplies to the delivery of finished products. Its management includes various stages, among which the planning, negotiation, inbound logistics (whose objective is to send raw materials and supplies to the plants for the manufacture of the products), storage and inter- and intra-facility logistics and distribution stand out.

With the actions and decisions we carry out, in addition to being producers of raw materials, we add value, research and development to the supply chain, committing ourselves, together with suppliers and customers, to maintain high social, ethical and environmental standards in our businesses.

We demand the same standards of social, environmental and ethical performance from our supplier companies, as we do within the Company. This constitutes a challenge and a great opportunity to promote sustainability, knowing that we have an extensive value chain, which reaches different locations in the country.



Customers

Our pillars in the commercial field are the creation of value for users and consumers, putting the customers at the center of our business and our strategy, developing high-performance commercial teams and a new way of serving the market.

During 2020, we have continued with a radical transformation in our processes, directing our results strongly towards customers, with the clear vision of consolidating ourselves as the preferred supplier of steel solutions in the Argentine market.

We added tools that allow us to improve the interaction through new technologies: the implementation of crm, erp, new communication tools, customer satisfaction measurements with nps and a clear orientation focused on customers.

We have implemented the Net Promotore Score (NPS) methodology as a satisfaction tool. Based on periodic measurements of our customer base, we inquire about their satisfaction with the brand, based on the NPS Index. This implementation and tool has allowed us to take concrete corrective actions to improve customer shopping experiences, implement sustainable improvements and resolve specific conflicts.



(1) There have been no significant changes in the supply chain in the period corresponding to this Report.

Web Service for Customers

ArcelorMittal Acindar's Web Service for customers is an online platform that enables integration between the customer company and our Company, offering access to information on their operations in a fast, effective and secure manner.

The integration of online data is completely safe, since it responds to rigorous methods, guaranteeing absolute confidentiality without the intervention of third parties.

Through the web service, customers can:

- Upload products requests.
- Get an automatic online qualification for up to \$ 1 million.
- Quote commissions.
- Simulate discount operations for deferred checks.
- View their lines and the status of their operations.
- Make complaints, make comments and provide suggestions.

In addition, in the Complaints section, you can make comments and suggestions about our products and services, with a quick response to each notice created⁽²⁾.

During 2020, the goal has been set to develop a more efficient platform for steel products, which allows self-management of customers and improves the shopping experience of channels and users. For this, we had to completely redesign our service website for customers, creating a self-management tool that surpasses the existing alternatives of other suppliers in the market. An exhaustive study of the customers' needs was carried out, both through different meetings and information gathered from the NPS satisfaction surveys where specific needs arose; also, benchmarking with other industries and companies, both locally and internationally. From this, an expected product was defined, which, based on an interrelation of the commercial areas of marketing and systems, together with the collaboration of logistics and finance, among others, progress was made in an exceeding product developed 100% inhouse⁽³⁾.

As a result of the pandemic and as a strategy to stay close to customers and be able to accompany them with information of interest, we developed 2 programmes linked to maintaining clear and fluid communication with them.

- With direct customers (construction companies, industries, distributors) we opened a communication channel under the name **Let's Stay Connected** (*Sigamos Conectados*), which we used to provide information of interest to our businesses regarding the pandemic, the activities that were being allowed, information on protocols and good practices, communications with economists and industry leaders, so that, through virtuality, we could stay informed with relevant and accurate data.
- On the other hand, and mainly leveraging our IG and YouTube channels, we started a series of talks and webinars, aimed at different types of consumers: welding webinars for blacksmiths at various levels, technical office webinars, talks on industrialized construction, use of long steels in industry, use of heavy profiles, etc. With a significant impact and great success, we generated a close bond with customers from the different segments of our market, accompanying them with information and technical training for their day-to-day developments.

More information at:

<https://www.acindar.com.ar/servicio-on-line/>

(2) No breaches of regulations or voluntary codes have been identified regarding the impacts on health and safety of products and services in the period covered by the Report.

(3) The tool is being developed and aims to be launched 100% to the entire market during the first half of 2021; it is in full development of each of its stages and tests with customers.

Red Acindar

Red Acindar is the largest steel distribution chain in Argentina. With more than 10 years in the market, its leadership is reflected in the 124 points of sale throughout the country.

During the year, we continued to expand our proximity businesses through Red Acindar Express, opened by distributors throughout the country, aligning ourselves with our commercial strategy, focusing on the final customers.

As every year, in 2020 the **12th Annual Meeting with the members of Red Acindar** was held, but, this time, with a 100% virtual modality, through a streaming transmission. This event was a great challenge and represented a moment of meeting and balance for the entire network in a particular year, where the great efforts carried out together to overcome the difficulties presented by the pandemic were shown.

With the use of the latest technology for digital, micrologistic and proximity sales, red acindar express became the proposal to buy directly from arcelmittal acindar.

In 2020, the inhouse store model was consolidated and the sale option for the Acindar community was incorporated. On the other hand, we developed new sales channels, oriented to the retail

sale: proximity stores, e-commerce of products, e-commerce of added value services, development of PVA products for end consumers, creation of spaces for co-working for construction professionals, among other innovative developments.

With a digital sales proposal for ArcelorMittal Acindar products to the final consumer, Red Acindar Express successfully implemented the ArcelorMittal Acindar Online Store, the Official ArcelorMittal Acindar Mercado Libre Store and different sales channels such as WhatsApp for Business, among others. Placing it as a channel of great expansion and adapted to the new normal of online shopping for the final consumer, ArcelorMittal Acindar penetrates the base of the consumption pyramid, reaching self-construction.

After the adaptation of a part of the B2B logistics to a B2C proximity logistics, offering physical and digital store services, they complement an offer pull and an innovative and disruptive consumer experience in the market.

More information at:
<http://www.acindar.com.ar/red-acindar/>



On-line Store:

<https://tienda.redacindar.com.ar/>

Mercado Libre Official Store:

<https://tienda.mercadolibre.com.ar/arcelmittal-acindar>

Suppliers

Our supplier companies must comply with health and safety, human rights, ethical and environmental standards. Therefore, we invite them to work together with our company, to identify and develop permanent performance improvements for our responsible hiring programme.

88% of our supplier active base is made up of national companies, which represent 80% of the volume of purchases in the period.

Our supply chain is made up of a number of local and foreign suppliers from different sectors, which represent an active base of more than 3,461 suppliers. At all times, we make sure that they comply with the same standards with which we work, since we manage our supply chain in a responsible way⁽⁴⁾ and generating trust in our customers and stakeholders.

In this respect, we continue working on communication and dialogue with our suppliers, through different instances, including our **Supplier Portal**, where they can access and download the general contractual conditions in force at all ArcelorMittal Acindar locations. These include clauses related to the application of the principles of sustainable development, where the supplier company confirms its commitment to the protection and improvement of safety, health, social dialogue and the environment, and where ArcelorMittal Acindar recommends contractors to adopt all necessary measures in order to support the principles established in the United Nations Global Compact.

We implemented the risk and opportunities matrix, in order to detect and mitigate those risks related to the internal operations of the Company and the external relationship with suppliers and the community. The due diligence process (or investigation) was consolidated, reaching 100% of the suppliers that operate with the Company, focused on preventing corruption in compliance with the rules of our Integrity Programme.

In 2020, we have worked together with our suppliers to resolve cash issues and payment cancellation policies. On the other hand, we have prioritized local companies, with a high degree of labour and greater need for their subsistence.

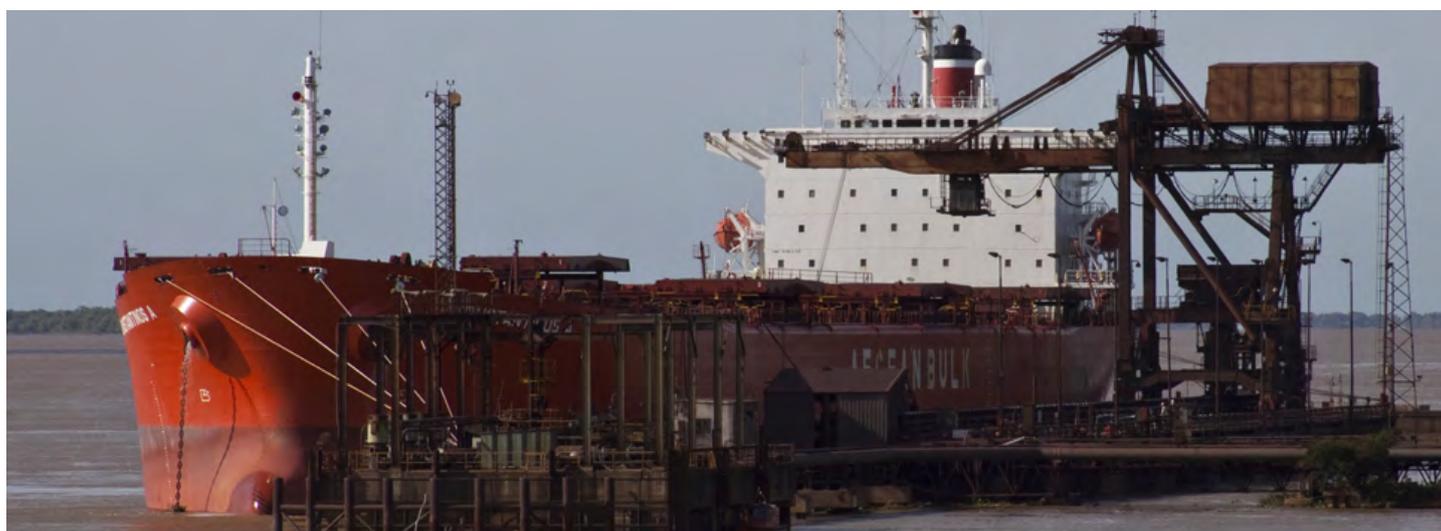


(4) No significant centers and suppliers were identified where freedom of association and the right to benefit from collective agreements may be violated or threatened.

No operations or suppliers were identified that are at significant risk of presenting cases of child labour or forced or compulsory labor.
<https://corporate-media.arcelormittal.com/media/yyjil0y/2019-arcelormittal-annual-report-on-form-20-f.pdf>

4. Our 2020 Performance

Suppliers	2020	2019	2018
Suppliers by Location	100%	100%	100%
Foreign Suppliers	12%	30%	6%
National Suppliers (locations with significant operations)	23%	27%	39%
National Suppliers (other locations)	65%	43%	55%
Purchases from Suppliers	968,567,579		
Total Purchases from Foreign Suppliers (in \$)	176,383,462	221,763,615	297,844,213
Total Purchases from National Suppliers (locations with significant operations) (in \$)	309,673,379	197,979,177	318,569,166
Total Purchases from National Suppliers (other locations) (in \$)	482,510,738	319,834,894	262,678,464
Suppliers by Item	100%	100%	100%
Services and Materials	40%	34%	44%
Industrial Products	6%	7%	10,5%
Energy	1%	1%	1,4%
Metal (Iron ore and scrap)	52%	56%	44%
Other	1%	2%	0,1%
Purchase Volume by Item	100%	100%	100%
Services and Materials	23%	30%	25,67%
Industrial Products	15%	17%	22,20%
Energy	19%	18%	17,92%
Metal (Iron ore and scrap)	40%	33%	34,19%
Other	3%	2%	0,02%



Code for Responsible Sourcing



ArcelorMittal Acindar is committed to producing safe and sustainable steel. To achieve this goal, we work with our suppliers on:

- Operate an agile supply chain that respects our corporate responsibility policies.
- Design supply solutions in line with the needs and expectations of customers, with regulators and with the community in general.
- Create value and reduce risk for our business, suppliers and stakeholders in general.

The [Code for Responsible Sourcing](#) is relevant to all suppliers and contractors and their associates; it applies to all products and services that ArcelorMittal Acindar purchases or contracts. Suppliers are strongly encouraged to collaborate with us in identifying new opportunities to improve responsible business practices in the areas of health and safety, Human Rights, ethics and care for the environment throughout the supply chain.

SUPPLY+

Adding suppliers that add value

Supply+ + is a platform that seeks to add suppliers that can bring innovative ideas and solutions for different areas of the Company. The services sought are logistics, maintenance, human resources, IT, advertising and marketing. The project has two guiding principles:

- Attract new supplier companies that can provide a fresh approach.
- Attract improved ideas applicable to our production.

Since its launch, 584 companies have been registered, of which 55 have been confirmed and qualified as suppliers (the rest are registered in our database as potentials pending an opportunity to arise).

More information at:
<https://www.acindar.com.ar/supply-plus/>

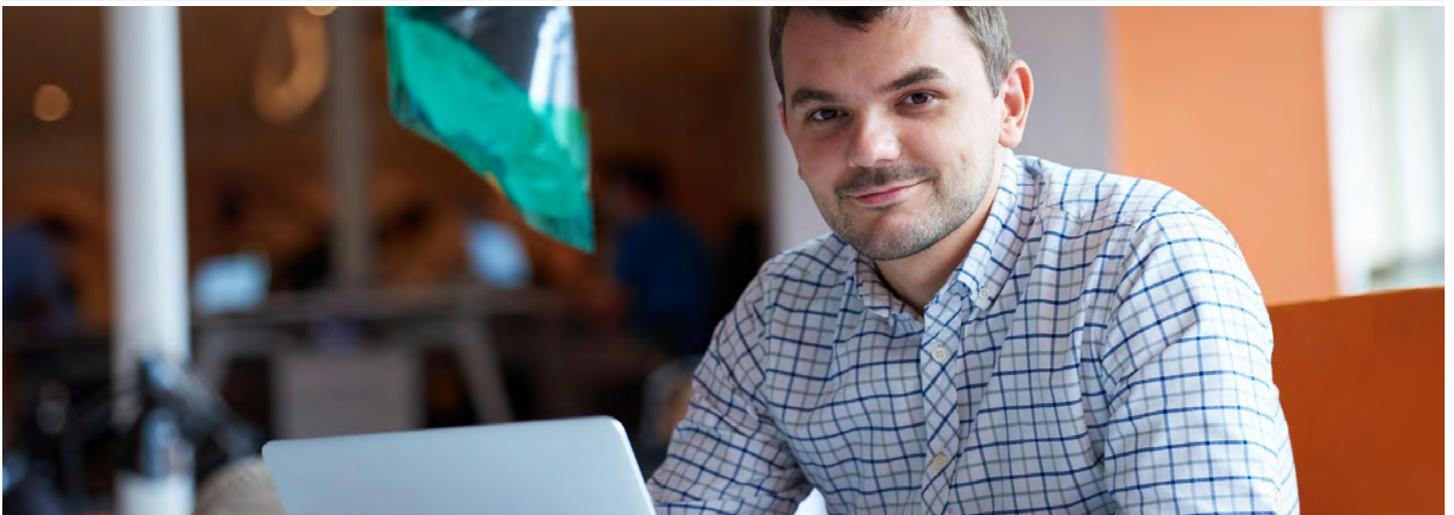


Image prior to the Covid-19 pandemic.

Environmental, Quality, Health and Safety aspects (Ims Audits)

Periodically, we carry out plant audits of supplier companies considered critical at the environment (ISO 14001: 2015), quality (ISO 9001: 2015), health and safety (OHSAS 18001: 2007) levels.

These are carried out according to a schedule of national supplier audits, where the following aspects are evaluated:

- Current legislation.
- Customer requirements regarding the environment.
- Existence of a person in charge of the environmental area.
- Survey of aspects and evaluation of impacts.
- Control measures (physical controls/procedures).
- Waste management.
- Monitoring.
- Appropriate training.
- Environmental procedures.
- Environmental management system implemented (policy, manual, etc.).
- Ability to deal with accidents and emergency situations.

IMS Audits

	2020	2019	2018
Critical suppliers evaluated in IMS Audit ⁽⁵⁾	26	97	71

Contractor work practice evaluation

All employees and contractors must participate in the Safety and Environment, Quality and Job Profile Induction.

Our safety technicians and environmental analysts, together with the contract managers, are in charge of monitoring the health and safety of contractor supplier companies⁽⁶⁾, as well as the environmental impact of their tasks.

In addition, they must act on the basis of the requirements and standards of the Company, which monitors their performance.

Safety Induction

	2020	2019
Suppliers	192	2,743
Hours	704	10,972

1,081 People were trained in 176 days, adapted according to the needs of the pandemic context.



(5) The rating arises from the weighting of the different aspects evaluated, considering rating A as the highest level and C as the lowest level.

(6) In the event that companies do not comply with their labor, social security and union obligations, quality notices and/or withholdings of payments are issued.

Acindar Pymes RGC

From the Reciprocal Guarantee Company (RGC), we encourage the economic development of the country's smes, facilitating access to credit and guarantees so that they can meet their obligations

The role of a large company is not only to develop its business with high levels of efficiency and in a sustainable way over time, but also to generate a positive impact on its environment. Within this vision, we have in our company a differential tool for the development of the value chain: it is the Reciprocal Guarantee Company (RGC), called Acindar Pymes, with the aim of facilitating access to credit and the stock market to all SMEs in the country⁽⁷⁾, through the granting of guarantees for the fulfillment of their obligations.

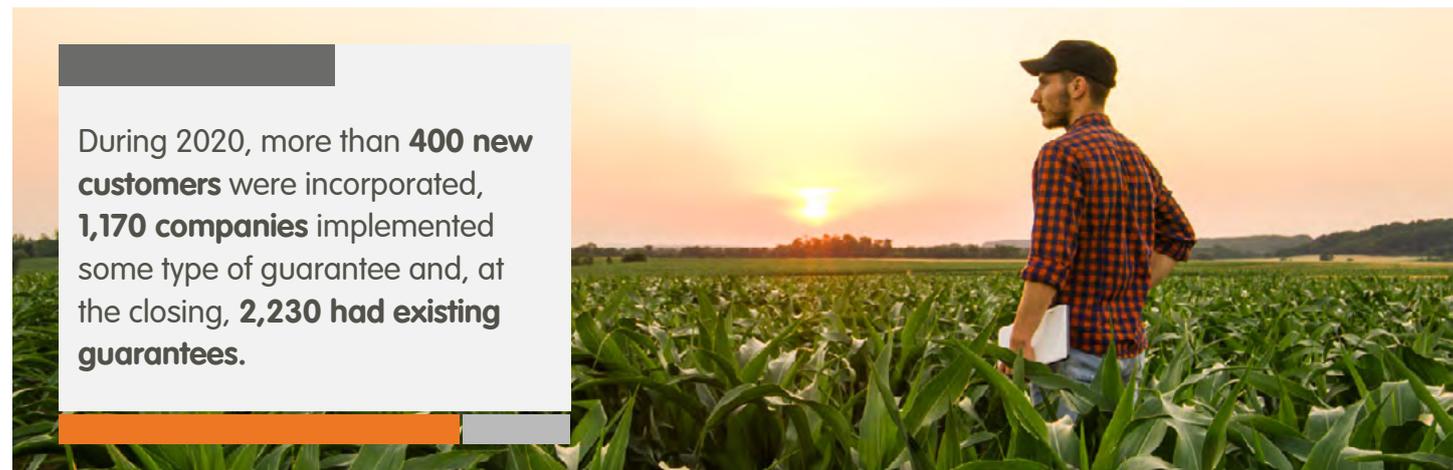
In 2020, we continued working to consolidate our vision of incorporating SMEs from different economic sectors, granting guarantees to companies linked to industry and construction, as well as commerce, services and agriculture; this has also allowed us to position ourselves in companies not related to the steel industry, but always focusing on the development of credit alternatives sources of credit for our value chain.

Several companies supplying ArcelorMittal Acindar were guaranteed by the RGC through the discount on deferred checks in the Capital Markets. In this way, and together with our RGC, we were able to facilitate working capital financing for our suppliers at rates significantly lower than the bank

average. Likewise, we assisted distribution companies of Red Acindar and their customers, exclusively, for the purchase of steel material and the early cancellation of commercial debts. Through this tool, they obtained significant discounts and extended deadlines, which allowed them to replicate them, in turn, to their customers. This represented an advantage over its main competitors.

We have developed financing proposals for more than 800 customers and 120 metal suppliers, for amounts in excess of \$ 5.2 billion. The benefits are multiple and greatly improve the current collection and payment system. It is a tool designed to contribute to the financing of the small and medium-sized business segment; a fundamental aspect to boost the economy and support the post-pandemic reactivation of the construction and industry sectors, seeking to generate a high impact on the chain of payments for distributors and customers.

We focus on improving our service in terms of response time and incorporating technological tools to simplify tasks and so that our customers can play a more active role in managing their lines



During 2020, more than **400 new customers** were incorporated, **1,170 companies** implemented some type of guarantee and, at the closing, **2,230 had existing guarantees**.

⁽⁷⁾ Currently, it has branches and correspondents in Buenos Aires, Rosario, Córdoba, Neuquén, Tucumán and Mendoza, to which a network of 28 independent producers throughout the national territory is added.

Acindar Pymes RGC closed 2020 with \$ 14,573 million of guarantees issued, which marked a growth of 21% compared to 2019. With these figures, it revalidated its title as the main RGC of the private sector in the country.

Pymes RGC

	2020	2019	2018
New SMEs	450	400	1.300
Active SMEs	2,230	2,190	2,500

Our commitment is focused on achieving greater penetration of the tool, supporting the growth of small and medium-sized companies in different regional economic sectors, key players that promote development and opportunities in the interior of the country.

Proof of this is the distribution of our portfolio of customers: only 28% of the issuance was concentrated in the Metropolitan Area of Buenos Aires, followed by the littoral region with (25%), center of the country (16%), Cuyo region (10%), Northwest and Patagonia (7%). Regarding the size of the companies assisted by the RGC, the guarantees benefited micro-companies (17%), small companies (40%) and the complement with medium-sized companies (43%).

Likewise, we continue to opt for digitization, which allows us to reach more SMEs across the country with a fast response time, hand in hand with a new digital decision engine, which facilitates an online credit rating for up to \$ 12 million.

The year 2020 closes with an Integrated Risk Fund of more than \$ 4,500 million (66% higher than at the end of the previous year). In 2021, it is planned to issue guarantees for a total of \$ 29,000 million, add 500 new beneficiaries and deepen the penetration in the value chain through joint work with the different areas of the Company, offering a comprehensive and differentiating proposal for the customer with respect to the competition.

In acindar pymes we work, day by day, to achieve the growth of SMEs, promoting financial inclusion and the development of our country.

Our 2020 actions

Acindar Pymes endorsed the first "Echeq":

In March, Acindar Pymes endorsed a deferred payment check issued digitally in the capital market. The beneficiary was an industrial company from Rosario. This operation allowed to start operating 100% digitally in the midst of the restriction on circulation.

Electronic signature:

Along with the implementation of the digital check, we added other services such as the "web registration" for new customers and the digital signature to reduce process times and shipping costs for the customer.

Acindar Pymes APP:

We developed an APP so that our customers and internal collaborators can access on-line information on their consolidated position, from the approved and available limits to the details of the securities and obligations in the portfolio.

Crowdfunding:

We always seek to be pioneers in new forms of financing. Thus, in October, we issued the first guarantee for a Mendoza winery, which guaranteed collective financing without intermediation from traditional entities, but directly between investors. Unlike crowdfunding, in this system the fate of the investor does not depend on the result of the project, but rather the repayment conditions are specified and without payment risk.

Protective Partners:

We developed new value chains and promoted commercial reciprocity with our main investors. Brokerage companies, banks and large companies contributed more than \$ 1,700 million, reaching 75 protective partners in the midst of a complex economic and financial situation. This endorsement evidenced confidence in professionalism and transparency in business leadership, investment management, and credit policies.

4. Our 2020 Performance

Acindar Pymes RGC Guarantees issued by economic sector (in millions of pesos)	2020	2019	2018
Agricultural	2,136	949	733
Customer	38	10	12
Supplier	4	1	0
Third party	2,094	938	721
Total	12%	8%	9%
Commercialization	6,169	3,611	2,777
Customer	825	580	481
Supplier	207	26	56
Third party	5,137	3,005	2,240
Total	35%	30%	33%
Construction	627	1,102	749
Customer	122	302	80
Supplier	88	6	10
Third party	417	794	659
Total	4%	9%	9%
Industry and Mining	6,784	5,171	3,078
Customer	2,721	1,359	709
Supplier	422	144	101
Third party	3,641	3,668	2,268
Total	38%	43%	36%
Services	1,933	1,195	1,151
Customer	15	27	39
Supplier	388	64	36
Third party	1,530	1,104	1,076
Total	11%	10%	14%
Total	17,649	12,028	8,488
Customer	3,721	2,278	1,321
Supplier	1,109	241	203
Third party	12,819	9,509	6,964

Acindar Pymes RGC Guarantees issued by stakeholder (in %)	2020	2019	2018
Customer	21%	19%	16%
Supplier	6%	2%	2%
Third party	73%	79%	82%
Total	100%	100%	100%

More information at:
<https://www.acindarpymes.com.ar/>

Social

How we create value

“It is very important for us to commit ourselves to working responsibly with our main stakeholders. The generation of employment and the value that we generate with our management allow us to contribute strategically to the development of our communities. Investing in them is investing in the future, it is laying the foundations for a more evolved society in the face of the challenges that the world in which we live puts us before us. We want to produce increasingly sustainable steel while being valued by our society”.



Andrea Dala
 Manager of Public Affairs and Fundación Acindar

Our challenge

In 2020, as a result of the pandemic and the consequences it brought to the world's economies and societies, the dependence on science, technology and engineering became clearer than before. Science had a quick response to deal with the problems of humanity, not only in terms of health, but also in creating and adapting techniques, processes and tools in general. For this reason, it is necessary to envision the future and create greater scientific and engineering vocations, both for the Company and for the development of society in general.

The expectations of our stakeholders

All individuals and institutions expect companies with the track record and recognition of ArcelorMittal Acindar to behave responsibly and contribute positively to social and economic development. For this reason, our stakeholders identify us as a fundamental actor in the development of communities. Not only the communities have expectations, but also the media, governments, NGOs and the general population. On the other hand, more and more governments and educational and social organizations emphasize the importance of promoting STEM. This requires investment and innovation, and that is why companies are expected to invest both for the future of their own economies and for the benefit of society. At the same time, our communities are also interested in us helping their local economies and, for this, we collaborate so that the population obtains new skills, which allows increasing their employment possibilities.

The results we want to achieve

We seek to build a healthy chain of well-trained and talented professionals in engineering, science and technology, both for our own future and for society as a whole. We aspire to be good neighbors, actively participating at the local level and making a positive contribution to a thriving and strong community, through our operations and well-focused investments.

Sustainable Development Goals: 4, 5, 7, 8, 9, 12, 13, 17.

Targets: 4.4, 4.7, 4.b, 5.1, 5.5, 5.c, 7.b, 8.3, 8.4, 8.6, 8.8, 9.5, 9.b, 9.c, 12.5, 12.6, 13.1, 17.7.

Material Topics: Local Communities, Empowerment of Women, Youth and Other Vulnerable Groups, Ethics and Transparency, Economic Performance of the Organization, Investments and Economic Development of Communities.

GRI Contents: 102-12, 102-13, 102-44, 102-45, 103-1, 103-2, 103-3, 201-1, 201-2, 201-3, 201-4, 203-1, 203-2, 413-1, 413-2.

Capitals: Financial Capital, Intellectual Capital, Industrial Capital, Human Capital, Social and Relationship Capital.

Global Compact Principles: 1, 2, 3, 4, 5, 6, 7, 8, 9 y 10.

Outcome 8

Active and welcomed member of the community



In each city where we are present, we assume a great commitment that goes beyond our role as employer.

We are part of these communities and, as such, we consider that our participation should be active in order to contribute to local development.

To do so, it is essential to understand the expectations of each community and make ours known to them, in an open and clear manner, promoting fluid communication, which allows establishing long-term relationships of trust.

We are involved in an open and transparent way, carrying out programmes that promote long-term social, environmental and economic growth.

We have the commitment of our employees, who collaborate through volunteer activities, and with Fundación Acindar, which works focusing on education as a pillar of social transformation.

Our main participation and relationship programmes with local communities are carried out in those areas where the Company has production plants, through specific initiatives in response to local expectations. In this very unusual year, we have been able to adapt our initiatives by promoting innovative adaptations, which expanded the territory of influence and improved the participation of young people and organizations in our proposals.

Community Commitment

We are committed to the sustainable development of our communities. We work to strengthen links with them and contribute to improving their living conditions through different initiatives.

For several years, we have met with the main leaders of our community, with whom, among other topics, we shared a summary of the results and activities developed by ArcelorMittal Acindar, and the perspectives on the local, national and international context. In the context of a pandemic, we were forced to adapt and change our way of relating and reaching out to our community. In this regard, we have carried out activities and virtual meetings always with the commitment to share results and the Company's situation.



Support classes for Mathematical Olympiad in Villa Constitución

Together with the Municipality of Villa Constitución, we offered open, virtual free mathematics support classes to students of primary and high schools in the city.

On-Line Chess Festival Arcelormittal Villa Constitución

The ArcelorMittal Villa Constitución International Chess Tournament was played. It was carried out under the virtual modality and 350 people from 14 provinces participated. A children's tournament was also held, in which 112 boys and girls participated (20 of them from Villa Constitución). In addition, people from countries such as Chile, Colombia, Ecuador, Spain and fourteen Argentine provinces competed.

"We are really very happy with the outcome of this festival. For several years, we have been supporting initiatives aimed at promoting chess, not only as a game, sport and entertainment, but also as an instrument for children from a very early age to learn, stimulate the mind and acquire tools for their studies and professions in the future".

Martín Lenzi
Community Relations Manager

Meeting with the Community Balance of the year with the community

The main references of the Community of Villa Constitución and the region participated in the virtual meeting at the end of the year, where a review of the main actions and activities carried out by ArcelorMittal Acindar during 2020 was performed. The meeting was attended by Everton Negresio, CEO of ArcelorMittal Acindar, Facundo Velasco, Manager of Communication, Public Affairs, Labour Relations and Fundación Acindar, Martín Lenzi, Community Relations Manager, government authorities of Villa Constitución and San Nicolás, officials of institutions and community leaders of the city.

"It was a very complex year for all of us. A situation that our generation had not experienced and that changed the way we live and work. We quickly adapted to the new context, implementing care protocols for work in our production facilities. With everyone's effort, we managed to sustain our commitments with national customers and customers from countries in the region. Our commitment as a company is to continue working to generate opportunities and development in the cities where the company is present".

Everton Negresio
ArcelorMittal Acindar CEO

Community visits to Villa Constitución Plant⁽¹⁾

We received the visit of the Minister of Labour of Santa Fe, Roberto Sukerman, together with the Secretary of Industry of the province, Claudio Mossuz, where the reality of the steel sector in general and ArcelorMittal Acindar in particular was addressed, in the face of the COVID-19 pandemic. Likewise, Senator Germán Giacomino, members of the internal commission and representatives of UOM and ASIMRA, as well as references from the Municipality of Villa Constitución, also participated.

(1) As a result of the pandemic, we have not been able to carry out visits from students, customers or suppliers. Only institutional visits were received (Customs, Provincial and Municipal Government).



La Cokera Ltda. Worker Cooperative

Together with the Municipality of Villa Constitución, which has helped to the establishment of a worker cooperative with city residents, we continue with our commitment and, during 2020, **385 tons of wood were donated.**

ArcelorMittal Acindar continued its commitment to recycling, donating wood pallets for the manufacture of furniture.

ArcelorMittal Acindar and Fundación Bisblick

Education and equal opportunities are part of our lines of action regarding the community. In this framework, since 2017 we have been working together with Fundación Bisblick, an NGO that grants scholarships to young people with high potential, to carry out their higher studies, also accompanying them with a tutor.

2 students with an outstanding academic profile from the city of Villa Constitución were selected as recipients of the scholarship.

ArcelorMittal Acindar and Habitat or Humanity Argentina

ArcelorMittal Acindar participates in the Habitat for Humanity Seed Houses (Casas Semilla) project, for families who cannot access a loan for a complete house or have houses that could be improved, or who currently live in very precarious housing conditions.

This opportunity allows them to build a suitable home through financially accessible phases and immediately improve their quality of life. In this way, the structure of the houses is created and then they have a potential for expansion.

During 2020, we continued to collaborate with the organization through donations of materials, particularly nails, for the work they undertook during this year concerning the repair of roofs in our community of La Matanza.

As is usual in the organization, these works are complemented with training and they are followed up until the work is finished.



Fundación Acindar

We have been promoting education as a basis for social change for 58 years, supporting professional training in the communities where we are present.

“Despite a year as complex as 2020, we have been able to maintain our programmes and initiatives by adapting to the context and with a great teamwork.

We appreciate the support of the community that allows us to continue promoting education as a basis for social transformation”.

Natalia Scarselletta
Project Management
in Fundación Acindar

Education is a fundamental pillar of social transformation. For this reason, from Fundación Acindar, we implement programmes that promote social inclusion, as well as the educational and labour development of young people in the communities where we operate.

Since 1962, we have contributed to the local development of the communities in which we are present, considering education as the basis for social inclusion and as the central axis of our actions. In 2020, even in an unexpected context that prevented us from meeting in person, we restructured our programmes and continued to strengthen and expand our lines of work, promoting actions in the communities where ArcelorMittal Acindar is present and also with its value chain.

	2020	2019	2018
Fundación Acindar* Investment	\$3,800,00	\$7,657,000	\$7,445,067
Fundación Acindar Programmes	21	27	79
Participants of Fundación Acindar programmes	9,233	16,824	49,680
Impacted Schools and Organizations	44	70	202

(* It does not include the “We engineer” (Ingeniamos) programme, which is part of the initiatives within the framework of Outcome 9.



We invite you to read the Fundación Acindar 2020 Activity Report at : <http://www.fundacionacindar.org.ar/que-hacemos/informe-de-actividades-2020>

“Building the Community” Programme

We accompany initiatives of social organizations and the promotion of educational issues significant for the community and the families of our employees.

Through this programme, social-educational projects presented by municipalities and social organizations of the ArcelorMittal Acindar communities are financed. The call was open to organizations from all locations where the Company has production plants, for educational and/or social inclusion projects. 14 projects were presented and 10 were approved.

Those that were approved estimate an impact that reaches 1,355 children, 55 young people, 646 adults and 17 institutions directly. 5 initiatives correspond to the city of Villa Constitución, 1 to Villa Mercedes, 2 to San Nicolás and 1 that –in an innovative way– reaches all locations by holding a virtual meeting with young people from different parts of the country (“Juventear” Project).

Social-educational Initiatives

	2020	2019	2018
Participants	2,056	3,041	14,880
Children	1,355	2,117	3,430
Young people	55	617	6,450
Adults	646	307	5,000

(*) It does not include the “We engineer” (Ingeniamos) programme, which is part of the initiatives within the framework of Outcome 9.

10
approved projects

1,355
children

55
young people

646
adults

17
institutions directly



Projects financed through the call

Digital literacy workshop

Municipality of Villa Constitución

Teach adults how to use technology for everyday use. Digital inclusion of older adults. Purchase of equipment and pilot experience to replicate in other neighborhoods of the city.

Digital Juventear: digital conversations of young people from 3 provinces

Siloé Civil Association, Villa Mercedes

Implement the first experience of "digital unconference": a space for the exchange of knowledge among young people on topics of global interest through a digital platform. Development of materials, teacher training, design and facilitation of talks between young people from 9 schools and centers educational institutions in the country. Conformation of a federal network based on the Juventear Digital experience.

Mobile Scientific and Cultural Center

UTN San Nicolás Cultural Center, San Nicolás

Bring cinema activities and games designed for the socialization of science and technology to the popular neighborhoods of San Nicolás.

Conversion of Library services and activities to virtual format

El Carmen Popular Library, San Nicolás

Digitize content, create the platform and new digital productions to reach Library users remotely. Development of networks to continue accompanying children in educational support.

Wind turbine installation at the San José del Morro parador with students from Villa Mercedes

Fundación 500RPM, Villa Mercedes

Provide electricity to the community of San José del Morro with the installation of a wind energy system. Involve students from 2 technical schools and the Faculty of Engineering of the National University of San Luis in the assembly.

Carpentry workshop equipment for unemployed young people

Weaving Networks (Tejiendo Redes), Villa Constitución

Make it possible to carry out carpentry workshops for unemployed young people, complementing the workshops financed by the Government of Santa Fe.

Cultural content production center for the cultural promotion of Villa Constitución

Municipality of Villa Constitución - Department of Culture

Create a recording studio, audiovisual creation workshops for young people, make a call for artists from the city to connect them and disseminate their work, develop virtual channels for live transmission of productions and make their own audiovisual material.

School Radio Station: Dreaming in words (Soñando en palabras)

Manuel Belgrano Popular Library, Villa Constitución

Consolidate the Radio project that the school and the "Manuel Belgrano" Library started in 2015 with the support of the Foundation. Set up their own radio station, to be able to broadcast not only within the school, but also to the city.

Educate in equality: gender violence prevention workshops

Villa Constitución Municipality - Department of Gender and Equality, Villa Constitución

Deepen prevention work with workshops in different neighborhoods and health centers. Prevention campaign in the media and events. Playroom with games to talk about gender issues and reinforcement of care, and advice to women who experience violence in the city.

More information at: <http://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/construir-comunidad>

Volunteer Spirit

ArcelorMittal Acindar employees voluntarily participated in virtual activities of the Foundation as follows:



Event	Task
Virtual talks on engineering	Volunteers graduated from Engineering careers; conference on the different orientations of engineering and professional experience.
ArcelorMittal Acindar 2020 Hackaton	Ideas Jury of the ArcelorMittal Acindar Hackathon.
Bisblick Scholarships	Interviews with young candidates for Bisblick scholarships. Advice on projects for young people.

RedAmigos Call

This programme is coordinated with the companies of the Red Acindar distribution chain. It is the only programme through which educational initiatives of civil society are financed in localities of the country where we do not have our own programmes. Support was promoted for initiatives aimed at social inclusion, improving the educational conditions of the community or strengthening the response of social organizations to the crisis generated by COVID-19. The result of the first call of the convocation was the following:

7
participating RedAcindar companies

646
adults

4,500
children benefited

9
projects in the provinces of Santa Fe, Chaco, Entre Ríos, Mendoza and Buenos Aires

\$1,240,000
invested in total



Reading Is Magic (Leer Es Mágico) Library

The Reading is Magic Library lends books to ArcelorMittal Acindar employees and their families. In 2020, despite the context that prevented the presence and regular sending of books, 172 loans were generated to 79 readers, of which 45 were employees that used the Library. In addition, we added 57 books, mostly published in recent years and by female authors. As an innovation, during the winter holidays we generated two virtual storytelling meetings, offered by experts from the communities of San Nicolás and Villa Constitución. There were two meetings in which more than 50 people participated (between Company employees and their families).

50
participants in 2 days of storytelling

79
readers of all ages

172
loans

Outcome 9

Pipeline of talented scientists and engineers for the future



We foster engineering and scientific vocations, with an eye on the future of industry and society in general.

Currently, at a global level, there is consensus that there needs to be more women and men with STEM⁽²⁾ vocations, and that this can be encouraged by generating interest in these areas from childhood. According to the Federal Council of Engineering Deans (CONFEDI), in Argentina there is approximately one engineering professional for every 6,600 inhabitants, while in other countries (such as China) there is one every 2,000. In part, this situation is due to the lack of motivations and references for these careers, which make them be perceived as difficult, inaccessible and intended for a few people.

This is most notable in the case of women and other gender identities, who “represent less than 30% of the world’s researchers. In Europe, only 7% of 15-year-olds say they want to dedicate themselves to technical professions in the future, a percentage that triples in the case of men⁽³⁾”.

Likewise, the steel industry, in particular, requires several professionals, especially scientists and engineers, with talent and capacity for innovation. However, contrary to this, the actual supply of the labour market does not correspond to the demand, being well below it. In view of this situation, we must generate clear and attractive value propositions for people with STEM skills. We need to interest and train new professionals and be attractive to those who are working in our Company, as well as inspire new generations.

Given our size, our geographic distribution, and the variety of functions, we have much to offer to those who want to develop skills in science and technology. For this reason, a large part of our efforts are aimed at the technical training of young university students, being especially close the relationship with the universities of the different regions where we have production plants.

2020 was a special year for the entire planet, and tested global resilience and the ability to adapt to change. From Fundación Acindar, the planning was reviewed and adaptations were made to what was initially proposed. When taking stock of the year, expectations exceeded what was believed possible. The coordination with other areas was achieved to carry out activities such as the Hackathon, which, by being virtual, allowed the participation of more than 300 young people from all over the country. Furthermore, Company and external employees voluntarily got involved to motivate the study of engineering careers; school projects were financed, which made it possible to improve proximity to the student body and equipment was donated to public management schools, to improve connectivity and access to educational resources.

Finally, in line with the proposals of previous years, teacher trainings were carried out to improve skills and knowledge in STEM transmission. In the same way as the Hackathon, since it was held virtually, teachers from all over the country joined, widely exceeding the initial planned call.



(2) For its acronym in English: science, technology, engineering and mathematics.
 (3) <https://confedi.org.ar/download/matilda2.pdf>

“We Engineer” Programme

Activities for the promotion of science, technology, engineering and mathematics.



Enfocados en el desafío de ser una fuente de profesionales de la ciencia e ingeniería para el futuro, hemos Focused on the challenge of being a pipeline of talented science and engineering professionals for the future, we have created the “We engineer” programme, whose general objective is to support the development of the communities where we are present, through the promotion of the STEM disciplines, encouraging and increasing the training of qualified engineers.

Since the beginning of the programme, in 2016, we have supported national universities and organizations dedicated to promoting science and engineering in the cities where we operate. We carry out projects to encourage children, from an early age, to feel motivated by discovery, science and technology. Likewise, we help students to choose STEM careers, spread the engineering profession and collaborate for an enhanced curriculum articulation between universities and high schools, which allows greater possibilities of entry and permanence of students in the first years of their university studies

During 2020, both from ArcelorMittal Acindar and from Fundación Acindar, we renewed and expanded alliances with educational institutions at different levels and with organizations in the sector, accompanying and carrying out 22 projects, which involved more than 3,600 people (1,500 children, almost 2,000 young people and around 300 teachers) and 20 schools.

Within the framework of this programme, we carried out actions from different areas of the Company and through Fundación Acindar.

22
projects

3.600
people

20
schools

“We engineer” Programme		2020	2019	2018
Total Investment*		\$35,920,283	\$32,154,125	\$18,292,610
Participants	Children	1,460	2,276	760
	Young people	1,925	4,005	1,370
	Teachers	290	396	45
	Engineering students	-	1,567	34
	Schools	20	103	54
	Civil Associations	-	2	2
	National Universities	-	4	3

(*). Includes Tax Credit.

With the “We Engineer” Programme we intend to contribute to generate professionals in the disciplines of engineering, science and technology, with the abilities required both for our own future and for the society as a whole.

More information at:

<http://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/ingeniamos>

STEM Initiatives

Workshops and activities related to the promotion of science and technology.

215

Participating children and young people

Through these initiatives, at ArcelorMittal Acindar and Fundación Acindar we work together with the community so that, based on innovation, improvements in Sustainable Development can be generated, both for our Company and for the local population as a whole.

STEM Initiatives

55

children participated in the science and technology workshops

Science and Technology Workshops for ArcelorMittal Acindar families

Together with Red CITECO, in August we organized two fun workshops and invited the sons and daughters of our employees to participate:

- “Make a movie”: a Stop-Motion short films workshop, in which more than 20 children aged 8 and over participated.
- “Science at home”: with elements of daily use, mixtures were assembled and classified using scientific thinking in the same way as researchers. More than 15 children and teachers participated in the experience.

160

Young people attended engineering talks

Promotion of engineering

We organized a virtual talk with engineers of different specialties in order to share experiences, learn more about the career, professional profiles and job opportunities. 118 young people from different parts of the country with an interest in studying Engineering enrolled. Based on the success of this activity, we have held a second meeting, called “What if I study Systems? Experiences in Computer Science and Electronics”, in which 42 young people from different parts of the country participated.

344

Students and Teachers

“We Engineer” Week | 3Rd Edition Hackaton

From Fundación Acindar, ArcelorMittal Acindar and Socialab, we carry out this proposal for students and teachers of secondary schools throughout the country. It is an online event, where high school students from across the country came together digitally to create solutions in a limited period of time. Between November 17 and 20, activities conducted to devise, develop, prototype, and iterate solutions. More than 300 students and teachers connected from all over the country and from Uruguay, which is reflected in the 67 projects uploaded to the platform, which were assessed by a specialized jury.

4

Days of Work

67

Projects Presented

“I am very happy and wanted to thank all the people who participated. With the level of involvement that I saw, this hackathon has already fulfilled its main task, which is to encourage the use of technology to solve problems in the community, the country, the world. All the people who participated have already won”.

Víctor Duarte,
Director of Engineering and Technology at ArcelorMittal Acindar

To know the winning projects, visit:
www.hackatonacindar.com

13

escuelas patrocinadas

5

provincias argentinas

15

años del programa

Financing of Technical-Professional Education through Tax Credit

Every year, our Company sponsors educational establishments in different provinces of the country, whose educational projects are selected by the National Institute of Technical Education (INET) through the Tax Credit Scheme.

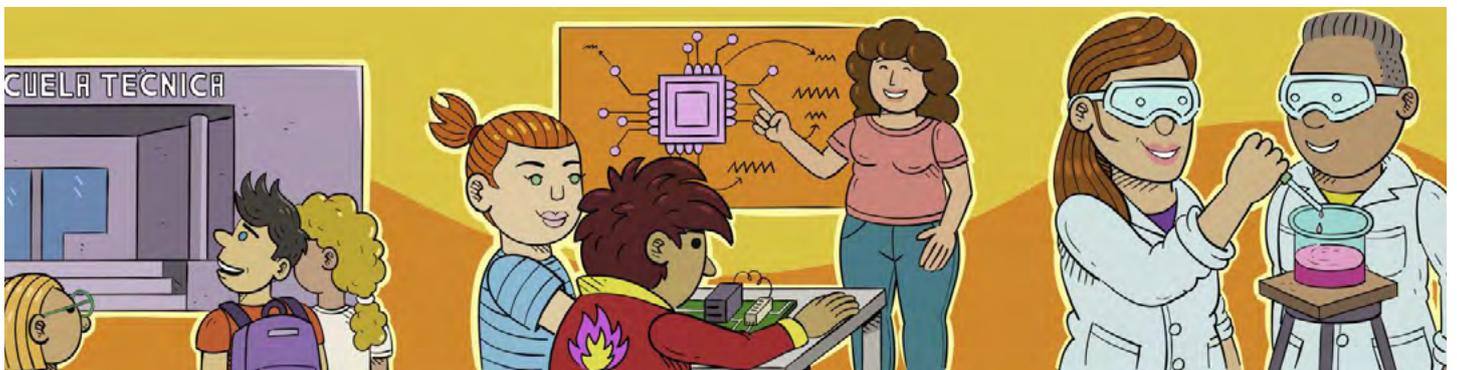
Through this sponsorship, we support projects to provide equipment and training activities that link education with the world of work. Thus, technical schools and some vocational training centers manage to carry out projects designed to improve the educational quality.

Tax Credit Programme	2020	2019	2018
Total investment	\$26,820,283	\$21,904,830	\$16,496,135
Beneficiary institutions	13	17	18
Vocational training centers	-	1	2
Technical schools and tertiary institutes	13	16	16

Every year, we support schools interested in applying to the annual call for the presentation of projects before inet and, since 2020, the support of the programme is in charge of Fundación Acindar.

Uses

- Education and work projects
- Technological innovation projects
- Equipment for educational establishments and Vocational Training Centers
- Training in technical and labour skills for unemployed people in the communities of the sponsored projects



+1.500

children and young people reached

50

notebook computers and 5 printers donated to 5 public schools in Villa Constitución

1

Virtual science teaching course for 83 teachers from all over the country

Supporting Schools

Covid-19 Response| Villa Constitución

Kindergarten projects

In addition to the call in which all institutions could present projects, within the framework of the responses to the crisis generated by COVID-19, a specific one was opened for public kindergartens of Villa Constitución, exclusively for the purchase of library material that could reach families.

Donation of equipment to schools

We proposed to support the city's educational system with initiatives that would improve the connectivity of students and teachers and enhance the quality of educational proposals. For that purpose, 10 notebook computers and 1 printer were donated to the 5 public institutions that had submitted projects through the PIE call, so that teachers have better access to resources and the institution can print materials in cases where students do not have access to technology at home.

Teacher training

Through an agreement with Science Expedition (Expedición Ciencia), a virtual teacher training was carried out under the name "Science as simple as possible". This modality allowed the incorporation of teachers from all over the country who might be interested. There were 4 meetings, in which the teachers were asked to stand on the feet of a researcher for a few days and carry out a simple investigation with everyday materials. In this version, the teachers carried out their experiments, plotted their results, were able to draw valuable conclusions, and also discussed the implementation of this programme in the classroom.

11

Projects approved

1.370

Children and young people benefited

70

Teachers reached

Educational Innovation Projects

In 2020, we resumed the proposal to make calls for the presentation of projects to educational institutions of Villa Constitución.

On this occasion, we decided that the axis would be technology and education projects, which would cross both worlds in the way that the institutions projected. 11 projects were approved, which sought to reach more than 1,300 children and young people, and 70 teachers.

In addition, reinforcing the need to communicate with the institutions and to continue improving the quality of the projects presented, a project preparation workshop was previously held, in which 30 people participated.

The projects presented and approved are listed below, in order of merit in their selection:

The application of innovative technologies in times of pandemic

EET 669

The public technical school project proposes that 6th year students design automatic dispensers of sanitizing alcohol for the return to school in the context of a pandemic

Astronomy at school

EP 1217 Combate de San Lorenzo

It is proposed to expand the laboratory equipment with material for astronomical observation, a subject that has a lot of appeal among students and that brings them closer to science.

Digital content for children

EP 1224 Brigadier Gral. Estanislao López

In the context of the pandemic, activities are being carried out through social networks and it is considered that this format can be improved and even replicated after classes begin. It is proposed to work on ephemeris, historical events and relevant current events in production workshops and the creation of audiovisual digital content.

Business Excel

EESO 3080 Dante Alighieri

It is proposed to carry out Excel workshops for students and for the community in general, with a job orientation.

Robotics as a pedagogical resource for teaching in the field of technology

EETPI 2073 San Pablo

It proposes incorporating the teaching of robotics in the 2nd year, which is a cycle common to all orientations. It is considered that robotics allows us to observe and understand how the different fields of study intertwine. Practice, with a device such as a didactic robotic arm, will be vital to promote this pedagogical project in a transversal way.

Little scientists in the kindergarten classroom

Sala Inicial 500 Sarmiento

The proposal is to obtain a mobile laboratory for the classrooms, to put into practice the scientific method, accessing new knowledge in a fun and entertaining way, which allows them to function in an increasingly autonomous way.

We communicate with the weather

EESO 381 María F. de Carbonell

The 381 high school project articulates two elements that already exist in the school: the radio and the meteorological station. The station was donated during 2019, but it was not installed and requires a few more items. For this reason, this proposal has its hard science aspect, which is the installation of the station and the reading of the climatic measurements; but, in addition, it has a soft aspect, which is the communication of these measurements through the school radio.

Growing up with healthy habits, a right of every boy and girl

EP 1158 Club de Leones

It is proposed to work on the rights of children and adolescents at the institutional level with the use of ICT, promoting the incorporation of technologies in an integrated way in education. The project works on rights and technology, including workshops on the responsible use of screens and other elements that are essential to work with children in this context and towards the future.

Do, play, discover in the world of children

Jardín 49 Los Gurises

The project is designed to address issues in a comprehensive way using ICT, not only as a research or knowledge resource, but also in the production of multiple formats, such as filming, taking photos, recording sounds.

Dayra Classroom

EESO 3054 Mater Dei

This comprehensive project of Mater Dei Secondary School, proposes equipping a multipurpose room with audiovisual technology, open for activities of the school, but also of the community. It is an institutional, interdisciplinary project that allows multiple activities to be carried out.

Pawns on the attack

EP 1122 Hijas de Cristo Rey

This chess project is part of a proposal to link this discipline with mathematics. It has already been underway for a few years and delivers very good results in primary school boys and girls. On this occasion, it is proposed to incorporate a digital board that improves the teaching of chess and mathematics, but it can also be used for other disciplines.

More information at: <http://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/ingeniamos#pie>

Outcome 10

Our contribution to society measured, shared and valued



We understand our Company as a social, economic and environmental actor, and we cannot ignore the fact that decision-making and the implementation of initiatives imply an impact that must be accurately quantified to determine its value. Showing our contribution helps to build bonds of trust, both in our communities and with the stakeholders with which we interact, fosters the sense of belonging of our employees and serves as an incentive or example for other companies to be encouraged to follow the same path towards sustainability.

Participation in Chambers, Associations and Forums

We have a clear and strong commitment to the development of dialogue spaces for the debate of different topics and challenges in the sector, which are of common importance for learning and developing strategies, and which disseminate, train and promote the responsible management of business. In this sense, we actively participate in different associations and chambers of the business field, both through their committees and their governing bodies. The pandemic led us to rethink our way of relating and to think about clear objectives that allow us to continue with our contribution to the community. Our participation during this year, especially in relation to our business model, was aimed at solving issues and conflicts related to COVID-19.

	Member/Partner	Governing body position	Participation in work commissions
National Chambers and Associations			
Argentine Steel Chamber (Cámara Argentina del Acero)	○	○	○
Chamber of Manufacturers of Wire and related products (Cámara de Elaboradores de Alambres y sus Derivados)	○		○
Argentine Industrial Union (Unión Industrial Argentina – UIA Joven)	○		○
Buenos Aires Industrial Union (Unión Industrial de la Provincia de Buenos Aires)	○	○	○
Argentine Institute of Standardization and Certification (Instituto Argentino de Normalización y Certificación IRAM)	○	○	○
Argentine Institute of Steel (Instituto Argentino de Siderurgia)	○	○	○
Argentine Chamber of Construction (Cámara Argentina de la Construcción)	○	○	○
Chamber of Exporters of the Argentine Republic (Cámara de Exportadores de la República Argentina)	○	○	○
Argentine Chamber of Mining Companies (Cámara Argentina de Empresarios Mineros)	○		○
Chamber of Importers of the Argentine Republic (Cámara de Importadores de la República Argentina)	○	○	○
Argentine-Brazilian Chamber of Commerce (Cámara de Comercio Argentino Brasileña – CAMBRAS Joven)	○	○	○
American Chamber of Commerce in Argentina (Cámara de Comercio de los Estados Unidos en la Rep. Argentina)	○		○
Association of Argentine Auto Parts Manufacturers (Asociación de Fábricas Argentinas de Componentes AFAC Joven)	○		○
Industrial Federation of Santa Fe (Federación Industrial de Santa Fe – FISFE Joven)	○	○	
Institute for Business Development in Argentina (Instituto para el Desarrollo Empresarial de la Argentina – IDEA Joven)	○		○
Chamber of Industry and Commerce of La Matanza (Cámara de Industria y Comercio de La Matanza)	○		○
Association of Structural Engineers (Asociación de Ingenieros Estructurales (AIE))	○		
National Industrial Technology Industry (INTI)	○		
Professional Association of Civil Engineers (Colegio de Profesionales de Ingeniería Civil (CPIC))	○		
International Chambers and Associations			
Latin American Steel Association (Asociación Latinoamericana del Acero (ALACERO))	○	○	○
Mercosur Steel Council (Consejo Siderúrgico del Mercosur (MERCOFER))	○	○	
Initiatives, Chambers and Associations regarding Sustainable Development			
United Nations Global Compact – Network Argentina (Red Argentina del Pacto Global de Naciones Unidas)	○		○
Argentine Business Council for Sustainable Development (Consejo Empresario Argentino para el Desarrollo Sustentable (CEADS))	○	○	○
Argentine Institute of Corporate Social Responsibility (Instituto Argentino de Responsabilidad Social (IARSE))	○		○

Participation in Webinars and Events

Through the Argentine Steel Chamber, and on behalf of it, we have participated in the first gender and diversity committee of the Argentine Industrial Union, focusing on the role of business representation organizations in the inclusion of the gender perspective.



Webinar

“Shared Value Initiatives”

The meeting was organized by the Argentine-British Chamber of Commerce, where we spoke about our DNA House initiative, a project that last year was awarded in the INNOVATIVE IDEA category of the Sustainability Leadership Award given by said Chamber. Our project continues to advance in disseminating and promoting sustainable concrete construction solutions, which allows us to add an alternative to the construction of family homes.



IARSE Virtual Meeting

“How do doers do? Sustainable Management in the face of the challenges of the new context”

The event was organized by the Argentine Institute of Corporate Social Responsibility (IARSE), under the slogan of “How do doers do?”. There, we described how we work from our sustainable management in this context of a pandemic, regarding our role in the face of the new challenges that arise in relation to new material issues that are beginning to be seen in this context.



Meeting San Nicolás Undertakes

We were present at the virtual opening panel of the 2020 edition of San Nicolás Undertakes, organized by the San Nicolás Development Agency. In this space for debate, we talked about the transformation of our Company, which allowed us to face in a better way the current crisis due to COVID-19. Some examples of the programmes we share are: support for SMEs through our RGC (Reciprocal Guarantee Company), as a tool for financing small and medium-sized companies and the Hackathon in Villa Constitución, to promote creativity.

4. Our 2020 Performance

Second Congress of Women Leaders

We participated in the Second Congress of Women Leaders, where we had the opportunity to reflect on their role in the industry and, also, present the transformation that we have been generating at ArcelorMittal Acindar regarding diversity and gender. The conference was delivered by Silvina Saavedra, Director of Human Resources, Strategy and Transformation, who carried out an analysis of the challenges that must be faced in the industrial sector in order to reduce the gender gap. Likewise, she described the work that our Company is carrying out in this regard. She outlined the commitment of management as a key factor, the creation of a committee aimed at putting the issue on the corporate agenda, the review of all internal processes, awareness-raising actions and, essentially, the incorporation of more women as employees in the industrial sectors.



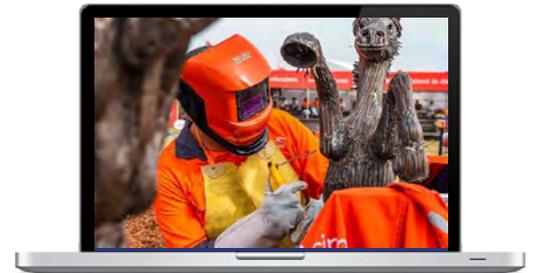
61st ALACERO Congress

The Alacero 2020 Virtual Congress, "The reindustrialization of Latin America" was held and ArcelorMittal was one of the sponsors of the event, along with other renowned companies in the region. The event was developed in a 100% online format and its objective was to understand the present, the future and the opportunities that the Latin American post-pandemic steel industry has, through the vision of renowned and influential speakers. Jefferson De Paula, Latam CEO of ArcelorMittal, participated in the CEO Panel, in which the leaders of the largest steel companies shared their perspectives on Latin America and the challenges ahead.



International Meeting of Blacksmiths 2020

We were present at the 2020 International Meeting of Blacksmiths, in which teachers from different parts of the world met, for the third time, in Buenos Aires. It is a global project, which aims to revive traditional crafts and transmit them to young people.



ArcelorMittal Acindar present at Expoagro 2020

We participated in Expoagro 2020, an event in which we developed part of the national championship of wire fences installers -which was incomplete due to the suspension of the fair- and, in addition, there are 2 pieces of news: a welding space to show the welding options with machines and electrodes by Acindar, in which works by the artist and ArcelorMittal Acindar operator Fabián Villani were exhibited; and a commercial promotion, whereby customers were given a coupon to obtain benefits in steel wire accessories with the purchase of rolls of traditional wire.



Awards and Recognitions

Argentine-British Chamber of Commerce (CCAB)

The Argentine-British Chamber of Commerce organized the 2020 Sustainability Leadership Awards and, within that framework, distinguished us with the BYMA Award for the Integrated Report 2019. In this category, we ranked first and were accompanied in the shortlist of three candidates by Banco Patagonia and Grupo Financiero Galicia.



“In a long history reporting our management on corporate responsibility, we are always proud to be recognized and this challenges us to continue working on our role as a social, environmental and economic actor”.

Valeria Tamburo
Public Affairs at ArcelorMittal Acindar

CEADS Recognition

CEADS recognizes the contribution of the business sector in the 2030 Agenda, through the Connecting Companies Programme with SDG. On this occasion, we were recognized for our new initiatives for SDG 4, Quality Education, and for SDG 9, Industry, Innovation and Infrastructure.

SDG #4 - Education:

- We Engineer Programme: training talented engineers and scientists for our future and for society as a whole.
- Trainees Programme: training for young professionals, to develop their talent within the Company.

SDG #9 - Industry, Innovation and Infrastructure:

- Sustainable Modality Programme: adoption of double road trains in the logistics model, reducing transportation costs, fuel consumption, atmospheric emissions and the impact on road infrastructure.



ArcelorMittal Acindar Activity

Global Scenario

The COVID-19 pandemic, which took the world by surprise in early 2020, altered and introduced significant changes in the economic and social spheres. The national government adopted as the main measure the Preventive and Mandatory Social Isolation effective as of March 20, 2020, along with several economic measures to mitigate the effects of the pandemic. This extraordinary situation forced the Government to issue money as the main source of financing and triggered welfare spending by 3% of GDP, incorporating: state coverage of the payroll of the affected companies, social assistance to workers, retirees and beneficiaries of social plans, zero rate credits for independent workers, aid to the provinces, etc.

In the context of the debt, an exchange was achieved with private creditors with favorable conditions. This did not entail an improvement in the risk indicators, continuing the instability of the exchange market, together with the deepening of the exchange gap and loss of foreign exchange.

In the last months of 2020, macroeconomic imbalances moderated. On the one hand, income was favored by the rebound in economic activity, and the extraordinary contribution of some taxes, while expenses were moderated by the elimination of most of the programmes that emerged in response to the pandemic and the failure to update certain items of current expenditure.

Since the economic activity suffered one of the largest falls during the first semester due to the impact of isolation as a preventive measure against the pandemic, 2020 left a GDP drop of about 11% with an inflation level of 36% reflecting a slowdown of 18 points against December 2019, due to the collapse in the activity and the freezing of regulated rates, goods and services.

2021 Prospects

For 2021, the projections are subject to uncertainty, expecting a significant recovery driven mainly by low comparison bases and to a lesser extent by slight improvements that were observed at the end of 2020 in some sectors such as Industry and Construction. Consequently, a 7% rise in GDP is estimated for this year.

Regarding inflation, an inflationary acceleration is expected, due to the updates in rates, fuels, services, among others, which were delayed in 2020 and could lead to higher inflation, reaching an annual rate of 52%.

On the financial front, after having achieved a debt swap with private creditors with favorable conditions in 2020, the Government is negotiating the debt with the International Monetary Fund for 44 billion dollars, which represents one of the main challenges for the stabilization and recovery of the economy in 2021.

2020 Investments

During this fiscal year, investments in fixed assets were recorded for 784 million pesos. Investments were concentrated in the Villa Constitución plant where the primary processes for the manufacture of our products take place. As a result of the pandemic, planned investments were reduced by 60%, leaving purchases that were already launched.

Our main works:

Direct reduction

- Spare parts purchases were made for the future annual repair in 2021 (tubes for the reformer furnace, motors for process compressors and heat exchangers (shock bundles)).

Steelworks

- Incorporation of scrap metal processing equipment.
- Acquisition of spare parts for continuous casting (oscillators)

Lamination

- Acquisition of cylinders for all rolling mills (336.5 million pesos)
- Modification of the TL1 bus terminator incorporating two additional passes.
- Replacement of control system (T400) for TL3 cold cut shear.

Logistics

- The assembly of the new overhead crane was completed in warehouse F for direct dispatch on rolling train 1, Villa Constitución

Infrastructure in Villa Constitución

- Acquisition of spare parts reactor and capacitor banks for the reactive energy compensation system (SVC 250MVAR) in the main 220kV substation.
- Replacement of 6.9kV cells in the intermediate substation.
- Purchase of a new lathe for the central workshop
- Acquisition of a new fire truck

Generales

- Replacement of servers at the Bonelli San Nicolás plant.

Statement of Financial Position

Total sales reached a total of 839,351 tonnes. 85% of the total sales volume was destined for the domestic market; while the remaining 15% were sales to foreign customers for a total of 124,887 tonnes.

In this section, the analysis of the individual results for the twelve months of 2020 is carried out. The Company's net sales of taxes reached \$ 57,956 million for the fiscal year ended December 31, 2020.

The Company's average sales costs were 14% higher than in 2019. This occurred due to the increase in the price of the main raw materials such as Iron ore Pellets + 50%, Scrap + 50%, Ferroalloys + 24% and in inputs such as electricity + 26% and natural gas + 9%. In this area, the impact of the devaluation of the peso against the dollar stands out, increasing the prices of imported raw materials and inputs and dollarized rates.

There were also salary and service cost increases that were in line with the inflationary context of the year. Lower increase than expected due to the lower volume of activity given by the global pandemic scenario that affected the consumption of steel.

	2020	2019
Assets	53,011	50,123
Net sales	57,961	69,973
Net worth	26,694	22,620
EBITDA	8,493	3,491

In millions of \$

Individual Financial Statements⁽¹⁾

Equity statement	2020	2019
Current assets	30,014	\$32,154,125
Noncurrent assets	22,996	2,276
Total	53,010	4,005
Current liabilities	19,662	396
Noncurrent liabilities	6,654	1,567
Subtotal	26,316	103
Net worth	26,694	2
Total of liabilities plus net worth	53,010	4

Income statement	2020	2019
Ordinary operating income	7,142	2,062
Financial and holding results	-778	-695
Other income and expenses	60	-15
Ordinary net income	6,424	1,353
Income tax	-2,349	-1,097
Profit net income	4,075	256

Production Index of the last ten years (2011=100)



(1) Figures expressed in millions of pesos, individual Financial Statements, for the year ended December 31, 2020 and 2019. For comparative purposes, the equity figures as of December 31, 2019 have been restated in the end-of-period currency of this year, in order to allow comparability and without such restatement modifying the decisions made based on the accounting information corresponding to the previous year.

4. Our 2020 Performance

Direct Economic Value Generated and Distributed

The following table of “Direct Economic Value Generated and Distributed”, proposed by the Global Reporting Initiative standard, shows the flow of capital between the different stakeholders. The figures are presented in Argentine pesos and arise from the individual Financial Statements⁽²⁾, audited by Deloitte, for the year ended December 31, 2020.

Concept	Stakeholder	2020	2019
Direct Economic Value Generated			
Income – Net sales	Customers	57,961,039,391	69,973,099,876
Total, Direct Economic Value Generated		57,961,039,391	69,973,099,876
Economic Value Distributed			
Operating costs	Suppliers	43,463,076,539	60,220,586,272
Salaries and Employees Benefits	Employees	6,705,447,967	7,017,204,638
Financing expenses	Credit providers	785,750,903	662,435,915
Taxes	Government	2,893,584,076	1,801,336,416
Investments in Communities	Community ⁽³⁾	38,242,754	15,980,352
Total, Economic Value Distributed		53,886,102,239	69,717,543,593
Economic Value Retained		4,074,937,152	255,556,284

Fundación Acindar Investments in Communities

From Fundación Acindar we support initiatives of social organizations and the promotion of educational and social inclusion issues significant for the community and for the families of our employees. In 2020 we made an investment of \$ 12,900,000, encouraging actions aimed at educational programmes, social inclusion and promotion of science and engineering in the communities where we have production plants, mainly in Villa Constitución, but also in other locations.

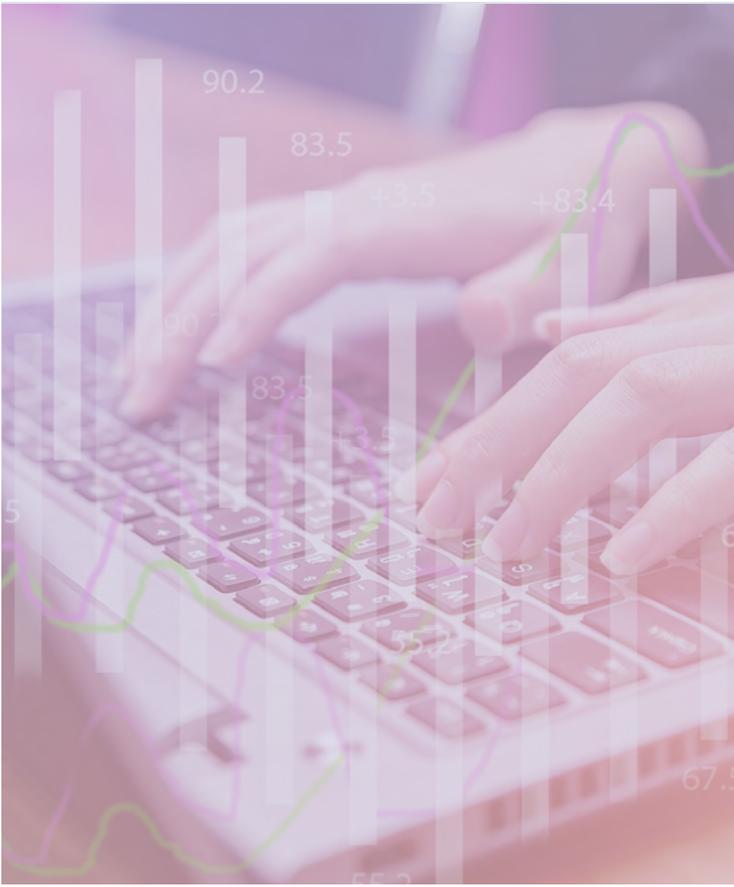
Financial Indicators

A number of economic indicators of the individual information of the financial statements as of December 31, 2020 compared to the previous year are described below.

Individual Financial Statements	2020	2019
Solvency (Net worth/Liabilities)	1.014	0.822
Indebtedness (Total liabilities/Net worth)	0.986	1.216
Current ratio (Current assets/Current liabilities)	1.526	1.285
Cash ratio (Cash and cash equivalent + Short-term investments + Receivables/ Current liabilities)	0.738	0.379
Equity-To-Asset Ratio (Net worth/Total assets)	0.504	0.451
Asset or Capital Immobilization Ratio (Noncurrent assets/Total assets)	0.434	0.473
Total and ordinary return on shareholders' investment (Total profit/Net worth excluding the financial year profits)	0.180	0.011

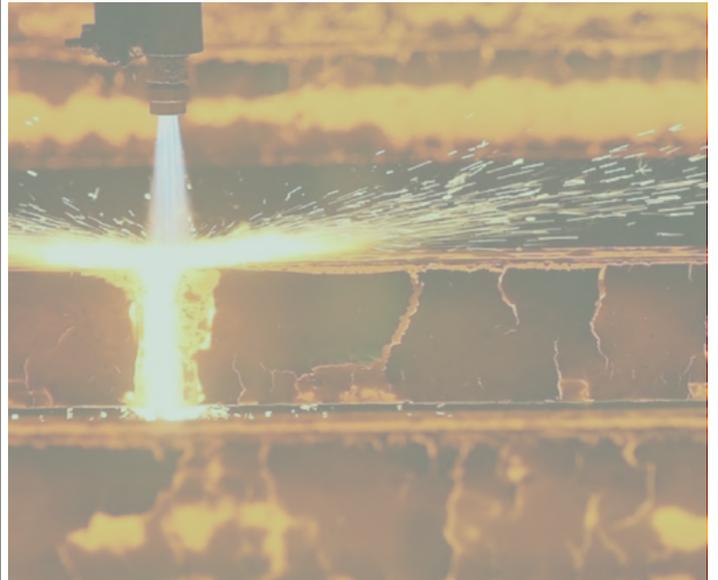
(2) Includes \$26,820,283 financing through the Tax Credit for training projects that link education with the world of work. ArcelorMittal Group Acindar does not have an independent retirement system. In accordance with the provisions of the Supervisory Board of Companies (IGJ), the financial statements have been prepared in the uniform currency of December 2020.

(3) Includes a donation from ArcelorMittal Acindar to Fundación Acindar for general and specific purposes.



Chapter 5 Achievement of Goals and Future Challenges

GRI Contents:
102-15



2020 Challenges

Safety | Challenges

Reduction of total events, of adapted work positions and with sick leave in safety. Continue to attend to high potential incidents and increase the annual detection goal.

Improve the safety culture, both for operational levels and for leadership positions, through the continuation of the "Stay Safe" and "Safety Leadership" programmes.

Consolidate level 3 of the Fatality Prevention Standards.

Obtain ISO 45001 Certification.

Product Innovation | Challenges

DNA House: Disseminate and use the system promoting it to work together in the construction of social housing, both at a public and private level.

Steligenca® development in Argentina: Through this project, we seek to provide a solution that allows those who develop it to make the best decisions about the construction systems to be used, based on information that is verifiable, scientifically rigorous and applicable to everyday constructions. Through different measurement tools, the best possible constructive alternatives for a specific need will be offered and shown, seeking the best performance in relation to environmental, economic and social impacts.

Environment | Challenges

Recovery of lamella at La Tablada Plant and Rosario Conditioning Plant. Send lamella from the Rosario Conditioning Plant to the Drying Zone in Villa Constitución for its subsequent sale and reduce the volume of lamella sent for its final disposal at La Tablada Plant.

Develop a circuit for recyclable materials in La Tablada and San Nicolás. Find alternatives for the recovery of waste that currently goes to the final disposal site.

Improvements in the Rolling Mill Water Recirculation Plant. Addition of new equipment to facilitate the extraction of mud from the decanters.

Automation of rolling mill effluent treatment. Automation of chemical dosing regarding the process variables.

Fulfillment/Progress

The number of total accidents of the Company was reduced, although not at the rate of previous years. Also, accidents with sick leave were reduced. The adapted workplace events did not improve during the year.

Progress was made at the beginning of the year, until activities had to stop due to the pandemic. Continuation is expected in 2021.

During the year, progress was made in the necessary adjustments to implement the standards. Video material was generated for employees retraining. Audit will be conducted in January 2021.

Progress was made with the recertification audit process. There was a diagnostic audit, a remote audit of the management systems and, then, in November, a face-to-face audit at the plant.

Fulfillment/Progress

The DNA House project was transformed and redesigned as Acindar House project, with a new approach and a different scope. During 2020, we have advanced in the comprehensive business plan, the association with the key actors for the development and the beginning of the housing production.

This project has had a slow start in the country; the issue of the 2020 pandemic and the prolonged quarantine, adding the suspension of private construction, were the causes of the eventful start of the initiative. However, we were able to take the first steps, we did a series of Focus Group with construction companies, engineers and architects to evaluate the acceptance of the project and design an implementation plan for 2021.

Fulfillment/Progress

During 2020, work was carried out for the recovery of lamella at the Rosario and La Tablada plants. The year ended with solid management for the Rosario conditioning plant, sending 100% of the recovered lamella to the Villa Constitución plant for its conditioning and subsequent sale. Actions are still pending at La Tablada plant, which were rescheduled for 2021.

We continue working to strengthen the recovery circuits and in the development of new alternatives to include new recyclable materials in La Tablada and San Nicolás.

The project was presented for the approval of the investment and progress was made in developing the detailed engineering for its implementation.

Work continues during 2021 in order to achieve 100% automation.

Climate Change | Challenges

Implement ISO 50001 in Rosario Bar Conditioning Plant: Implement an energy management system as a pilot test in Rosario Conditioning Plant.

Fulfillment/Progress

A 90% implementation was achieved, advancing in concrete actions on the Plant floor that allowed savings of around 25% in energy consumption. In addition, work was carried out on the preparation of key documentation that allows the system to be prepared for a possible future certification of the Energy Management System under the ISO 50001 standard.

Value Chain | Challenges

360° Supplier Evaluation: Create a new evaluation process that will allow obtaining a reliable database of approved suppliers and authorized to participate in our purchasing processes, facilitating the daily work of buyers in the selection process. On the other hand, it will allow having consolidated information on each supplier in order to monitor their performance, financial, legal, management, safety and environmental situation.

Fulfillment/Progress

Progress has been made in the validation of the 360° Supplier Evaluation Project, which consists of obtaining an integrated view of our suppliers, redesigning the current method used in their approval, evaluation and development. The project aims to minimize the risks associated with suppliers and ensure the responsible management of our supply chain. During 2020, the method was validated and during 2021, it will be developed at the systems level and implemented.

Suppliers' website: Projects to expand the suppliers' website in order to improve their technological performance, profiles and database. Self-registration of suppliers and updating of their legal, tax and benefits information, to have a base of current and potential suppliers by item.

During 2020, the development of a new supplier website was designed and started, which will be launched in early 2021. This website will allow the self-registration of suppliers, the updating of their information and the presentation of their activities, in addition to improving the flow of information with our suppliers and to provide clear, graphic and precise information on the transactions that are in process with the Company.

Mobile Warehouse - Implement Mobile Deliveries in Warehouses: The objective of this solution is to establish an agile and measurable delivery process that allows us to make the materials and spare parts requested available to end users in the shortest possible time, knowing their location at all times.

During 2020, the mobile process for Reservations Picking was implemented in Villa Constitución. At the same time, the Mobile Income & Distribution process is under design/bid.

Stock Management - Implement the Material and Spare Parts Stock Management Model: The objective of this solution is to establish an intelligent stock management strategy, which allows us to make the materials and spare parts necessary for the end users available to meet their requirements, in an efficient stock level framework.

During 2020, the new methodology was implemented to plan the stocks of materials and spare parts (with and without replacement) of all plants.



Social | Challenges

Promote initiatives that put science and technology on the agenda of the Villa Constitución community, which are more ambitious than the proposals of previous years.

The 3rd Villa Constitución Hackathon is expected to be held with a revised format, coordinating the activities of Fundación Acindar's "We engineer" Week and the preparatory workshops.

Improve synergy with all areas of the Company interested in promoting science and technology at an early age.

That Villa Constitución becomes an innovative city, where science and technology improve the quality of life of the community, and that synergies are generated related to the presence of the Company in the city.

Articulation between the corporate areas, establishing common objectives and generating synergies that improve the quality of the proposals and extend the impact.

Be attentive to the changes that are generated in our communities, in order to propose initiatives that reflect the needs of both the Company and the communities.

Deepen and improve links with the institutions with which we work.

Improve communication of our actions, in order to strengthen links with the community and with the Company's employees, and to expand the scope and impact of our actions

Work maintaining the level of social investment without neglecting sustainability, ensuring the balance between income and expenses.

Continue working in line with what was done the previous year, strengthening links with the community, through joint actions and maintaining close contact in order to contribute to the development of the communities where we are present.

Continue working on actions that allow upholding the good reputation of the Company.

Transparency and good management practices.

Promote education and equality in our communities.

Fulfillment/Progress

We continue working in this line, bringing virtual proposals in the context of the pandemic, which not only promoted science in teachers and students of Villa Constitución, but also allowed exchanges with people from all over the country.

Due to the context of the pandemic, the Hackathon was held virtually, inviting people from all over the country and with an excellent call and projects, widely exceeding the call initially planned.

For the activities promoted by Fundación Acindar, different areas were called to get involved and cooperatively build the proposals.

Through the Hackathon and science and teacher training workshops, proposals were generated that seek solutions to community problems.

For the activities promoted by Fundación Acindar, different areas were called to get involved and cooperatively build the proposals.

Due to the pandemic, different collaborations were made (donation to institutions) and coordination of public-private actions (participation in the COVID-19 committee in Villa Constitución).

Permanent contact was maintained with government entities (national, provincial and municipal), as well as with security forces (Police, Prefecture, Gendarmerie) and local institutions (neighborhoods, NGOs, schools).

Through the corporate communication area, the different communication actions (both internal and external) were attended to.

Work was done while maintaining the level of social investment, complying with the assigned budget.

Some actions were maintained, such as a chess tournament, mathematics classes and support for the SN Pyme event and the Industrial Engineering Congress. Other actions such as the Marathon and Internships were canceled due to the pandemic.

In a context of a challenging pandemic for the entire society that affected our operations, we made our best efforts to make all the help required available to our communities and to be able to maintain our good reputation.

The Integrated Report 2019 was published, which includes the activities of Fundación Acindar. Second edition of the integrated report achieving a comprehensive version.

From ArcelorMittal Acindar and through Fundación Acindar, in the context of a pandemic, we managed to maintain our main activities in a virtual way, which promote education. We began a survey of actions to work for equality in our communities and we hope that its first results will be seen in 2021.

2021 Challenges



Challenges Safety

- Be able to address employees training projects that were delayed by the context of the pandemic.
- Digitization of medical documentation.
- Management of periodic examinations for non-union workers.
- Cardioprotected Company Certification.
- COVID-19 Vaccination Campaign.
- Wellness Programme: Relaunch of the Drug and Alcohol Prevention Programme.



Challenges Product Innovation

- Acindar House Project



Challenges Environment

For 2021, we have the challenge of continuing to improve and consolidate the projects that are already underway and carry on with the search for alternatives to recover by-products. We also aim to define and monitor new KPIs in order to improve the monitoring of consumption of natural resources and monitoring of CO2 emissions targets for the sectors that generate the most significant impacts.

The results and experiences obtained will be shared with other plants in the group, in such a way that they can be comparable and a correct evaluation of the targets achieved can be made. Starting this year, REDI will begin to monitor the amount of CO2 emitted per month, following the main consumption of raw materials and supplies to detect opportunities for improvement and reduce the emissions generated.



Challenges Climate Change

- Development of targets for reducing greenhouse gas emissions by 2030.
- Support of local/regional initiatives for the research of new low CO2 emission technologies.
- Continue with the initiative to replace raw materials.
- Increase the share of renewables in our energy matrix.
- Make progress in the Transversal Energy Efficiency Programme Stage 2.



Challenges VALUE CHAIN

- Portfolio growth by linking new customers, and reactivating and maintaining assets to those already linked.
- Increase the participation of the value chain to 30% of the annual total.
- Implement new digital tools and processes.
- Increase the Risk Fund and mitigate the impact of arrears, which allow consolidating the growth of the Company in the sector.
- 360° Suppliers: obtain an integrated view of our suppliers by implementing a new method in the approval, evaluation and development of suppliers. The project aims to minimize the risks associated with suppliers and ensure the responsible management of our supply chain.
- Suppliers' website: launch of the new suppliers website, which will improve communication with all current and potential suppliers, and will increase the potential supplier base and the knowledge of all the services and supplies they can provide. For suppliers, there will be greater clarity and automatic interaction with their information and that of all transactions carried out and pending with the Company.
- Mobile Warehouses: consolidate the use of the tool in Reservations and implement Income & Distribution for Villa Constitución.
- Supply Training Platform: make progress in training for MRP buyers and programmers within the group's corporate training platform (AMU).
- Sustainable Procurement Programme: give a single and homogeneous entity to the various initiatives that we carry out today independently of each other, as well as complement with new practices that we have not yet deepened (such as Diversity and Inclusion) in our purchasing policies.
- Renewable Energies - Projects to increase the supply of renewable energy.



Challenges Social

- Continue working on our transparent and sustainable accountability (publication of the 2020 Report).
- Specify initiatives related to gender equality in our communities.
- Continue with our initiatives to present projects in competitions that recognize our sustainable management.
- Increase participation in chambers, forums and seminars on issues related to Sustainability and Gender Equality.
- Expand the scope of programmes and initiatives.
- Promote the access of women and other genders to STEM.
- Generate a unified and superior proposal within the framework of a LAB for young students from Villa Constitución and its surrounding area.
- Expand and deepen strategic alliances.
- Expand the participation of women and other genders in our programmes.
- Contribute to improving the quality of the projects presented and implemented.
- Promote the flexibility of projects and initiatives in changing contexts.





Chapter 6

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- SASB Standards Index
- IIRC Content Index
- SDG Content Index

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GRI | Content Index

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102-26	Role of the highest governance body in setting purpose, values, and strategy	NOTE 1				
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102-28	Evaluating the highest governance body's performance	17				
102-29	Identifying and managing economic, environmental, and social impacts	27			16	16.7
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102-38	Annual total compensation ratio	-	NOTE 2			
102-39	Percentage increase in annual total compensation ratio	-	NOTE 2			
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102-44	Key topics and concerns raised	17, 27, 40, 61, 69, 82, 86, 97		6		

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102-47	List of material topics	27				
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102-50	Reporting period	27				
102-51	Date of most recent report	27				
102-52	Reporting cycle	27		6	8, 10	8.5, 10.3
102-53	Contact point for questions regarding the report	27				
102-54	Claims of reporting in accordance with the GRI Standards	27				
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GRI 103 Management Approach - 2016						
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103-2	The management approach and its components	7, 97				
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201-2	Financial implications and other risks and opportunities due to climate change	7, 97			13	13.1
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206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	17			16	16.3

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302-5	Reduction in energy requirements of products and services	61			7, 8, 12, 13	7.3, 8.4, 12.2, 13.1
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103-3	Evaluation of the management approach	7, 17				
GRI 307 Environmental Compliance- 2016						
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401-3	Parental leave	40		6	5, 8	5.1, 5.4, 8.5
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GRI 103 Management Approach - 2016						
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103-2	The management approach and its components	17				
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GRI Standard	Content	Page or Reference	Omission	Global Compact	SDG	Targets
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407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	86		3	8	8.8
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GRI 103 Management Approach - 2016						
103-1	Explanation of the material topic and its Boundary	27, 86				
103-2	The management approach and its components	86				
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GRI 412 Human Rights Assessment - 2016						
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412-2	Employee training on human rights policies or procedures	17		1		
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	17, 86		2		
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GRI 103 Management Approach - 2016						
103-1	Explanation of the material topic and its Boundary	27, 69, 97				
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GRI 413 Local Communities - 2016						
413-1	Operations with local community engagement, impact assessments, and development programs	97		1		
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GRI 103 Management Approach - 2016						
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GRI 416 Customer Health And Safety - 2016						
416-1	Assessment of the health and safety impacts of product and service categories	61, 86				
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GRI 103 Management Approach - 2016						
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103-2	The management approach and its components	61, 86				
103-3	Evaluation of the management approach	61, 86				
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GRI 103 Management Approach - 2016						
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103-2	The management approach and its components	17, 40, 97				
103-3	Evaluation of the management approach	17, 40, 97				
Own indicator	Actions that contribute to the empowerment of women	17, 40, 97				

Notas

- Note 1** In March 2019, at a meeting made up of the Executive Committee, the revision of the Vision, Mission and Values was carried out.
- Note 2** ArcelorMittal Acindar is a Company that belongs to the ArcelorMittal group, whose shares are listed on the New York Stock Exchange, all aspects related to the remuneration of the highest governance body (policies, determination, etc.) are defined by the Group and can be consulted at <https://corporate.arcelormittal.com/sustainability/governance>
- Note 3** Not all information is accessible at this time. It is currently being evaluated based on the objectives of the ArcelorMittal Group.
- Note 4** Substances that deplete the ozone layer are not generated.

SASB | Standards Index

Sustainability Disclosure Topics & Accounting Metrics			
Code	Accounting Metric	Page or Reference	Omission
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EM-IS-110a.2	Discussion of long- and short- term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	82	
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EM-IS-120a.1	Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N2O), (3) SOx, (4) particulate matter (PM10), (5) manganese oxide (MnO), (6) lead, (7) volatile organic compounds (VOCs) and (8) polycyclic aromatic hydrocarbons (PAHs).	82	
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EM-IS-150a.1	Amount of waste generated, percentage hazardous, percentage recycled.	69	
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EM-IS-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR) for a) full-time employees and b) contract employees.	40	
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EM-IS-430a.1	Discussion of the process for managing iron ore and/or coking coal sourcing risks arising from environmental and social issues.	-	Note 1
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Code	Activity Metrics		
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EM-IS-000.B	Total iron ore production.	-	Not applicable
EM-IS-000.C	Total coking coal production.	-	Not applicable

NOTE 1: Information not available for this Report. We will work on it to be included in the following.

IIRC | Content Index

	Our Business	Corporate Governance	Sustainable Development	Outcome 1	Outcomes 2 y 3	Outcomes 4 y 5	Outcome 6	Outcome 7	Outcomes 8, 9 y 10
				Safety	Product Innovation	Environment	Climate Change	Value Chain	Social
Financial Capital	○			○	○	○	○	○	○
Industrial Capital	○			○	○	○	○	○	○
Intellectual Capital	○			○	○	○	○		○
Human Capital	○	○	○	○					○
Social and Relationship Capital	○	○	○	○	○	○	○	○	○
Natural Capital	○					○	○	○	

Content	Section
Overview of the organization and its external environment	Who we are
Corporate Governance	Corporate Governance
Business Model	Who we are
Risks and Opportunities	Who we are
Strategy and resource allocation	Who we are, Sustainable Development through 10 Outcomes.
Performance	Our 2020 Performance
Prospects	Messages from the Board of Directors, Who we are, Achievement of Goals and Challenges for the future.
Basis of report preparation and presentation	Sustainable Development through 10 Outcomes

SDG | Content Index

		Our 2020 Performance								
		Who we are	Corporate Governance	Sustainable Development	Outcome 1	Outcomes 2 y 3	Outcomes 4 y 5	Outcome 6	Outcome 7	Outcomes 8, 9 y 10
					Safety	Product Innovation	Environment	Climate Change	Value Chain	Social
SDG 4	Target 4.4				○					○
	Target 4.7		○							○
	Target 4.b									○
SDG 5	Target 5.1		○		○					○
	Target 5.5		○		○					○
	Target 5.c		○		○					○
SDG 6	Target 6.3						○			
	Target 6.4						○			
	Target 6.6						○			
SDG 7	Target 7.2							○		
	Target 7.3					○		○		
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SDG 8	Target 8.3								○	○
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	Target 9.1	○				○		○	○	
SDG 9	Target 9.3					○		○	○	
	Target 9.4	○				○		○	○	
	Target 9.5	○								○
	Target 9.a	○				○				
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SDG 11	Target 11.2					○				
	Target 11.3					○				
	Target 11.6						○			
SDG 12	Target 12.2					○	○	○		
	Target 12.4						○	○		
	Target 12.5						○			○
	Target 12.6			○					○	○
	Target 12.7								○	
	Target 13.1					○		○		○
SDG 13	Target 13.2					○	○	○		
	Target 15.1						○			
SDG 17	Target 17.7	○		○	○	○	○	○	○	○



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Acknowledgements

We would like to thank and highlight the collaboration of the employees of the different areas of Acindar Grupo ArcelorMittal for the preparation of this document. Their comments, feedback and involvement in the process help us improve year after year.

We value your opinion

We invite you to send us your comments and suggestions about our Integrated Report.

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Published in August 2021