

Integrated Report 2021

Smarter steels
for people and planet



ArcelorMittal

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Messages from the board of directors

GRI DISCLOSURE 102-14

Message from the president



At ArcelorMittal Acindar, we are proud to share our 18th Integrated Report, a report that strengthens our commitment to Sustainable Development and the transparency of our economic, social and environmental management.

After going through the pandemic generated by COVID-19, we must capitalize on what we have learned in times of crisis in a global context of enormous challenges. As a leading steel company in the Argentine market, we know that steel, as a recyclable and reusable material, is a relevant actor in the construction of the circular economy of the future. Steel is evolving, becoming smarter and increasingly sustainable.

Our goal is to continue contributing to the United Nations 2030 Agenda, where steel and the people of this industry help build a better world, in an era of remarkable progress and global development.

These contributions are documented in these pages, which have been prepared in compliance with the guidelines of the International Integrated Reporting Council (IIRC), in accordance with the Global Reporting Initiative (GRI) Standards, "comprehensive" option, the material indicators for the Iron and



Steel Producers Sector of the Sustainability Accounting Standard Board (SASB) and the Sustainability Indicators Guide of the Latin American Steel Association (ALACERO).



With gratitude for this 2021 management, I invite our ArcelorMittal Acindar community to continue evolving and transforming our way of manufacturing steel.

Arturo T. Acevedo

President, Acindar Grupo ArcelorMittal





Messages from the board of directors



GRI DISCLOSURES 102-14, 102-15

Message from the CEO

We are pleased to present a new Integrated Report, our eighteenth edition reflecting our sustainable social, environmental and economic management for the year 2021.

This document is prepared from a management model based on 6 pillars, which incorporate the **10 Sustainable Development Outcomes** and summarizes, in a global way, how to achieve this challenge covering all the activities we carry out, describing our commitment to action and the type of company we want to be, thanks to the management of a corporate governance based on transparency.

The new normal we are undergoing has led us to deepen our focus on the people who make up our company, guaranteeing their health and safety. Having a healthy, committed and supported workforce that feels valued for its contribution today while continuing to develop its skills for tomorrow is also an integral part of our goals. At ArcelorMittal Acindar, **safety is, and always will be, our first priority.**

We are **committed to diversity.** By adhering to the Women's Empowerment Principles, ArcelorMittal Acindar has made progress in generating a work framework that allows for the consolidation of concrete actions that favor the empowerment of women in the Company's scope of action and we established a line of continuity with the launch of



the Diversity and Inclusion Policy launched at the beginning of the year, aligned with ArcelorMittal's vision at a global level. Finally, we committed to work towards reaching 25% of women in leadership positions by 2025 and 30% of women in the Company as a whole by 2030. The main objective of these advances and commitments is to eliminate any bias and ensure that personal and professional development is only related to a person's skills, without depending on or having any barriers due to their gender.

With sustainability as one of our core values and in line with our challenge to create **smarter steels for people and planet**, we announced an investment plan that focuses on improving



production and logistics capacity to increase efficiency in supplying the local market, and increase competitiveness to grow in terms of exports. It also provides for the replacement of equipment with cutting-edge technology in some plants and progress with environmentally oriented actions such as the reduction of carbon dioxide emissions in our activities, where we have assumed specific commitments on the order of 20% by the year 2030.

As an active member of the community, we continue working on participation and relationship programmes in society through initiatives in response to local expectations, on promoting the development of our communities focused on the challenge of being a pipeline of talented science and engineering professionals for the future and, from Fundación Acindar, considering education as the basis of social inclusion and the central axis of our actions.

With the intention of making this publication a space for reflection on the company's achievements and future challenges, as well as a tool to strengthen the dialogue among all our stakeholders, I invite you to review its contents, aware that our sustainable management goals have been achieved thanks to the effort and excellence of the people who work every day at ArcelorMittal Acindar.

Everton Negresio

Chief Executive Officer | CEO



Who we are

Chapter 1 ↗





SDG
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 DISCLOSURES
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, 102-45, 103-1, 103-2, 103-3, 201-1, 201-2, 201-3, 201-4



SASB
EM-IS-000.A



CAPITALS
Financial Capital, Industrial Capital, Intellectual Capital, Human Capital, Social and Relationship Capital, Natural Capital

ArcelorMittal Acindar¹

We work every day to be the safest steel company.

We are a steel company, with almost 80 years of history in the country, leaders in the production of steel for construction, agriculture and industry. Currently, we are part of the ArcelorMittal Group², one of the main steel and mining producers worldwide, with which we have set ourselves the great goal of making steel more sustainable.

¹ Acindar Industria Argentina de Aceros S.A.

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



1942

Start of business



Present in 6 cities of Argentina



125

Points of sale



2.391

Employees



3.111

Contractors

Our plant locations

Every ArcelorMittal Acindar plant is certified to Iso 9001, 14001 and 45001.

We have industrial facilities of great magnitude and cutting-edge technology in 6 cities in Argentina. In addition, we have a major commercial distribution network with 125 points of sale throughout the country.

Our main Industrial Complex is located in Villa Constitución 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, San Nicolás de los Arroyos and La Tablada, where our Corporate Headquarters is located, and in the plants that produce meshes and nails and special meshes, in the city of Villa Mercedes.

Villa Mercedes | San Luis

- Special Meshes
- Meshes and Nails
- Special Meshes II and Logistics Center

La Tablada | Buenos Aires

- Corporate Headquarters, Wires and Fundación Acindar

General Rodríguez | Buenos Aires

- Integrated Steel Services Center

Rosario | Santa Fe

- Integrated Steel Services Center

Villa Constitución | Santa Fe

- Long Steel Products and Wires

San Nicolás de los Arroyos | Buenos Aires

- Long Steel Products
- Structural Shapes

Mission, vision and values



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

To be the most admired company in the region, competitive, leader and a reference in ArcelorMittal, we work on:

- Agility and focus
- Adding value to customers
- Costs and operational excellence
- Innovation

Más información en: https://www.acindar.com.ar/wp-content/uploads/2021/06/Mision_y_Vision_Acindar_ArcelorMittal.pdf

VALUES

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?

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.

Markets and products

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.

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



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

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:

<https://www.acindar.com.ar/productos/>

Business model and value creation

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 stakeholders with whom we interact, satisfying their needs and expectations. In this regard, the risks and opportunities of said stakeholders 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 **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 asking what kind of management behavior and management



system is necessary to improve and transform the organization.

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 2021, the maintenance audits of the ISO 9001:2015, ISO 14001:2015 and ISO 45001 standards were carried out.

Within the framework of the transformation process that we began in 2018, we encourage the active participation of our staff in the continuous improvement process 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, Improvement Meetings, among others.

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

Value creation

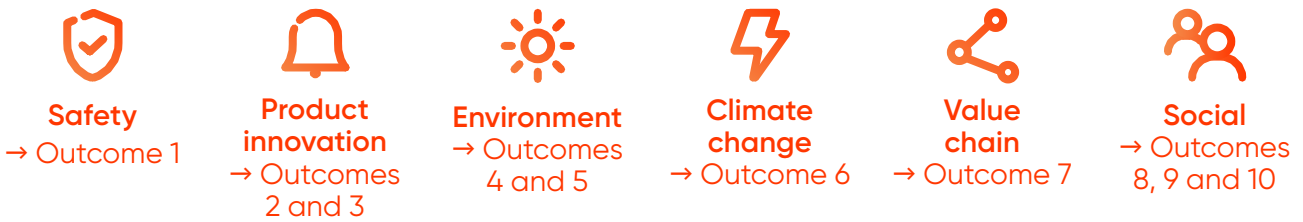
We measure and report on the social and environmental value that we create through our operations, our investments and our products.

Our value creation model shows the critical resources on which we depend to produce steel and create long-term value for the people who invest in our Company and for our stakeholders, through our main assets:





BUSINESS STRATEGY AND SUSTAINABILITY STRATEGY



GOOD CORPORATE GOVERNANCE
Value creation for society

EBITDA \$27,967 million.	Product deliveries 1,252,000 tonnes of steel produced*. 32.68% recycled materials for steel production.	Commitment to our staff 33,924 hours of training. 7% employed women.	New products for sustainable development +260 million in I+D. 55% volume of national purchases.	Direct economic contribution 12,500 participants in 50 Programmes of Fundación Acindar. 6,610 participants in "Building the Community" (Construir Comunidad).	Environmental footprint 100% renewable energy in La Tablada Plant. 0.66 Intensity of direct GHG emissions Scope 1.
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³Includes ArcelorMittal Acindar, Fundación Acindar and Tax Credit Scheme.
* 100% of steel produced in electric arc furnaces.

ArcelorMittal Acindar activity

Global scenario

After the difficult global macroeconomic situation due to the impact of COVID-19, during the year 2021, there was a recovery of economic activity in Argentina, estimating a GDP growth of over 10% (after a 9.5% drop in 2020). The increase is mainly driven by the higher activity of goods and services as a consequence of fewer mobility restrictions.

Construction activity, one of the main sectors in which the company operates, grew at an annual rate of 29.5%, while industry, the second most important sector for the company, did so at an annual rate of 15.1%, with the use of installed capacity for Basic Metal Industries of 86.9%.

Argentine inflation in 2021 exceeded 50% after the monetization of COVID's expenses. The fiscal policy and consequent issuance of money had a very important impact on such inflation increase. During 2021, the ARS depreciation was at a slower pace than inflation, with more active intervention policies and more restricted access to the foreign exchange market.

In 2021, the Central Bank of the Argentine Republic, in order to slow the currency depreciation, sold a large amount of reserves, in addition to applying restrictive measures on imports and access to foreign currency.

2022 prospects

For 2022, forecasts are subject to uncertainty, pending the resolution of the agreement between the IMF and Argentina, and the consequences of the recent war between Ukraine and Russia will have on the global economy. A 2.4% increase in GDP is estimated for this year.

Regarding inflation, an acceleration of the price level is expected, starting from high levels in 2021, explained by updates of rates, fuel, utilities, among others, which were delayed. The financial front will be subject to the resolution of the agreement with the IMF, currently under discussion in the National Congress, where the renegotiation of the previous agreement for 44 billion dollars will be sought.



2021-2025 investments

- During this fiscal year, investments in property, plant and equipment amounted to **4,252.7** million pesos. Investments were concentrated in the plants located in Villa Constitución, San Nicolas, Tablada and San Luis, where the primary processes for the manufacture of our products take place.



"Our investment plan focuses on improving production and logistics capacity to increase efficiency in supplying the local market, and increase competitiveness to grow in terms of exports; the replacement of cutting-edge equipment in some plants and moving forward with actions aimed at reducing carbon dioxide emissions in our activities".

Everton Negresuolo
ArcelorMittal Acindar CEO

ArcelorMittal Acindar announced an investment plan for the country –for the period 2021-2025–, in which different objectives are proposed:

- Improve the productivity and competitiveness of the company in terms of supplying the local market and exports.
- Reduce carbon dioxide emissions in the Company's operations, based on the implementation of energy efficiency programmes, the increase in supply levels through renewable energies and the increase in the use of recycled material as raw material in the steelworks (through the use of scrap), to mention the main initiatives with a positive environmental impact.

Financial and economic performance

Total sales reached a total 1,148 thousand tonnes. 87% of the total sales volume was destined for the domestic market, while the remaining 13% were sales to foreign customers for a total of 147 thousand tonnes.

In this section, the analysis of the individual results for the twelve months of 2021 is carried out. The Company's net sales of taxes reached \$149,065 million for the year ended December 31, 2021.

The average cost of sales were higher than in 2020 by 149%. This occurred due to the 38% increase in dispatch volume, mainly as a consequence of the pandemic scenario that took place in 2020, as well as increases in the price of the main raw materials such as iron ore pellets +149%, scrap +118%, ferroalloys +84% and inputs such as electricity +58% and natural gas +37%. In this item, the impact of the devaluation of the peso against the dollar stands out, increasing the prices of raw materials and imported supplies and dollarized rates. There were also wage and utilities cost increases that were in line with the inflationary context of the year.

In millions of \$	2021	2020
Assets	101,416	79,682
Net sales	149,065	88,840
Net worth	55,918	40,124
EBITDA	27,967	8,493

Individual financial statements⁴

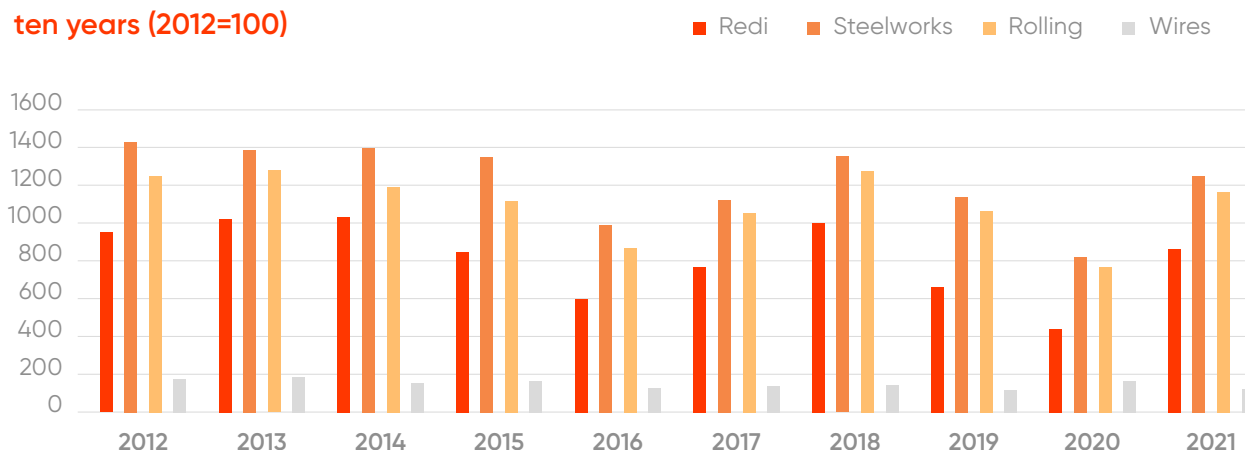
Equity statement	2021	2020
Current assets	61,940	45,116
Noncurrent assets	39,476	34,566
Total	101,416	79,682
Current liabilities	31,300	29,556
Noncurrent liabilities	14,198	10,002
Subtotal	45,498	39,558
Net worth	55,918	40,124
Total	101,416	79,682

Income statement	2021	2020
Ordinary operating income	26,342	10,736
Financial and holding results	1,410	-1,171
Other income and expenses	114	91
Ordinary net income	27,866	9,656
Income tax	-12,076	-3,532
Profit net income	15,794	6,124

⁴ Figures expressed in millions of pesos, individual Financial Statements, for the year ended December 31, 2021 and 2020. For comparative purposes, the equity figures as of December 31, 2020 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.

Production index of the last ten years (2012=100)



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 Statements⁵, audited by Deloitte, for the year ended December 31, 2021.

⁵ Include \$29,573,028 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 2021.

Concept	Stakeholder	2021	2020
Direct Economic Value Generated			
Net sales	Customers	149,065,004,793	88.840.688.587
Other income		3,723,272,841	1.267.077.067
Total, Direct Economic Value Generated		152.788.277.634	90,107,765,654
Economic Value Distributed			
Operating costs	Suppliers	110,776,106,589	67,969,118,877
Salaries and Employees Benefits	Employees	11,868,475,708	10,079,037,063
Financing expenses	Credit providers	765,099,493	1,529,007,558
Taxes	Government	13,506,636,858	4,349,379,977
Investments in Communities	Community	78,360,393	56,136,609
Total, Economic Value Distributed		136,994,679,041	83,982,680,084
Economic Value Retained		15,793,598,593	6,125,085,570

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 2021, we made an investment of \$25,139,767, 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, 2021 compared to the previous year are described below.

Individual Financial Statements	2021	2020
Solvency (Net worth/Liabilities)	1.189	0.994
Indebtedness (Total liabilities/Net worth)	0.841	1.006
Current ratio (Current assets/Current liabilities)	2.006	1.563
Cash ratio (Cash and cash equivalent + Short-term investments + Receivables/Current liabilities)	0.900	0.780
Asset or Capital Immobilization Ratio (Noncurrent assets/Total assets)	0.633	0.584
Total and ordinary return on shareholders' investment (Total profit/Net worth excluding the financial year profits)	0.394	0.180

⁴ Includes a donation from ArcelorMittal Acindar to Fundación Acindar for general and specific purposes.


Challenges, risks and opportunities

In addition to safety, the 2021 strategic priorities of the ArcelorMittal Group 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 world with low carbon emissions, improving processes and innovating in steel manufacturing. In line with ArcelorMittal's global effort to be carbon neutral by 2050, we are committed to reducing carbon emissions by 20% by 2030.



25%

of women in leadership positions by 2025



30%

of women in the total Company by 2030



20%

emission reduction by 2030

At ArcelorMittal Acindar, we are aware that climate change is a challenge that requires urgent and comprehensive action and we assumed commitments associated with energy efficiency and the reduction of carbon emissions; cooperation with governments, intergovernmental organizations and civil society to effectively contribute to the creation of a low-carbon, climate-resilient economy; 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.



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. In recent years, ArcelorMittal Acindar used, on average, 32% of recycled raw materials through the use of scrap, including the materials used to manufacture steel and sponge iron. Currently, we find theoretical technical possibilities to reach this percentage of 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 %.

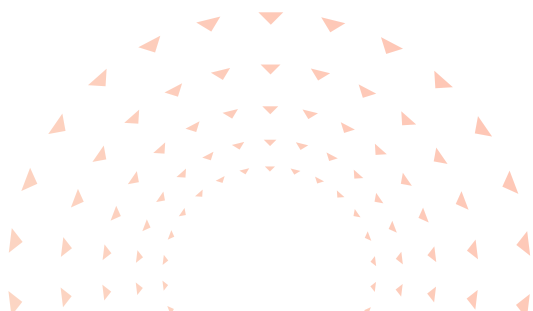
ArcelorMittal is highly committed to creating a work environment in which all people, at all levels of the Organization, can carry out their professional activity feeling valued and supported, regardless of gender, race or personal orientation. We are proud of the diversity that exists in many of the work teams, in terms of nationalities and origins of the members, but aware that there is still much room for improvement in other areas, such as gender equality and we are working hard to address this.

In 2021, ArcelorMittal committed to doubling the global representation of women in senior positions, with the target of reaching a percentage of at least 30% by 2030. Another important aspect is the recent creation of the Diversity and Inclusion (D&I) Council of the Group made up of 12 members, coming from all the segments and the global activity areas of the Group, which promotes diversity and inclusion and guides, questions and

supervises the actions undertaken in this field, both at the corporate level and at the segment level. Its activities include, among others, carrying out regular benchmarking exercises, identifying and sharing good practices, supporting regional segments and organizations in the development of local D&I strategies and action plans, and making recommendations for the development of policies that have a positive influence on diversity and inclusion.

Although the D&I Council has an advisory role, the segments will obviously remain responsible for their respective actions in the area of diversity and inclusion. They will be able to pursue their own D&I initiatives and implement best practices in this area at their own discretion.

By adhering to the Women's Empowerment Principles, at ArcelorMittal Acindar we have made progress in generating a framework that allows for the consolidation of specific actions that favor the empowerment of women in the Company's scope of action and we have established a line of continuity with the **Diversity and Inclusion Policy** launched at the beginning of the year, aligned with ArcelorMittal's vision at a global level. Finally, we committed to working towards achieving 25% women in leadership positions by 2025 and 30% women in the Company as a whole by 2030. The main target of these advances and commitments is to eliminate any bias and ensure that personal development is only related to a person's skills, without depending on their gender.



Corporate governance

Chapter 2 ↗





SDG
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



GRI DISCLOSURES
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16, 102-17, 102-18, 102-19,
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23, 102-24, 102-25, 102-27,
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103-3, 205-1, 205-2, 205-3,
206-1, 307-1, 405-1, 406-1,
412-1, 412-2, 412-3, 419-1



CAPITALS
Human Capital,
Social and
Relationship Capital

Corporate governance

Corporate governance acts according to the mission and objectives of the Organization, ensuring that all processes have a function framed in the organizational culture. In order to generate value, Senior Management incorporates into their daily actions what is necessary to promote that regulatory compliance is perceived as an essential part of the Company, integrating this promotion on a daily basis in the Organization's agenda and facilitating a pragmatic analysis that allows identifying opportunities to generate value.

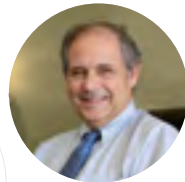
Based on the foundations established at the level of the mission, strategy and objectives, corporate governance coordinates the actions of the compliance, internal control and audit areas. Everyone must act consistently to promote efficiency in their functions in terms of generating value without breaking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



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, 2021, the governing body was made up of the following⁷:



ARTURO T. ACEVEDO
Chairman
Civil Engineer



EVERTON GUIMARAES NEGRESIOLO
Chief Executive Officer - CEO
Mechanical Engineer



SILVINA SAAVEDRA
Executive Director
of People, Strategy
Continuous Improvement
and Public Affairs
Chemical Engineer



SERGIO ANDRÉS PÉREZ JIMÉNEZ
Executive Director of
Commercial Steel Business
Civil Engineer



GLAUCO EDUARDO SILVA OLIVEIRA
Executive Director of
Wire Business
Metallurgical Engineer,
MBA



IGNACIO PINI
Executive Director of Administration
and Finance
BA in Business Administration



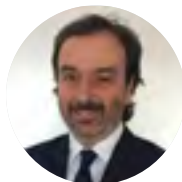
FEDERICO CARLOS AMOS
Executive Director
of Supply Chain
Industrial Engineer, MBA



LAWRENCE CAVALCANTE SAUNDERS
Executive Director of
Industrial Steel Business (NIS)
Mechanical Engineer



FACUNDO VELASCO
Manager of Communication,
Public Affairs, Labour Relations
and Fundación Acindar
Lawyer



MARCOS DOWNES
Legal Affairs and
Compliance Officer
Lawyer

⁷ Men: 90% - Women: 10%

Under 30 years: 0% - 30 to 50 years: 40% -
Over 50 years: 60%

Argentines: 70% - Foreigners: 30%

It 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 takes into consideration the **10 Sustainable Development Outcomes** that guide our corporate responsibility management in every decision. 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 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 a 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.

This Code 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.

Integrity programme

The Integrity Programme constitutes an essential guide for the development of ArcelorMittal Acindar's businesses. 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.

The specific policies are as follows:

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 – Antitrust⁸

Diversity and Inclusion Policy

Code for Responsible Sourcing

Personal Data Protection Policy

⁸ 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 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 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 all 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.

The Compliance Officer⁹ 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: identify risks, analyze regulatory changes, determine preventive and corrective actions, provide training to managers and employees so that they know and apply all the rules, periodically review the updating of procedures and 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. In addition, within the objectives of an Integrity Programme, the design and application of controls, regulations and internal procedures must be considered, which allow guaranteeing compliance with the applicable legislation and regulations; likewise, the supervision of compliance with the Integrity Policies and advice to Senior

Management, in order to guarantee that the Company complies with all regulatory requirements.

We conduct campaigns and events to develop a culture of integrity within and outside the company.

Both the governance body and the entire staff must be trained on integrity policies periodically, in accordance with a training plan, based on which the target audience for each of the policies is defined. In addition, 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 due diligence and anti-corruption 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.

⁹ The Manager of Legal Affairs is also the Compliance Officer of the Company for Argentina.



During 2021, 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 programme.

During 2021:

- 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 99% of the employees reached by anti-corruption policies and procedures were trained.

More information at:

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

Policy on report of illegal situations within the company

We have a [Policy on Report of Illegal Situations within the Company](#)¹⁰, 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 several communication channels, 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>

¹⁰ 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. In 2021, 30 cases have been registered through our Reporting Channel. <https://spain.arcelormittal.com/news-and-media/press-releases/2022/marzo/informeannual.aspx>

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.

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 our employees, business partners and local communities.



118

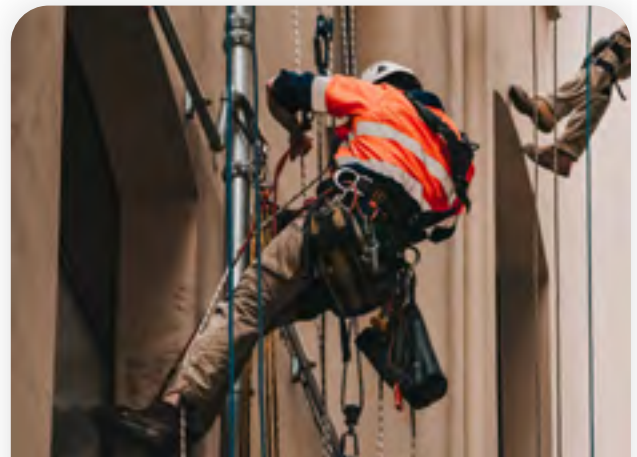
Hours of training on human rights.



98%

Of staff was trained on human rights¹¹.

¹¹ 98% of the total target audience according to the Training Plan.



Employees

We are committed to respecting the Human Rights of our staff. We develop our policies on employment with the aim of achieving the uniform application worldwide of the relevant aspects contained in the International Declarations of Human Rights. We are committed to training our people to know, respect and protect Human Rights in the workplace and in the local communities directly affected by our operations.



Business partners

We respect and promote Human Rights in all of our relationships with subcontractors, suppliers, customers, joint ventures, and other partners. To this end, we will rely on proactive engagement, monitoring systems and contractual provisions.



Local communities

We respect Human Rights based on an understanding of the cultures, customs and values that prevail in our local communities, fostering an open and inclusive dialogue with the people affected by our operations. ArcelorMittal's Community Relations Standard establishes the need to maintain an open and inclusive dialogue with local communities, including the participation of often socially marginalized groups such as women and indigenous peoples.

On this basis, we started an evaluation process against international reference frameworks, such as the Danish Institute for Human Rights and the ISO 26000 Standard for Social Responsibility, complementing the current frameworks used in management that address

Human Rights issues in general¹². 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.

¹² IR, GRI and Responsible Steel.



Diversity and gender

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.

Our 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.

Committed to managing diversity, since 2021 we have been a member of the [Network of Companies for Diversity](#) and in 2020 we were the first steel company to sign the [Women's Empowerment Principles](#), promoted by the United Nations Global Compact and UN Women. This adherence made it possible to generate a framework for advancing in specific policies that favor the empowerment of women in the Company's scope of action.

With the clear premise that "**at ArcelorMittal Acindar no one has barriers to their development due to gender issues**", during 2021 we continued to focus on our cultural transformation process. Thanks to the conviction and commitment of the highest governance body, this process is managed transversally, with a 360° approach, impacting all stakeholders (internal and external) of ArcelorMittal Acindar. Thus, we implemented an action plan prepared and approved by our **Joint Committee on Diversity and Gender** during 2020.

MANAGEMENT OF THE COMMITTEE ON DIVERSITY AND GENDER



7

meetings to design the Action Plan



23

participants from different areas, plants and positions



4

replicates in the work teams



109

ideas for the different dimensions of the UN Women WEPs Self-Assessment

Within the framework of International Women's Day, we carried out the institutional launch of #YoGenero (#IGenerate), where we presented our institutional message: **"Change is not expected, it is generated and the leading role in this process belongs to each one of the people who are part of the Company"**.



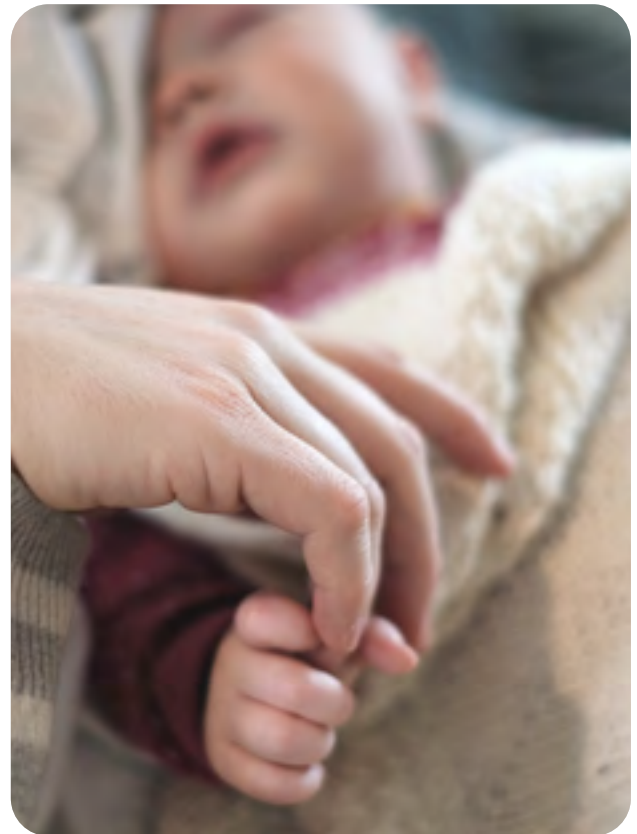
Watch the video at:
<https://youtu.be/XMYJ5Mb3vg4>

SOME ACTIONS CARRIED OUT:

- To manage future actions, we expanded the scope of IDEAR, an internal innovation tool that prioritizes and values the different ideas that arise in the continuous improvement of our organizational processes.
- Presence of women in operational positions in all plants.
- Adaptation of clothing and personal protective equipment to all types of physiognomies.
- Opening of the General Rodríguez Plant with a 50% female/male ratio.
- Creation of KPIs to measure the evolution of gender indicators.
- Management of human capital with a gender perspective: search and selection, leadership and pay equality.
- Communication and marketing with non-sexist language and images. Development of a language guide with a gender perspective.
- Inauguration of a women's changing room at the La Tablada Plant.
- Work began on an inclusive procurement programme with a focus on gender.
- Development of a protocol for cases of harassment and violence in the workplace.



Learn more at:
<https://www.youtube.com/watch?v=7lugGIZn4g4>



INAUGURATION OF BREASTFEEDING ROOM



"The creation of the lactation room is a fundamental step to enable the coexistence between motherhood and work. It is a great pleasure to be able to offer this space to all the women who are mothers at ArcelorMittal Acindar".

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

Within the framework of the actions of the Gender Programme that is being implemented in the Company, the first ArcelorMittal Acindar lactation room was inaugurated at our La Tablada Plant. This new space consists of an exclusive area equipped with the necessary facilities for women who are going through the breastfeeding period in their motherhood. We know that supporting breastfeeding also requires the commitment of the work environment. The World Health Organization (WHO) recommends extending exclusive breastfeeding for up to six months and complementary breastfeeding for up to two years. Thanks to the creation of this space, we guarantee the possibility of avoiding the interruption of breastfeeding and supporting women in the healthy coexistence between motherhood and work.

GENDER PERSPECTIVE IN THE VALUE CHAIN

As a pioneer company in the development of a cross-cutting gender programme within the steel sector, one of the challenges we pursue lies not only in coordinating internal actions, but also in transferring that vision to the value chain.

Within this framework, we carried out a webinar with a group of supplier companies. The space was conducive to presenting the main advances in gender issues at ArcelorMittal Acindar and reflecting on the role of women within the companies that have a direct link with our Company. Otto Hang Kuchen (Executive Manager of Purchasing and Procurement) spoke with 3 women leaders of supplier companies. The panel was made up of María Cristina Orlandi (JITSA), María de los Ángeles Milicic (MILICIC) and Silvia Rodríguez (ACECAR), who talked about their experiences in the business world, the progress they see in the integration of their peers in the world of work, the barriers that have already been broken down and the challenges that still lie ahead. At the end of their presentation, they reflected on how diversity has boosted their businesses.

Along the same lines, MaryGo, one of the providers of bus services for the transportation of employees at the Villa Constitución Plant, hired the first woman as a driver of its buses.



Learn more at:

<https://youtu.be/vzwISF2RDTY>



Sustainable development through 10 outcomes

Chapter 3 ↗





SDG
12, 17



TARGETS
12.6, 17.7



GRI DISCLOSURES
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

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. This is founded on a management model based on 6 pillars, which incorporate the **10 Sustainable Development Outcomes** and 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.





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:

1. Corporate Leadership
2. Social, Environmental and Governance Management Systems
3. Occupational and Community Health and Safety
4. Labour Rights
5. Human Rights
6. Stakeholder Engagement and Communication
7. Local Communities
8. Climate Change and Greenhouse Gas Emissions
9. Noise, Emissions, Effluents and Waste
10. Water Stewardship
11. Biodiversity
12. Decommissioning and Closure

Responsible Steel™ 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>

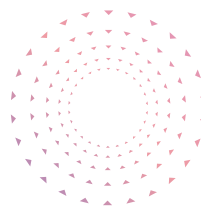
2030 Agenda, Sustainable Development Goals

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.

We create more sustainable steel. We are transforming tomorrow.



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 targets.



Our stakeholders

As the leading company in the market, we aim to identify and meet the expectations of our stakeholders.

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 ¹³
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 the development of 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.

¹³ Due to the COVID-19 pandemic, many spaces for dialogue have been adapted to the virtual mode.

	Why are we important to them?	Why are they important to us?	What are their interests?	Spaces for dialogue¹³
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. "Comunidad" Magazine. 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.
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.	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 offer data on trends in the industry and in the social, economic and environmental contexts. 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.

It has an annual frequency and covers the period between January 1 and December 31, 2021. It has been prepared in compliance with the guidelines of the International Integrated Reporting Council (IIRC), in accordance with the Global Reporting Initiative (GRI) Standards, comprehensive option, the material indicators for the Iron and Steel Producers Sector of the Sustainability Accounting Standard Board (SASB) and the Sustainability Indicators Guide of the Latin American Steel Association (ALACERO). It includes the operations of Acindar Industria Argentina de Aceros S.A.¹⁴ 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.

Previous reports available at:¹⁵ <https://www.acindar.com.ar/reportes-de-sustentabilidad/>

The Sustainability Committee is the point of contact to answer any questions that may arise in relation to the content of the Integrated Report 2021: sustentabilidad@acindar.com.ar

Material topics

In 2022, we updated our Materiality Matrix 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 impacts, positive or negative, of both our activity and our value chain.
- 10 Outcomes of ArcelorMittal Group's Approach to Sustainability.
- Aspects arising from the GRI Standards and other sustainability initiatives.
- Material topics identified in SASB's Materiality Test, by rating agencies, other companies in the sector and the ArcelorMittal Group.

¹⁴ 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.

¹⁵ The most recent report published was the Integrated Report 2020. 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.

¹⁶ <https://materiality.sasb.org/>

2. As a result of the process of identifying potential material topics, the most relevant issues to include in this Report were prioritized.

3. For each of the material topics identified, the following tasks were carried out:

- 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).
- What Outcome is fulfilled.
- Its integration into the six capitals of the IIRC, the GRI and SASB Standards and the Sustainable Development Goals.

MATERIAL TOPICS

Topic	Description	Section/ Outcome	Link to GRI/ SASB Standard	Impact on the Business		Coverage*		
				Revenue	Costs	Revenue	Costs	Revenue
Financial Capital	Anti-competitive Behavior	Corporate Governance	GRI 206- Anti-competitive Behavior		✓	✓	✓	✓
	Risk Management and Regulatory Compliance	Corporate Governance and Outcomes 4, 5 and 6	GRI 307- Environmental Compliance GRI 419- Socioeconomic Compliance	✓	✓	✓	✓	✓
	Economic Performance of the Organization	Who we are	GRI 201- Economic Performance SASB- Activity Metrics	✓		✓	✓	
Industrial Capital	Quality and Safety of Products and Services	Outcomes 2, 3 and 7	GRI 416- Customer Health and Safety	✓	✓	✓		✓

Topic	Description	Section/ Outcome	Link to GRI/ SASB Standard	Impact on the Business		Coverage*			
				Revenue	Costs	Revenue	Costs	Revenue	
	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.	Throughout the Report	Own indicators	✓	✓	✓	✓
Intellectual Capital	Innovation and Development of Products and Services	Outcomes 2 and 3	Development and improvement of the organization's processes, which help mitigate the impact of its actions, as well as research, development and innovation of sustainable products.	Own indicators		✓		✓	✓
	Science and Technology (STEM)	Outcomes 1 and 9	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.	Own indicators		✓	✓	✓	✓
	Employment, Talent Attraction and Retention	Outcome 1	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.	GRI 401- Employment		✓	✓	✓	
Human Capital	Benefits and Work Environment	Outcome 1	Environment in which we develop our activities. It includes leadership style, communication channels, forms of recognition, values, among others.	Own indicators		✓	✓	✓	
	Occupational Health and Safety	Outcome 1	Providing good working conditions, actively promoting the health and safety of human capital are basic aspects of sustainable management.	GRI 403- Occupational Health and Safety SASB- Workforce Health and Safety		✓	✓	✓	

Topic	Description	Section/ Outcome	Link to GRI/ SASB Standard	Impact on the Business		Coverage*		
				Revenue	Costs	Revenue	Costs	Revenue
Human Capital	Training and Education	Outcome 1	GRI 404- Training and Education		✓	✓	✓	
	Diversity and Equal Opportunity	Corporate Governance and Outcomes 1, 8 and 9	GRI 405- Diversity and Equal Opportunity		✓	✓	✓	
	Ethics and Transparency	Corporate Governance and Outcome 10	GRI 205- Anti-corruption	✓	✓	✓	✓	✓
Social and Relationship Capital	Investments and Economic Development of Communities	Outcomes 2, 3, 7, 8, 9 and 10	GRI 203- Indirect Economic Impacts		✓	✓		✓

Topic	Description	Section/ Outcome	Link to GRI/ SASB Standard	Impact on the Business		Coverage*		
				Revenue	Costs	Revenue	Costs	Revenue
Social and Relationship Capital	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	GRI 406- Non-discrimination and GRI 407- Freedom of Association and Collective Bargaining GRI 408- Child Labor GRI 409- Forced or Compulsory Labor GRI 412- Human Rights Assessment	✓	✓	✓	✓
	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	GRI 413- Local Communities	✓	✓	✓	✓
	Supplier Management and Development	Organizational support for local suppliers or those owned by women or members of vulnerable groups. It also addresses the issue of how an organization's procurement practices cause or contribute to negative impacts on the supply chain.	Outcome 7	GRI 204 Procurement Practices GRI 308 Supplier Environmental Assessment GRI 414 Supplier Social Assessment SASB- Supply Chain Management	✓			✓
Natural Capital	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	GRI 303- Water and Effluents SASB- Water Management	✓	✓	✓	
	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	GRI 302- Energy SASB- Energy Management	✓	✓	✓	

Topic	Description	Section/ Outcome	Link to GRI/ SASB Standard	Impact on the Business		Coverage*		
				Revenue	Costs	Revenue	Costs	Revenue
Natural Capital	Waste Management and Circular Economy	Outcomes 4 and 5	GRI 306- Waste SASB- Waste Management		✓	✓	✓	✓
	Air Quality, Emissions and Climate Change	Outcome 6	GRI 305- Emissions SASB- Greenhouse Gas Emissions SASB- Air Emissions	✓	✓	✓	✓	
	Materials Used	Outcome 4	GRI 301- Materials		✓		✓	

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

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 and the SASB Standards.

Our 2021 performance

Chapter 4 ↗

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.



Safety



Sustainable Development Goals



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, Benefits and Work Environment, Diversity and Equal Opportunity, Training and Education



GRI Disclosures

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

Financial Capital, Industrial Capital, Intellectual Capital, Human Capital, Social and Relationship Capital

CHALLENGES

Safe, healthy, working lives for our people.

OUR COMMITMENT

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

EXPECTATIONS OF OUR STAKEHOLDERS

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.

RESULTS WE WANT TO ACHIEVE

Safe and healthy employees who are committed to our success, operate with integrity and value diversity.

4.1.1 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

We believe that differences add up and all the people who are part of the company are valued for their skills and experiences. We consider that diversity and inclusion are drivers of new ways of doing things, fostering the courage to dare and innovate.

	2021	2020	2019	2018
Employees by gender	2,391	2,334	2,311	2,341
Male	2,226	2,190	2,175	2,210
Female	165	144	136	131



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

Employees by location	2021	2020	2019	2018
Villa Constitución, Province of Santa Fe	1,541	1,501	1,486	1,510
Rosario, Province of Santa Fe	56	43	42	45
La Tablada, Province of Buenos Aires	444	442	450	451
San Nicolás, Province of Buenos Aires	177	186	172	180
Gral. Rodríguez, Province of Buenos Aires	13	-	-	-
Villa Mercedes, Province of San Luis	160	162	161	155
	2,391	2,334	2,311	2,341

Employees by professional category and gender	2021	2020	2019	2018
Executives*	40	36	35	38
Male	36	31	30	33
Female	4	5	5	5
Area Managers	72	73	70	83
Male	56	61	56	68
Female	16	12	14	15
Supervision or Headship positions	131	149	170	202
Male	124	141	160	170
Female	7	8	10	32
Administrative staff	481	431	325	294
Male	353	317	219	219
Female	128	114	106	75
Operators	1,667	1,645	1,711	1,724
Male	1,657	1,640	1,710	1,720
Female	10	5	1	4

* Includes Chief Executive Officer, Directors and Executive Managers.

At ArcelorMittal Acindar, there is no pay gap between men and women, since we apply a job evaluation methodology (Korn Ferry|HAY) to objectively and technically determine the salary range that applies to each position, regardless of gender. We have grades for administration of compensations and benefits, and with this we guarantee the transparency, fairness and competitiveness of the process, as well as that men and women, who hold positions in the same administration grade, have the same salary band. Being in one grade or another will depend (within the career path of the position) on the seniority of the person occupying the position. At the same time, we subscribe to surveys from the Ministry of Labour or private consulting firms,

in order to make comparisons with other companies in the market. For employees who are covered by collective bargaining agreements, we apply these agreements, which are updated throughout the year in joint negotiations with the respective union representatives of each of the activities.

Based on the pandemic context, it was decided to return to the offices in a mixed work scheme, combining work days at home and in the office. At the same time, we continued to challenge the recruitment and selection processes by filling operational positions regardless of gender. As a result of this milestone, we continued to employ women in our production plant.

New staff hires	2021	2020	2019	2018
Hires by gender	71	38	48	13
Male	51	31	37	10
Female	20	7	11	3
Hires by age	71	38	48	13
>30 years old	18	7	15	5
30-50 years old	52	30	31	8
>50 years old	1	1	2	0
Hires by location	71	38	48	13
Villa Constitución, Province of Santa Fe	47	27	27	4
Rosario, Province of Santa Fe	1	1	0	0
La Tablada, Province of Buenos Aires	20	8	17	9
San Nicolás, Province of Buenos Aires	1	2	3	0
Gral. Rodríguez, Province of Buenos Aires	1	0	0	0
Villa Mercedes, Province of San Luis	1	38	48	13
New hire rate	2.97	1.63	2.08	0.56

Staff turnover	2021	2020	2019	2018
Turnover by gender	56	22	18	30
Male	43	15	7	24
Female	13	7	11	6
Turnover by age	56	22	18	30
>30 years old	23	5	10	11
30-50 years old años	29	17	8	19
>50 years old	4	0	0	0
Turnover by location	56	22	18	30
Villa Constitución, Province of Santa Fe	26	11	7	14
Rosario, Province of Santa Fe	6	1	0	0
La Tablada, Province of Buenos Aires	19	9	10	11
San Nicolás, Province of Buenos Aires	1	1	0	4
Gral. Rodríguez, Province of Buenos Aires	1	0	0	0
Villa Mercedes, Province of San Luis	3	0	1	1
Turnover rate	2.34	0.94	0.78	1.28



Internship programme

With the aim of incorporating new talents, training them in the business area and projecting a career within the company, the "Seedbed" (*Semillero*) Internship Programme was developed with a group of young students who joined different areas of the Company's Commercial Management.

Benefits and work environment

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.

- **ArcelorMittal Benefits 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.
- **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.
- **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.
- **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.
- **Preferential rate loans for specific target groups.**
- **Loan policy**
for the employees with beneficial annual interest.
- **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.

Parental leave	2021	2020	2019	2018
Employees who took their parental leave	74	68	65	101
Men	61	56	59	88
Women	13	12	6	13
Employees who returned to work after parental leave	73	68	64	99
Men	61	56	59	88
Women	12	12	5	11
Active employees after 12 months	73	68	64	99
Men	61	56	59	88
Women	12	12	5	11
Return to work rate	98.65%	100.00%	98.46%	98.02%
Men	100.00%	100.00%	100.00%	100.00%
Women	92.31%	100.00%	83.33%	84.62%
Retention rate	100.00%	100.00%	100.00%	100.00%
Men	100.00%	100.00%	100.00%	100.00%
Women	100.00%	100.00%	100.00%	100.00%

NON-FINANCIAL INDUSTRIAL RECOGNITION SYSTEM

The Non-Financial Industrial Recognition System seeks to reinforce behaviors and attitudes that we want to promote from the +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 right and how we aim to work, with the idea of encouraging and establishing some behaviors that are necessary for the company we want to become.

MERIT SCHOLARSHIPS

"We are proud to award scholarships in all our production plants and commercial offices. Today, we are awarding 209 scholarships, 124 to women and 85 to men with outstanding qualifications. For the first time, this year we are encouraging women studying STEM careers related to Science, Technology, Engineering and Mathematics, to apply for scholarships".

Everton Negresio
ArcelorMittal Acindar CEO

Merit Scholarships is a benefit offered by ArcelorMittal Acindar and that seeks to promote and recognize the extraordinary performance of the people who work in the company, and, at the same time, the merit of young people in their studies, with the aim of encouraging them to continue their education. The programme recognizes, with an economic incentive, young people who obtain in their academic grades an average equal to or greater than 8 in the Engineering, Higher Technical, Higher, Secondary Technical and Secondary categories. In 2021, we awarded 209 scholarships to students, children of people who work in the company and who obtained outstanding grades in their studies.

WORK ENVIRONMENT

Internal communication

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

Within the framework of the Company's global strategy, the internal communication programme focuses on generating content (with a preponderance of audiovisual formats) to position actions and milestones related to gender, diversity, environmental commitment, health, safety, culture, employer branding, wellness, among other topics.

During 2021, we consolidated an internal communication media structure with a 360° vision, which provides information and contact points for all members of the organization, with a sense of closeness, accessibility and horizontality. Within these channels, the internal app *Equipo Acindapp*, the *Equipo ArcelorMittal* website, screens with information and videos in the common spaces of the plants, Intranet and corporate WhatsApp stand out.

In addition, instances of interpersonal communication continued to be carried out, such as "Connected" (*Conectados*) (communication space between the CEO, Directors and Executive Managers, which is then transmitted in cascade to the rest of the Organization), "Proximity Meetings" (*Encuentros de Proximidad*) (instance of relationship and ideation between employees who have presented outstanding initiatives) and breakfasts among people from the industrial sectors and directors of the Company, among others.


2,000

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

Organizational culture and health survey





Speak up survey



Development of our employees

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**¹⁷, the cornerstone in the people management strategy, which serves as the basis for continuous improvement and for the Group's business strategy.

TRAINING AND DEVELOPMENT PROGRAMMES

In 2021, we trained to continue adding value to our work. We provided transversal training focused on the axes of safety and leadership; we launched our annual edition of New Leaders as the first step in their leadership growth; twelve managers attended the Management Development Programme - PDG at Torcuato Di Tella University (UTDT); we launched the Safety Leadership programme, with a focus on safety leadership, training internal instructors; together with the Faculty of Exact Sciences, Engineering and Surveying of the National University of Rosario, we developed a postgraduate degree in Industrial Safety and Health, in which 28 people are being trained to be safety specialists.

¹⁷ Global Employee Development Program. ArcelorMittal's global development process, whose objectives are to improve the level of skills of the organization and the development of people.





+Ágil in action
1,078 hours



Maintenance + reliability programme
293 hours



Other training
+24,144 hours



Rolling technical academies + steelworks
1,636 hours



ALI@2 4 development web seminars and 4 workshops
362 hours



Safety programmes
3,356 hours



Leadership programmes
1,667 hours



Commercial academy
922 hours



HR academy
466 hours

We continued with the "ALI@2"¹⁸ team with a modality of webinars and workshops, where the staff of all the member companies could get in touch and generate networking. The topics developed, in which more than 500 people from all the companies participated, were as follows:

- The art of communicating (*El arte de comunicar*), led by Paula Estrada.
- Celebrating creativity (*Celebrando la creatividad*), led by Eduardo Kastika
- Knowing my emotions (*Conociendo mis emociones*), led by Dr. María Roca
- Work in the hybrid era (*El trabajo en la era híbrida*), led by Martina Rúa.

¹⁸ ArcelorMittal Acindar, Saint-Gobain, Sullair Argentina, Swiss Medical Group and Grupo OMINT.



+Ágil in Action:

We continued to support our transformation process through this training, with tools to enrich ourselves and be more efficient in our tasks.

Commercial Training Programme:

With the aim of continuing to develop our sales force, we trained new internal instructor staff for the launch of the first level of training in a comprehensive programme of theory and field engagements. In addition, we added a second level of training with the UTDT, to develop sales trend tools.

Technical Academies (rolling and steelworks):

We launched comprehensive technical programmes with leading academic suppliers and some modules with internal facilitators. Both programmes aim to reinforce and renew the technical know-how of our professional staff.

HR Academy:

In order to continue training ourselves to be protagonists in our roles within People and Transformation Management, in 2021 we launched the HR Academy, which has a systemic programme for all processes and is coordinated by a top-level supplier in the market.

Training Hours per Employee	2021		2020		2019		2018	
	Total Hours	Average	Total Hours	Average	Total Hours	Average	Total Hours	Average
Training by gender	33,924	14.19	19,586	8.39	94,997	41.11	37,562	16.05
Men	27,383	12.30	-	-	-	-	-	-
Women	6,541	39.65	-	-	-	-	-	-
Training by professional category	33,924	14.19	19,586	8.39	94,997	41.11	37,572	16.05
Executives*	1,507	37.68	2,278	20.90	4,184	39.85	767	6.34
Area Managers	4,377	60.79						
Supervision or Headship positions	4,027	30.74	12,017	20.72	23,021	46.51	19,467	39.25
Administrative staff	13,133	27.30						
Operators	10,800	6.53	5,291	3.22	67,792	39.62	17,338	10.06

*Includes Chief Executive Officer, Directors and Executive Managers.

PERFORMANCE ASSESSMENT

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 2022 was defined. On the other hand, we implemented the Personnel Development Plans (PDP) that feed the annual training planning, aligned with performance and succession.

Health and safety

In accordance with our commitment to health and safety, we permanently work to offer good working conditions, actively promoting the health and safety of our human capital, as well as basic aspects of sustainable management. We implement forward-looking practices and regularly update our work procedures, applying the best known practices and carrying out 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 Health and **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 employees for their correction. We allocate monetary resources for investments in safety and its maintenance and we also have a human structure dedicated to monitoring safety issues.

HEALTH AND SAFETY MASTER PLAN

The main initiatives and projects that must be dealt with during the year derive from the Health and Safety Master 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.
- Contractor and carrier leadership is also included in this training.
- Analysis, implementation and monitoring of proactive safety KPIs.
- Closed-loop type analysis, where a specific event is analyzed transversally throughout the company, in order to avoid accidents due to equivalent characteristics.
- Implementation of Red Scorpions (staff employees verifying and ensuring the safety of their colleagues).

- Implementation of Recognition and Consequence Policy.
- 5-minute talk routine, with monthly schedules.
- Optimization of training, generation of training videos.
- Implementation of safety quarantines.
- Systematization of safety information and management.
- Influenza vaccination campaign.
- Addiction Prevention Programme.
- Regular medical examinations.
- Improved attention and response to emergencies.
- Improved 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 (detection and management).
- 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 are all responsible for safety. Likewise, the hierarchical levels are responsible for including the necessary improvements and for correcting deviations 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. These are used to classify the risks 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 analyzed in timely manner. These are generally used for maintenance, contractors and assembly activities.

All 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 them. There is safety training according to the role, which is mandatory for employees; otherwise, they are not authorized to operate in their positions.

INVESTIGATING ACCIDENTS AND INCIDENTS

All accidents and incidents are investigated through an internal Company procedure and a causal factor tree methodology. For all

causes found, corrective actions are taken, with the mission of preventing recurrences. Also, events called PSIF, which are incidents that could potentially have resulted in a serious event or fatality, are dealt with.

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 these RPS and prioritized in critical (which may cause a serious accident) and general. In addition, we have Safety Totems in the different plants, which are self-management terminals, free to use for all Company employees, where safety anomalies can be reported.

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

For the purpose of generating instances of reflection and learning about safety at work, we implemented the "Stay Safe" (*Cuidate*) Programme, of vital importance to the Company. This programme aims to improve our safety culture and focuses on behavior with a motivational approach. Employees and contractors participate in this programme, learning and discussing the importance of protecting their own and other people's lives.

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

In 2021, "Stay Safe" training was resumed for our own employees, contractors and carriers, taking all precautions due to the pandemic. To this end, a training process for trainers was carried out, with staff from different areas.

"Stay Safe" Programme	2021	2020	2019
Trained employees	50	57	2,187
Trained contractors	164	104	412
Total people trained	214	161	2,599

COVID-19 VACCINATION CAMPAIGN

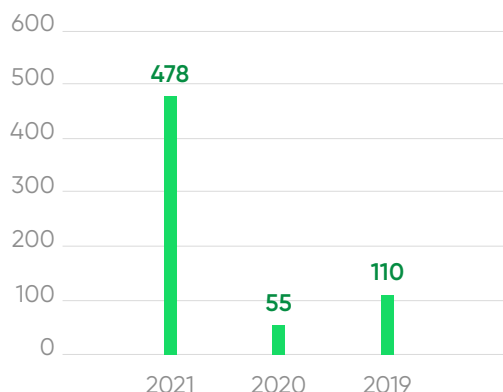
Campaigns were carried out to promote vaccination through internal communications, talks and gifts.

	2021
1st Dose	94.8
2nd Dose	79.7

"SAFETY LEADERSHIP" PROGRAMME

The "Safety Leadership" (*Liderazgo en Seguridad*) Programme is aimed at middle managers and managers, as it is crucial that decision-makers always think first about the safety of their staff, how to act and what measures to take in order to prevent them from suffering an accident.

"Safety Leadership" programme Trained employees



WELLNESS PROGRAMME

The Wellness Programme provides, in a cross-cutting manner, tools to improve the quality of life and the organizational climate. In 2021, we designed a comprehensive schedule of activities focused on the emotional and physical wellbeing of our employees. There were 11 planned activities with more than 386 attendees, delivered by internal instructors. Among the activities, the following stand out:

- Online consultation: "The plate of Argentine food"
- Conscious Breathing Week
- Online Consultation: "Adequate Digestion Advice"
- Emotion and Happiness
- Physical activity, a path to well-being

When it comes to health, we know that prevention is key. For this reason, in a joint action that encompasses the objectives of the Company's wellness and gender programme, we held a talk on "Women's Wellness" at the Bonelli Plant in San Nicolás. The activity was focused on sharing information on cervical, breast and skin cancer, and raising awareness about the importance of early detection of these diseases. The meeting was led by the Association for the Fight Against Cancer (ALCEC) and was attended by our own and contractors' employees, as well as women from our workers' families.

The health and safety of employees and their families is a core value for ArcelorMittal Acindar, and this type of activity strengthens the company's role as an actor that provides channels to inform and raise awareness in its scope of action.

HEALTH AND SAFETY DAY

Health and safety day is a day dedicated to reflecting and reaffirming our commitment to always choose the safest way of doing things.

On the Health and Safety Day and throughout the week, different activities were carried out with the employees, contractor companies and actions that involved the participation of representatives from the Villa Constitución community. Different virtual activities and some face-to-face activities were carried out outdoors with small groups to avoid crowds. On the day of Health and Safety Day, a virtual meeting was held, gathering 200 people from all ArcelorMittal Acindar locations and representatives from the city of Villa Constitución, to reflect on how we are working in terms of safety and health in our industrial premises, recognizing the

good practices carried out by our people. In addition, emergency drills were carried out in all production plants in the country, accident scenarios were recreated based on the different fatality prevention standards, and the new fire truck available for emergencies was presented in the community of Villa Constitución.

WITH THE COMMUNITY

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

During 2021, the active participation of the Villa Constitución Crisis Committee continued, together with other institutions, to address COVID-19 issues.

"SAFETY LEADERSHIP" TRAINING FOR STEEL COMPANY EMPLOYEES

The staff of Tenaris participated in the "Safety Leadership" training, carried out by ArcelorMittal Acindar at the plant. An enriching exchange took place, where the scope of the training was highlighted.

AUDITS ON THE STANDARDS ISO 9001, ISO 14001 AND 45001

In 2021, maintenance audits were carried out with the certifying entity TÜV Rheinland. The result was very positive, maintaining the certificates issued. 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 team.

INSPECTIONS

During 2021, the Ministry of Labour carried out 5 inspections at the Villa Constitución Plant and one at the La Tablada Plant. The reasons for the inspections were¹⁹:

- 02/25/2021: General health and safety conditions survey inspection.
- 04/13/2021: Inspection confirmation April 2021.
- 24/06/2021: Inspection for train 2 fatal event.
- 08/10/2021: Verification of inspection of 06/24/2021.
- 06/15/2021: Inspection for presentation of legal documentation of contractors.

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

JOINT HEALTH AND SAFETY COMMITTEE

The Company has a **Joint Health and Safety Committee**, with representation of workers and the Company, made up as follows:



For the Company
7 appointed members and 3 alternate members



For the Metal Workers Union (UOM)
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

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 (extraordinary meetings are held when necessary), in which all the topics proposed by its members are addressed, and information of topics that do not involve specific information on individuals is shared. There are also committees in the plants located 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 2021, the Joint Committee of Villa Constitución and other locations continued to operate. During the year, 7 meetings were held (ordinary and extraordinary). Among the most outstanding topics discussed in the Committee, the following can be mentioned: COVID-19; Train 2 Event; Steelworks forklifts; Restructuring of the former water plant.

100% of the employees and contractors²⁰ are covered by the health and safety management system, subject to internal audit and external verification.

²⁰ They provide services in the Company.

¹⁹ There are no items pending closure of the inspections. During 2021, there were no inspections by the Superintendency of Labour Risks.

Accident Frequency Rate	2021	2020	2019	2018
Accident Frequency Rate (AFR)	6.87	7.64	5.01	9.53
Workers with employee status				
By gender				
Male	11.73	7.64	5.01	9.53
Female	0.00	0.00	0.00	0.00
By location				
Villa Constitución, Province of Santa Fe	12.86	8.43	4.44	8.81
Rosario, Province of Santa Fe	5.63	12.25	19.33	13.10
La Tablada, Province of Buenos Aires	8.39	4.00	5.64	9.57
San Nicolás, Province of Buenos Aires	14.34	8.69	5.01	18.73
Villa Mercedes, Province of San Luis	8.64	0.00	2.73	4.96
Contractors	3.27	5.72	4.16	3.96

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

Occupational Disease Incidence Rate	2021	2020	2019	2018
By gender				
Male	0.44	1.56	1.49	1.26
Female	0.00	0.00	0.00	0.00
By location				
Villa Constitución, Province of Santa Fe	0.36	2.47	1.90	1.99
Rosario, Province of Santa Fe	0.00	1.04	1.93	2.62
La Tablada, Province of Buenos Aires	0.58	0.00	0.26	0.00
San Nicolás, Province of Buenos Aires	0.00	0.5	0.39	0.00
Villa Mercedes, Province of San Luis	0.00	0.00	0.00	0.99

Absentee Rate ²¹	2021	2020	2019	2018
By gender				
Male	4.06	2.78	3.85	3.87
Female	0.00	0.00	0.00	0.00
By location				
Villa Constitución, Province of Santa Fe	5.85	3.84	5.25	5.32
Rosario, Province of Santa Fe	4.02	1.51	3.00	1.55
La Tablada, Province of Buenos Aires	2.66	1.68	2.66	3.28
San Nicolás, Province of Buenos Aires	2.26	1.26	1.79	2.87
Villa Mercedes, Province of San Luis	1.92	2.65	2.30	2.35

²¹Absentee Rate= Non-work-related illness + Work-related illness + Work-related injuries * 100/ Ideal working hours.

Lost Day Rate	2021	2020*	2019	2018
Workers with employee status				
By gender				
Male	24.81	72.38	35.82	71.71
Female	0.00	0.00	0.00	0.00
By location				
Villa Constitución, Province of Santa Fe	34.42	13.96	17.55	84.57
Rosario, Province of Santa Fe	0.00	0.00	0.00	0.00
La Tablada, Province of Buenos Aires	24.44	583.7	80.04	0.00
San Nicolás, Province of Buenos Aires	0.00	0.00	205.25	0.00
Villa Mercedes, Province of San Luis	0.00	0.00	0.00	213.21
Contractors	0.00	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	2021		2020		2019		2018	
	Q	Rate	Q	Rate	Q	Rate	Q	Rate
Workers with employee status								
Fatalities as a result of work-related injuries	1	0,18	0	0,00	0	0,00	0	0,00
High-consequence work-related injuries (excluding fatalities) ²²	1	0,18	2	0,42	4	0,12	4	0,12
Recordable work-related injuries	64	11,73	36	7,64	33	1,00	65	1,91
	5.454.028		4.711.562		6.588.638		6.818.998	
Contractors								
Fatalities as a result of work-related injuries	0	0.00	0	0.00	0	0.00	0	0.00
High-consequence work-related injuries (excluding fatalities)	0	0.00	2	0.63	6	0.26	1	0.24
Recordable work-related injuries	15	3.27	18	5.72	19	0.83	17	0.79
Number of hours worked	4,593,176		3,146,011		4,564,104		4,291,446	

²² Accidents with sick leave are considered.

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.

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.

100% of formal agreements with trade unions cover health and safety topics.

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

	2021	2020	2019	2018
Total Employees	2,391	2,334	2,311	2,341
Non-union employees	724	690	682	617
Union employees	1,667	1,644	1,629	1,724
- UOM	1,478	1,476	1,476	1,511
- ASIMRA	189	168	153	213
% employees covered by collective bargaining agreements	70%	70%	70%	74%

The Company's **Employee Relations Policy** is in writing 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 its 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.

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 employees and their representatives is included, always making the maximum communication efforts, prior to such 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 such implementations.

Product innovation



Sustainable Development Goals



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



GRI Disclosures

102-44, 103-1, 103-2, 103-3, 203-1, 416-1



Material Topics

Quality and Safety of Products and Services, Digital Transformation, Innovation and Development of Products and Services, Investments and Economic Development of Communities



Capitals

Financial Capital, Industrial Capital, Intellectual Capital, Social and Relationship Capital



CHALLENGES

Products that accelerate more sustainable lifestyles.

Products that create sustainable infrastructure.

OUR COMMITMENT

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. Our challenge is to strive to demonstrate and communicate -in the best possible way- the contribution that steel can make to sustainability.

EXPECTATIONS OF OUR STAKEHOLDERS

Steel is a major 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.

RESULTS WE WANT TO ACHIEVE

Designers, manufacturers and end users choose steel for products that need strength and durability, because they understand that it contributes to more sustainable lifestyles. Through innovation and the development of new products and components for the construction and infrastructure sectors, we demonstrate our commitment to sustainable production.



Outcome 2- products that accelerate more sustainable lifestyles

We recognize quality as an essential value and maintain our leadership position through innovation and the application of technology available for sustainable development.

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.

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 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 Metals**. We have four strategically located warehouses, providing a service that ensures the collection and processing of materials destined for scrap, guaranteeing that they are used in the steel production process.

We work through a network made up of partners and suppliers, who guarantee the proper processing of scrap, achieving a material suitable for the development of 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 that guarantees the proper processing of ferrous scrap, ensuring the final destination of the product as raw material in our furnaces.

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 and that they will be delivered to the steelworks to be used as raw material for the production of steel.

We use 48% recycled materials for the production of steel at the Villa Constitución Plant. This implies a reduction in the consumption of resources such as iron ore, using less water and energy during the production process, reducing CO2 emissions.

In 2021, we launched the **AcMet** website, a new communication channel with the broad ferrous scrap value chain. Through this digital platform, users can learn about all the services related to ferrous scrap and contact our warehouses immediately, improving their experience. In addition, they can communicate directly with an advisor to request more information or quote AcMet's services in a personalized way, both for obsolescence scrap and industrial services.

ArcelorMittal Acindar is one of the largest scrap recyclers in Argentina; through private and public agreements, it purchases disused ferrous material in all provinces of the country and converts it back into steel products for construction, industry and agriculture.

PRODUCT AND SERVICE INNOVATION

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.

Standardized value-added products

MICROPILES

It is a system of steel reinforcements, made up of longitudinal bars and a continuous loop helically welded at their meeting points. The reinforcements are ready to use, they only have to be placed inside the formwork and the structure has to be concreted.



Benefits

- Ready to use
- Zero material waste
- No specialized labour required
- Greater precision
- Electrowelded. More solid and resistant
- Industrialized structures



Uses and Applications

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

- Foundations
- Circular columns

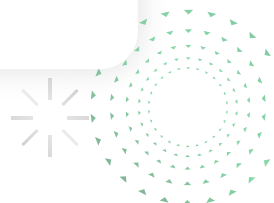
STIRRUPS

Square or rectangular DN A 420® steel pieces, made with state-of-the-art automated equipment. Manufactured with 6 mm diameter steel.



Benefits

- Ready to use
- Zero material waste
- No specialized labour required
- Greater precision





Uses and Applications

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

- Columns
- Beams

PRE-ASSEMBLED BEAMS

It is a system of steel reinforcements, made up of longitudinal bars and a continuous loop helically welded at their meeting points. The reinforcements are ready to use, they only have to be placed inside the formwork and the structure has to be concreted.



Benefits

- Ready to use
- Zero material waste
- No specialized labour required
- Greater precision
- Electrowelded. More solid and resistant
- Industrialized structures



Uses and Applications

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

- Beams
- Lintels

SUSTAINABLE CONSTRUCTION IN STEEL

We have experience in the development and marketing of sustainable products for our customers linked to the construction industry and we want to continue to grow on this basis in the coming years, so that steel becomes the protagonist of a more sustainable society.

Acindar House (*Casa Acindar*)

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

In 2022, 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 has 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 housing models, with different surfaces and finishes.

The house will be projected and manufactured in 3D concrete panel modules. These will be transported finished (coatings, paint, carpentry, etc.) from the production plants to the customer's site, where they will be assembled. By eliminating 95% of on-site work, this represents safe manufacturing: employees contained in factories (COVID-19). During June 2021, we had the first 10 houses manufactured, placing 4 of them as showrooms in our industrial plants. In July 2022, we will have 90 houses manufactured in the province of Neuquén.

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



Outcome 3- products that create sustainable infrastructure

Steel is part of everyday life and, as one of the only materials that is fully reusable and recyclable, it will play a key role in building the circular economy of the future.

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. On this path, the search for innovation in products that generate sustainable infrastructure is a primary objective for ArcelorMittal Acindar.

Building resilient infrastructures, promoting inclusive and sustainable industrialization and fostering innovation allows us to support the country's development in all major infrastructure works, and to offer a wide range of products for agriculture and industry. We seek to generate technical advances in the production processes and the constant updating of the steel products we offer to our customers, in order to contribute to the generation of products that generate sustainable infrastructure.

MAJOR WORKS

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

Safra Bank Tower

Located in the center of the City of Buenos Aires, it has a total covered area of 78,000 m² and will be mainly used as an office building. It has 4 basements and 37 floors in elevation. This project was developed by the renowned Foster+Partners studio under LEED standards, making it a project that aims at energy profitability. We are delivering highly complex solutions to our customers, such as the inclined columns on the ground floor, which were fully supplied pre-assembled and delivered to the site ready for placement and subsequent concreting, which had an approximate weight of 35 tonnes per unit.

Belgrano Sur Viaduct

The work consists of the elevation of the route of the line in question. It extends for more than 4 km, using our value-added solutions, such as pre-assembled piles, pre-assembled cages, beams and cut and bent steel. The steel required is estimated at 5,700 tonnes, while concrete consumption is approximately 30,000 m³. Among the objectives of the project are the following:

- Bring more than 50,000 passengers who use this means of transport daily to the central area of Buenos Aires, without the need for transfers.
- Benefit the inhabitants of the districts of La Matanza, Merlo, Morón and the south of the City of Buenos Aires. It is estimated that, with this project, the number of people using this means of transportation will increase tenfold, going from 50 thousand passengers per day to 500 thousand users.
- Positive impact on traffic circulation and road safety, as well as on the urban environment of the southern neighborhoods of the City.

Ushuaia Commercial Dock

Expansion of the commercial dock of the port of Ushuaia. An extension of 80 m long and 28 m wide to the existing dock is being built, which implies a steel consumption of 750 tonnes. The objective is to increase its operational length in order to meet the growing demand for cruise ships and their coexistence with the commercial operations carried out there. The construction system is reinforced concrete, both in situ and precast, for which we are supplying (almost entirely) with pre-assembled reinforcement, reducing as much as possible the work on the construction front, where we find a harsh weather, with all that this implies for the operations.

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 provide a comprehensive solution to the transport capacity of sewage drains in the metropolitan area, improving the quality of service and avoiding the pollution of the Riachuelo River by sewage effluents. It will improve service provision to more than 4.3 million people and, in the future, will 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 (28.5 km/30.4 km have already been completed).
- Pretreatment Plant: It is being built in Dock Sud, Avellaneda, and will treat the liquids received from the Mega Collector. It is 24% complete.
- 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 built.

To date, we continue to supply this project with a large percentage of value-added products and services.

ACINDAR SOLUTIONS (SOLUCIONES ACINDAR)

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 through cost improvement for users, based on the industrialization and standardization of construction elements.

PRE-ASSEMBLED STRUCTURES

It is the fastest and most effective way to solve 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.

3D ASSISTED DESIGN

We offer BIM assisted design as a value-added service, optimizing projects and manufacturing processes through detailing, disassembly, manufacturing and assembly of all types of structures for construction.

More information at:

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



Environment



Sustainable Development Goals



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 and Circular Economy, Risk Management and Regulatory Compliance, Water and Effluents, Air Quality, Emissions and Climate Change, Materials Used, Local Communities



GRI Disclosures

102-21, 102-33, 102-34, 102-44, 103-1, 103-2, 103-3, 301-1, 301-2, 301-3, 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

CHALLENGES

Efficient use of resources and high recycling rates.

Trusted user of air, land and water.

OUR COMMITMENT

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.

EXPECTATIONS OF OUR STAKEHOLDERS

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. Transparent data and reporting make it possible for us to meet the expectations of stakeholders in general.

RESULTS WE WANT TO ACHIEVE

Among our main goals, we work on continuous improvement, seeking greater efficiency in processes. To this end, 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 seek to have the trust of our local communities to share these vital resources, working to protect and enhance the natural capital on which all people depend.

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 towards continuous improvement, ISO 14001, 9001 and 45001 certifications 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.
- At the San Nicolas Plant, we began working with a local NGO to recover recyclable materials such as cardboard, plastics and wood.
- Monthly monitoring of environmental performance indicators was maintained and weekly indicators were consolidated.

We met the challenge of continuing to improve and consolidate projects that were already underway, and we continued to search for alternatives for the recovery of co-products. We have also defined and followed up on new KPIs in order to improve the monitoring of natural resource consumption and CO2 emissions in the sectors that generate the most significant impacts. The results and experiences obtained were shared with other plants of the Group, so that they can be compared and a correct evaluation of the targets achieved can be made. At REDI, we began 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. We have also made progress with different projects related to the circular economy, such as the recovery of disused refractory materials, lamination, recovery of accumulated REDI sweepings, agglomerates of by-products for

REDI loading, improvements in the management of Lamella Wires in Villa Constitución, recovery of mill waste, flushing and ladle slag.

ENVIRONMENTAL PERFORMANCE INDEX (EPI)

As a measurement and control tool, we continue to carry out an Environmental Performance Index (EPI) 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. Based on these indicators, the most critical variables are taken to monitor them on a weekly basis and have the possibility of detecting possible trends of deviations and take preventive action.

	2021	2020	2019	2018
Environmental Performance Index (EPI)	93.65%	93.13%	89.79%	95.25%

Full compliance with current legislation is of the utmost importance, for which we take care to identify and update legal requirements and then verify compliance in all areas. In this sense, we have had no significant environmental impacts in any of our production plants.

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.

	2021	2020	2019	2018
Environmental Investment (in \$)	117,700,000	119,327,833	100,817,947	83,657,873

The investments made during 2021 focused on strengthening the treatment of effluents generated in different processes, maintaining the operating costs of secure landfills and environmental measurements, control and monitoring.

ENVIRONMENTAL MASTER PLAN

ArcelorMittal Acindar has defined an Environmental Master Plan for the period 2021-2030, which is detailed below:

General Objective: Improve environmental performance and ensure compliance with legal requirements

Main bases	Specific objectives
Carbon footprint	Consolidation of the 2030 CO2 roadmap. Strategic bases: continue developing Renewable Energy contracts, maintain and maximize scrap consumption performance. Engage in local/regional research on low-emission steel manufacturing.
Water	Improve water measurements to ensure correct Water Use Balance and propose action plan for the main consumers. Effluent treatment improvements for Rolling mill 1 and 2 depending. Stepped investment programme for closed water circuits.
Unrecovered waste	Analyze recycling alternatives for the main non-recycled wastes (scrap treatment dust, tundish and ladle wastes, ladle slag). New EAF Dust secure landfill. Search for R&D opportunities.
Air	Implement diffuse emissions detection system (SVEEM) for Steelplant. Action plan for dust control in scrapyards, Direct Reduction and Steelworks. New Dust Removal System EAF No. 6.
Sites and context	Maintain a harmonious and balanced relationship with the context where each location is located, focusing on the community and on minimizing our impact on the environment.

We routinely survey, analyze and compile legal updates to determine compliance in the most appropriate manner. Within the management routine, we also have an internal and external legal compliance verification instance, being a key tool to detect opportunities for improvement or plan actions to ensure compliance with the applicable regulations.

Outcome 4- efficient use of resources and high recycling rates

We identify significant resource consumption and implement improvement plans to achieve an efficient use of resources. An example of this is the progress in the implementation of ISO 50001 in the Rosario Conditioning Plant. During 2021, we continued to improve waste management, to be efficient in the consumption of resources with the aim of developing a more efficient economy, creating a competitive advantage and significant value for our customers and society.

At ArcelorMittal Acindar, one of the main raw materials we use is ferrous scrap, from the steel we manufacture, which at the end of its useful life returns to the production process because it is a 100% recyclable material. This property of infinite recyclability implies not only reducing the extraction of virgin raw materials from nature, but also minimizing greenhouse gases, which is key to our company's decarbonization strategy. By promoting the circular economy, we contribute to the implementation of the Sustainable Development Goals of Responsible Consumption and Production and Climate Action.

We work on a model based on the circular economy. We currently use scrap for steel production (recycling materials that are in disuse) and more than 100 thousand tonnes of by-products derived from our production are used by other activities and incorporated into industrial processes to replace virgin raw materials. We are the main scrap consumer in the country, with our own warehouses for its storage and a national purchasing coverage with more than 600 suppliers.

On the other hand, showing a path of recyclability of raw materials, we make environmental product declarations, 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 supply ourselves. In this way, we contribute to the infinite recyclability of steel and to the support of new technologies and innovation; this allows us to continue supplying and being leaders in the manufacture of steel, which contributes to the reduction of greenhouse gases generated in the industry.

USE OF MATERIALS

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.

The use of ferrous scrap as raw material not only helps to reduce the consumption of natural resources, but also to minimize greenhouse gases.

In 2021, the scrap purchasing and conditioning channels were intensified and expanded in order to have a greater volume of this raw material. This makes it easier and more readily available to introduce scrap into the steel manufacturing process, thus reducing the use of iron ore and having a positive impact on the environment.

Materials Used - Villa Constitución Plant	2021	2020	2019	2018
Raw materials** (in Tonnes)	1,885,973	1,111,981	1,554,234	2,022,591
Auxiliary materials *** (in Tonnes)	123,929	59,674	111,214	114,458
Total (in Tonnes)	2,009,902	1,171,655	1,665,448	2,137,049
Raw materials (Materials/Tab*)	1.51	1.34	1.15	1.49
Auxiliary materials (Materials/Tab*)	0.10	0.07	0.08	0.08
Total (Materials/Tab*)	1.61	1.42	1.23	1.57
Recycled materials (in %)	32.68	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 which, depending on their characteristics origin, may have physical-chemical treatments (effluents from the production process) or biological (sewage effluents originating in sanitary facilities). Proper treatment 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 the discharge, which allows us to take preventive actions to avoid a negative environmental impact or a deviation from 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.

In order to make processes more efficient and reduce the generation of effluents and waste, in 2021, the following actions were carried out:

- Projects were undertaken to expand the possibilities of recovering by-products by developing new alternatives for their sale.
- The analysis of projects and alternatives to make more efficient use of water resources and reduce effluent flows generated in different processes continued.

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; which improves the quality of the co-products generated and facilitates increasing the volumes sent for recovery (internal or external). It is worth mentioning that there were no significant non-compliances, fines or penalties during 2021, as our waste is managed within the applicable legal framework and in accordance with the environmental management procedures of each location.

Waste by Plant (in Tonnes)	2021	2020	2019	2018
Villa Constitución Plant	471,526	367,601	557,619	641,632
Rosario Plant	1,511	5,357	5,771	9
San Nicolás Plant	91,509	15,642	18,914	24,239
Villa Mercedes Plant	2,062	1,182	1,627	3,135
La Tablada Plant	3,255	2,327	4,420	1,631
Total	569,863	392,109	588,350	670,646

Waste generation index (Ton. of Waste / Ton. Produced)	2021	2020	2019	2018
Villa Constitución Plant	0.377	0.444	0.488	0.474
Rosario Plant	0.025	0.113	0.114	-
Villa Mercedes Plant	0.018	0.016	0.016	0.053
La Tablada Plant	0.052	0.063	0.077	0.022
San Nicolás Plant	0.351	0.090	0.091	0.058
Total	0.822	0.726	0.786	0.607

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 recently are based on reviewing internal procedures, optimizing internal collection, adapting identification and classification at the point of origin, improving collection points and storage.

We transport this type of waste in compliance with the environmental regulations of each province where it is generated²³.

The waste that result from maintenance tasks is sent to thermal destruction treatment, and the ashes are disposed of in a secure landfill. Waste generated in the electric steelworks process is sent to a secure landfill authorized by the Ministry of the Environment of the Province of Santa Fe. Used oils are collected at the plant and then recovered by a certified company for the production of lower-quality oils and fats for 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 legal requirements in force.

2021			
Waste (in Tonnes)	Waste Generated	Waste Diverted from Disposal	Waste Directed to Disposal
Villa Constitución Plant	471,526	358,526	113,000
Rosario Plant	1,511	1,502	9
San Nicolás Plant	91,509	91,089	420
Villa Mercedes Plant	2,062	1,568	494
La Tablada Plant	3,255	1,978	1,277
Total	569,863	454,663	115,200

²³ In 2021, we have neither imported nor exported hazardous wastes.

Waste Generated (in Tonnes)	2021						TOTAL	TOTAL
	On-site		Off-site		Total			
	Non-Hazardous	Hazardous	Non-Hazardous	Hazardous	Non-Hazardous	Hazardous		
Diverted from disposal								
Recycled	187,766	-	266,651	246	454,417	246	454,663	80%
Directed to disposal								
Transport to a landfill	-	-	95,829	18,900	95,829	18,900	114,729	19%
Incineration (without energy recovery)	-	-	-	471	-	471	471	1%
Total	187,788	-	362,480	19,617	550,246	19,617	569,863	100%
					97%	3%		

During 2021, we have strengthened our participation in coordination spaces, working together with a group of NGOs and companies from San Nicolas where a project for the recovery of recyclable materials with a social purpose was developed. This gave continuity to the work that we have been carrying out for 12 years with La Cokera cooperative in Villa Constitución. In turn, we included new materials in the recovery process developed by La Cokera, such as PET bottles and raffia bags.

Furthermore, we increased the volume of refractory material sold for recovery and developed an internal refractory recovery initiative, grinding it with an external supplier to later be used as projectable material in the Electric Furnaces of the Steelworks.

CIRCULAR ECONOMY

The generation of waste and the growing resource scarcity on the planet are issues that can be addressed through the circular economy: turning waste into resources, prioritizing the reduction, reuse and recycling of elements.

The focus on the circularity of materials is something that ArcelorMittal Acindar has been working on for several years. Not only are we permanently looking for alternatives to reduce waste generation and make processes more efficient, but it is also part of our goals to seek alternatives to transform the waste generated into by-products, obtaining the opportunity to incorporate them as input or raw material for other production processes. Within the management routine, we monitor monthly indicators and, in some cases, we started 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 are not only thinking about giving a new opportunity to the waste generated, but also working on increasing the volume of scrap metal used as raw material for the production of our steel.

In this sense, the circular economy continues to be one of the main topics in the environmental management system that we carry out. Having adequate and available information is very important for this to be sustained over time. Keeping life cycle analyses and recommendations on our products up to date is fundamental to move away from 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.

Throughout 2021, we have maintained and strengthened links with companies and cooperatives that receive the by-products generated in different parts of the production processes. To confirm and verify that the use of these by-products as raw material for other processes is carried out properly, visits and verifications are scheduled, and in some cases mass balances and documentation are requested to ensure that the activities are carried out in accordance with contractual and legal obligations.



During 2021:

- We used more than 35% recycled raw materials and our products are infinitely recyclable.
- We promoted environmentally responsible management of waste and by-products generated throughout the production chain, in order to reuse them as raw material for internal and external processes and minimize final disposal.
- More than 200,000 tonnes of by-products from our production processes replace virgin raw materials in other processes.
- We implemented the Life Cycle Analysis of our products to ensure the control of environmental impacts throughout their useful life (recommendations on the use of packaging to our customers).



Recovery of by-products from the steel production process

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 by promoting the recovery of by-products that will be incorporated into other production processes.

Work with the commercial area continues on a permanent basis. 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. On the other hand, the operating controls necessary to improve and guarantee the quality of the by-products generated at the plant were also strengthened, thus avoiding mixtures and obtaining purer by-products.

Outcome 5- trusted user of air, land and water

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 processes for product cooling.

- Groundwater: Obtained from extraction wells, it is mainly used 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 (in m ³)	2021	2020	2019	2018
Surface Water	37,070,210	26,494,522	30,002,428	35,018,502
Groundwater	541,157	407,034	561,739	-
Total Water Withdrawal	37,611,367	26,901,556	30,564,167	35,018,502

Water Consumption (in m ³)	2021	2020	2019
Total Water Consumption	6,344,491	8,836,891	7,028,854

There is a difference in water consumption in 2021 with respect to 2020 due to the fact that in 2020 the operation of the plant was very fluctuating. Even having to keep some processes on standby, some equipment was turned on without production but with water circulation to ensure their preservation. Water consumption per tonne produced is lower in 2021 compared to 2020 (5 m³/tn vs. 6 m³/tn).

In an increasingly challenging context of scarcity of water resources, the Company has carried out engineering works to guarantee water withdrawal for our processes and to continue making more efficient the treatment of effluents that we discharge back into the river, in order to minimize their pollutant load, beyond compliance with legal requirements. Both in the water intake of the semi-finished and finished areas, the water withdrawal points had to be modified and/or their depths had to be adapted in order to supply ourselves with this resource, which is so important for our processes.

In the Direct Reduction process, we automated the dosing of chemical products for effluent treatment, equipping the system with all the necessary equipment to ensure that the dosing is applied at the times it is necessary according to the quality of the liquids to be treated and to provide alarms when any abnormality is detected in the system to ensure a prompt response in its resolution.

At the San Nicolas Plant, sensors and remote control equipment were installed in the industrial water pools and sewage effluent treatment plant in order to further strengthen the reliability of our system.

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 obtain 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. The 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.

At the San Nicolas Long Steel Products and Structural Shapes Plants, a monthly monitoring of water extraction from the groundwater table was started, based on the updating of the existing flow meters. In this way, it is possible to quantify consumption and develop consumption indicators that, through the definition of goals, allow us to optimize the use of the resource.

In all processes we work continuously on the detection of water losses, performing the appropriate maintenance in order to optimize the use of water obtained from the river and groundwater, generating improvements in the use of the resource and in the generation of effluents.

Effluents treatment

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; chemical treatment is also incorporated when necessary according to specific process conditions. 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.

Water Discharge (in m ³)	2021	2020	2019	2018
Total Water Discharge	31,266,876	17,918,865	23,535,313	25,613,539

Corresponds to Villa Constitución Plant and La Tablada Plant.

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, we were able to obtain information about the different Environmental Units present in our Villa Constitución Plant premises. 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.

According to our responsibility as a neighbor of the cities in which our operations are immersed, we advanced in the forestation plan, completing the green fence at the San Nicolas plant and in some areas of the perimeter of the Villa Constitución plant that had deteriorated.

We planted 200 casuarina trees on the perimeters of the San Nicolas Structural Shapes (Fenicsa) property, in order to complete the perimeter forest barrier. In addition, we planted 80 casuarina trees on the perimeter of San Nicolas Long Steel Products (Bonelli) to complete the forest barrier and planted 40 native trees in the parks of the the Long Steel Products and Structural Shapes Plants in San Nicolás, such as carob, tala, cina cina, white timbó, anacahuita and acacia caven. At the Villa Constitución Plant, 44 native trees were planted in the park of the former employees' neighborhood, near the RE neighborhood. The species were carob, tala and acacia caven.

AIR

Committed to complying with the legal limits established by current and reference legislation, we carry out periodic monitoring of the gases emitted into the atmosphere by active chimneys. In addition, we control the air quality within our property limits in order to analyze possible impacts on the environment and the community.

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, which we then compare with results obtained by other plants of the Group.

Pollutant Emissions from Active Chimneys (in Tonnes)*	2021	2020	2019	2018
SPM: Suspended Particulate Matter	22.81	19.88	19.78	40.99
SO ₂ : Sulfur Dioxide	24.09	26.04	29.66	13.86
NO _x : Nitrogen Oxides	420.08	662.58	511.41	357.26
CO: Carbon Monoxide	358.78	126.53	91.43	95.24

* Includes La Tablada, Villa Mercedes, San Nicolás and Villa Constitución Plants. The Rosario Plant has no atmospheric emissions.

During 2021, the scorecard of each process was redefined, focusing on CO₂ in the most critical processes. In Direct Reduction, monthly monitoring of the consumption of each critical input was carried out, associating it to CO₂ emissions in order to verify the impact of the different variables on the footprint. In addition, new measurement variables were incorporated for the Steelworks and Metals Park processes in order to better quantify the environmental performance of the processes.



Climate Change



Sustainable Development Goals



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



GRI Disclosures

102-21, 102-33, 102-34, 102-44, 103-1, 103-2, 103-3, 302-1, 302-3, 302-4, 302-5, 305-1, 305-2, 305-3, 305-4, 305-5



Material Topics

Energy, Risk Management and Regulatory Compliance, Air Quality, Emissions and Climate Change



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

CHALLENGES

Responsible energy user that helps create a lower carbon future.

OUR COMMITMENT

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. We have a high need for energy consumption and, therefore, we are involved in strategies aimed at converting 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 a green steel.

EXPECTATIONS OF OUR STAKEHOLDERS

We know that steel is essential for society, but at the same time we understand that dependence on fossil fuels has generated several problems; therefore, we are convinced that we must find a new path that guarantees the growth of society while minimizing the environmental impact.

RESULTS WE WANT TO ACHIEVE

We have set ourselves the goal of reducing our emissions by 2030, so we are working every day to become more energy efficient and reduce our carbon footprint. Innovative technologies are also under study, which will allow us to achieve a deeper and more complete transformation.

Outcome 6- responsible energy user that helps create a lower carbon future



"The reduction of CO₂ emissions is one of the main challenges we face as a society worldwide; the industry of the future must necessarily be carbon neutral and our company -both globally and locally- is determined to lead this process of environmental transformation."

Everton Negresio
ArcelorMittal Acindar CEO

In 2021, at ArcelorMittal Acindar we have announced the goal of reducing our carbon dioxide emissions by 20% by 2030. This local commitment is in line with ArcelorMittal's global effort to reduce the Group's global emissions by 25% by 2030 and to be carbon neutral by 2050. To this end, it has set up research and development centers for technologies aimed at decarbonizing²⁴ steel production, playing an important role in helping to meet the goals of the Paris Agreement.

For the Company, Sustainable Development is one of its strategic priorities and decarbonizing the production process is the major challenge ahead, but it also represents a

great opportunity and a competitive advantage, as steel has a lower carbon footprint than other materials and offers unique circularity characteristics. To achieve the goal of being carbon neutral, some concrete initiatives have been announced at the corporate level, such as the generation of recycled and renewable products, the creation of an innovation fund to invest in companies that develop pioneering technologies aligned with environmental challenges, and the generation of special certificates for products that are actually produced under carbon neutral technologies, among others.

From ArcelorMittal Acindar, the commitment assumed is the continuity of a process of progress that we have been carrying out in environmental terms for several years. We were the first steel company in the country to have a plant (La Tablada, Buenos Aires) 100% supplied with renewable energies and we work under the concept of circularity: taking advantage of the infinite recycling quality of steel, we use increasing percentages of scrap as raw material and we make an efficient management of by-products. In recent years, we have already been reducing carbon emissions, but the announced commitment intensifies this line of work with an even more challenging goal.

In 2021, we have achieved the objectives set in 2020:

²⁴ Process by which countries, individuals or other entities aim to eliminate the consumption of fossil fuels and achieve a low-carbon global economy

- Carbon footprint reduction targets were defined for the Villa Constitución Plant.
- We supported local and regional initiatives for the research of new technologies with low CO₂ emissions.
- We continued with the development and research of raw materials that reduce GHG emissions in their manufacture and use in the process.
- We continue to expand our consumption of energy from renewable sources.
- We have made progress with the Transversal Energy Efficiency Programme Stage 2 through the maintenance of the improvements made in 2019 and 2020.

At the same time, we have set ourselves new challenges:

- Incorporate emission reduction calculations into Improvement Projects.
- Evaluate a series of potential projects with the objective of integrating into the renewable energy business and reaching the 30% reduction target by 2025. The goal in 2022 is to sign agreements and start building of projects, with the expectation of starting supply by the beginning of 2024.
- Continue to increase the percentage of renewable energy by 2030.
- Create the Energy and CO₂ Committee.
- Participate in the H2Ar Hydrogen Consortium.
- Continue with the second stage of the Energy Efficiency Programme.
- Develop strategic partners on issues of hydrogen, renewable energy and other Scope 3 related inputs.



20%

reduction of our emissions by 2030 (Scopes 1, 2, and 3)



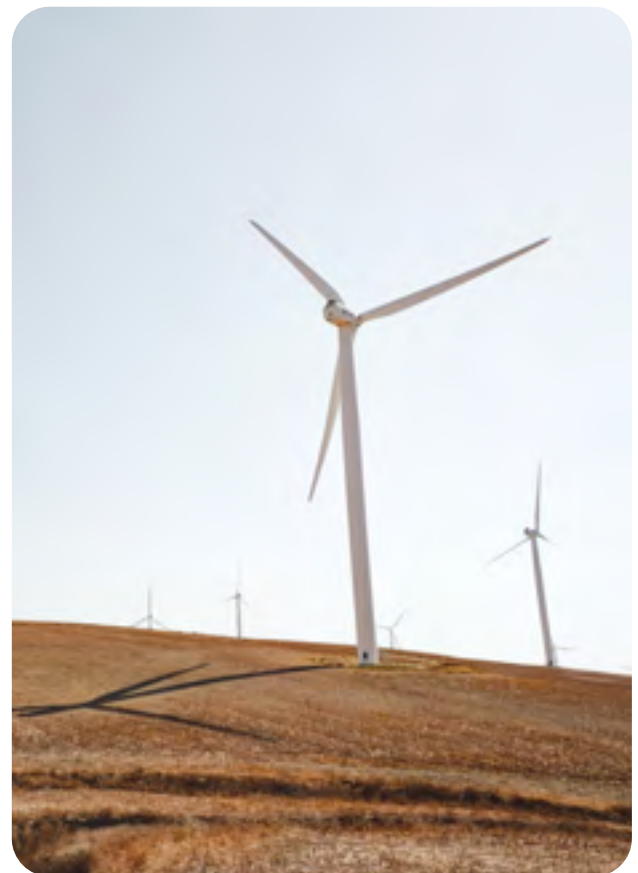
Being Carbon

Neutral by 2050



Being leaders

in the path of decarbonization in Argentina



ENERGY

We work hard to reduce our energy consumption by means of energy efficiency tools applied not only to our production processes but also in our day-to-day work.

The main energy consumption occurs in the Steelworks, Direct Reduction and Rolling Plants. Steelworks is a large consumer of electrical energy because it is the power source for the electric arc furnaces, where scrap and sponge iron are melted to obtain liquid steel. The rolling mills for the complete operation of its processes also have a high consumption of electrical energy. Direct Reduction²⁵ has a high consumption of natural gas, and its consumption is one of the main contributions to ArcelorMittal Acindar's carbon footprint, since it is the raw material for its production process. In Rolling, natural gas is used in the combustion furnaces to heat the billets.

We consume electricity, not only from Argentina's energy matrix, but also from renewable sources since 2019. 100% of the electrical energy consumed in La Tablada Plant belongs to renewable sources (wind energy) and approximately 5% of the total electrical energy consumed in Villa Constitución Plant also comes from the same source.

During 2021, 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.

The implementation of energy efficiency tools are also key elements in the reduction of consumption and, therefore, in the reduction of the carbon footprint, focusing efforts on raising employees awareness and maintaining the operational improvements made during 2019 and 2020.

While energy efficiency is worked on in parallel in all our energy sources, special focus is placed on electrical energy consumption. The manufacture of steel requires the consumption of 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. In the future, we will apply new technologies for low-emission steelmaking, which ArcelorMittal is developing together with other partners, but this requires time and high investment costs, so in the meantime we are redoubling our commitment to energy efficiency and minimizing CO₂ emissions, innovating with the technology currently available.

²⁵ Process in which natural gas is consumed for the reduction of iron oxide to obtain sponge iron.

Total energy and gas consumption	2021	2020	2019	2018
Industrial Gas Consumption - Gj	12,942,375.89	7,618,729.07	10,773,844.57	16,442,406.62
Industrial Gas Consumption Intensity- Gj /Ton.	12.98	11.32	12.63	15.44
Energy Consumption- Gj	4,375,826.84	2,794,821.67	3,987,164.43	4,816,199.11
Energy Intensity- Gj / Ton.	5.26	5.58	4.81	4.22

All energy and gas consumption is from non-renewable sources, except for the Tablada Plant, which is supplied 100% by wind energy, and approximately 5% of the electrical energy consumed at the Villa Constitución Plant comes from renewable sources (wind energy).

EMISSIONS

The efforts to achieve results are increasingly challenging, but with the commitment of our employees, we capitalize on important advances to be more efficient every day. Continuing on the path of raising the awareness of all the people who work at ArcelorMittal Acindar is key to achieving our objectives and being a company that significantly reduces its emissions every day.

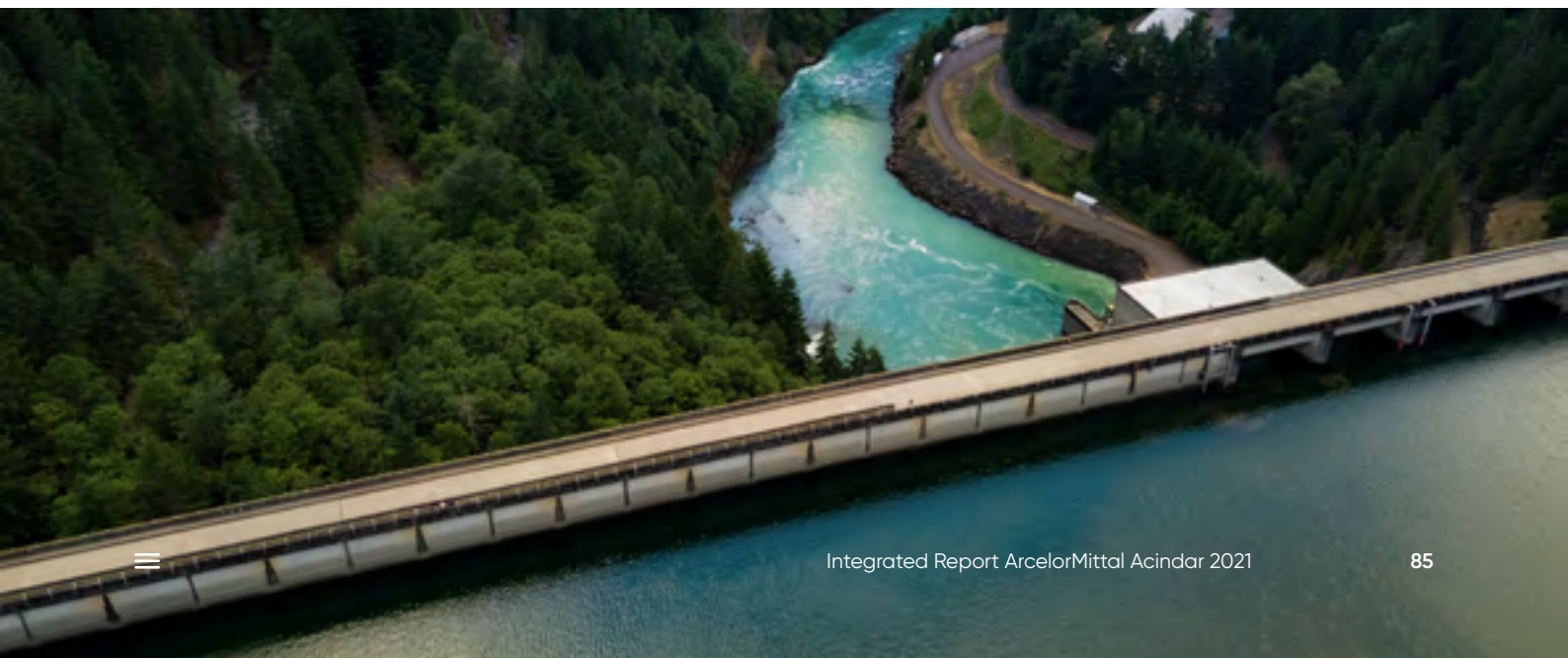
Since 2007, we calculate and report annually the greenhouse gas emissions²⁶ related to our production, based on the World Steel Association methodology for the steel sector, which follows the guidelines of the ISO 14404 standard. The methodology takes into account direct and indirect emissions.

The Carbon Footprint calculations based on the World Steel Association methodology allow us to discriminate and understand where our main sources of CO₂ emissions are located. With this information and with the work of the plant floor and the Materials Purchasing area, we seek daily strategies and alternatives to reduce consumption, purchase more efficient supplies, among other actions. All this work allows us to reduce our carbon footprint on all fronts, achieving a level of greenhouse gas emissions that places us below the average of the world's steel manufacturing industries.

Aligned with the commitments assumed by the ArcelorMittal group in relation to the management of CO₂ emissions, we seek alternatives to reduce emissions with new developments and technologies that will be applied in plants around the world.

The main generation of greenhouse gas emissions takes place in our Villa Constitución Plant, where we carry out the primary steel-making processes, which are the most energy and material intensive.

²⁶ In our case, we always refer to CO₂ because our carbon footprint is calculated based on the emission factors associated with the materials and energy consumed in our processes, these emission factors are related to the carbon content of each of them. The calculations are made for the Villa Constitución Plant since the main GHG emissions are generated in our Direct Reduction processes (due to the consumption of natural gas) and Electric Steelworks (due to the consumption of electrical energy), both plants located in Villa Constitución. During 2021, the plants where GHG emissions are calculated were expanded. Currently, San Nicolás Long Steel Products also has Carbon Footprint calculations.



Emissions - Villa Constitución and San Nicolás Plant	2021	2020	2019	2018
Total, Emissions (CO₂ Tonnes)	1,470,683	809,572	1,176,100	1,493,480
Scope 1 Emissions	747,392	414,149	605,511	808,396
Scope 2 Emissions	322,788	395,423	570,589	685,084
Scope 3 Emissions	400,503	-	-	-
Intensity of total GHG emissions (CO₂ Ton./Steel Ton.)	1.27	0.98	1.03	1.09
Intensity of Scope 1 Emissions	0.66	0.50	0.53	0.5
Intensity of Scope 2 Emissions	0.29	0.48	0.50	0.50
Intensity of Scope 3 Emissions	0.32	-	-	-

Includes Villa Constitución Plant and San Nicolás Long Steel Products Plant.

The increase in GHG emissions corresponds to adjustments in the calculation methodology for the 2021 data, to production values similar to pre-pandemic and to the fact that in 2021 the emissions of the San Nicolás Long Steel Products Plant began to be calculated.

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

The steel industry has a key role to play 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.

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, reducing the carbon footprint of transportation by 2%²⁷.

We are also part of the H2Ar Consortium, which allows us to work together with other private companies and governments in order to achieve access to clean energy, the development of new technologies and the financing of this path towards decarbonization. Thinking in the long term, incorporating hydrogen as a source of energy will allow us to minimize our carbon levels, to move towards the path we want and need as an industry that is determined to the changes that are coming.

²⁷ Compared to 2018.

Value chain



Sustainable Development Goals



Targets

8.3, 8.7, 9.1, 9.3, 9.4, 12.6, 12.7, 17.7



Material Topics

Supplier Management and Development, Quality and Safety of Products and Services, Human Rights, Digital Transformation, Investments and Economic Development of Communities



GRI Disclosures

102-9, 102-10, 102-44, 103-1, 103-2, 103-3, 203-1, 204-1, 203-2, 308-1, 308-2, 407-1, 408-1, 409-1, 412-1, 412-3, 414-1, 414-2, 416-1, 416-2



Capitals

Financial Capital, Industrial Capital, Natural Capital, Social and Relationship Capital

CHALLENGES

Supply chains that our customers trust.

OUR COMMITMENT

To develop an active and effective supply chain so that our stakeholders and our customers can be sure that our supplier companies behave ethically and with high environmental and social standards.

EXPECTATIONS OF OUR STAKEHOLDERS

For a large company such as ArcelorMittal Acindar to establish control mechanisms to ensure that its supply chain is managed responsibly.

RESULTS WE WANT TO ACHIEVE

To ensure that our supplier companies meet our high standards, to manage our supply chain responsibly and to be trusted by our customers and stakeholders.

Outcome 7- supply chains that our customers trust

We are highly committed to the development of our value chain, made up of suppliers and customers from all over the country, because we understand that the role of a large company is to use its strength to boost the economy of the regions where it operates.

Our value chain²⁸ 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 our actions and decisions, in addition to being producers of raw materials, we add value, research and development to the value chain, committing ourselves, together with suppliers and customers, to maintain high social, ethical and environmental standards in our business.

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

During 2021, we intensified the transformation of our processes, directing our efforts strongly towards customers, with the clear vision of consolidating ourselves as the preferred supplier of steel solutions in the Argentine market.

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

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

In addition, we have implemented a Customer Visits Programme, as a new point of closeness and proximity with our customers, in which experiences are exchanged, providing them with knowledge of our processes and technology applied to them, which strengthens the sense of belonging with the brand and creates synergies with customers, since it also generates an environment in which we can actively listen to their needs and suggestions.

²⁸ 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 safe 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, comments and 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 created²⁹.

More information at

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

²⁹ 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.



Red Acindar

Red Acindar is the largest steel distribution chain in Argentina. With more than 15 years in the market, its leadership is reflected in the 125 points of sale throughout the country.

During the year, we continued to focus on being closer to our customers, through the opening of new Regional Logistics Centers (CLR) and a new Acindar Exclusive Distributor (DEA) in the province of San Juan: Ruiz Olalde S.R.L., aligned with our commercial strategy, focusing on the final customers.

As every year, in 2021 the **Annual Meeting with the members of Red Acindar** was held, where this year's motto was: "We are waiting for you at home", since after a long time without presentiality, we were able to receive in our industrial facilities in Villa Constitución and San Nicolás all the members of the exclusive distribution chain, who were able to visit, accompanied by the technical and commercial team, different posts designed to show them the current industrial situation of the Company. This event was a great challenge and represented a moment of meeting and balance for the whole network in another year marked by singularity, and where the top management of the Company showed the action plans; besides sharing, as always, moments of relaxation in a favorable environment to renew energies and to be able to face the challenges set for next year.

SUPPLIERS

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 3,900 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 way³⁰ and generating trust in our customers and stakeholders.

In this respect, we continue working on communication and dialogue with our suppliers, through different instances. In 2021, we launched the new Self-Management Portal for Suppliers, which further consolidates our relationship with them with new features and improvements, through a more intuitive, fast and interactive navigation. Through the Self-Management Portal, supplier companies can access and download the general contracting 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 take all necessary measures.

Watch the launch video at:
<https://youtu.be/JHrW6rzuZ0g>

³⁰ 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 labour.

<https://corporate-media.arcelormittal.com/media/yvjil0y/2019-arcelormittal-annual-report-on-form-20-f.pdf>

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 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.

72% of our supplier active base is made up of national companies, which represent 55% of the volume of purchases in the period.



Suppliers	2021	2020	2019	2018
Suppliers by Location	100%	100%	100%	100%
Foreign Suppliers	28%	12%	30%	6%
National Suppliers (locations with significant operations)	18%	23%	27%	39%
National Suppliers (other locations)	54%	65%	43%	55%
Purchases from Suppliers	992,876,370	968,567,579	739,577,686	879,091,843
Total Purchases from Foreign Suppliers (in \$)	447,089,667	176,383,462	221,763,615	297,844,213
Total Purchases from National Suppliers (locations with significant operations) (in \$)	112,168,029	309,673,379	197,979,177	318,569,166
Total Purchases from National Suppliers (other locations) (in \$)	433,618,674	482,510,738	319,834,894	262,678,464
Suppliers by Item	100%	100%	100%	100%
Services and Materials	37%	40%	34%	44%
Industrial Products	6%	6%	7%	10.5%
Energy	2%	1%	1%	1.4%
Metal (Iron ore and scrap)	54%	52%	56%	44%
Other	1%	1%	2%	0.1%
Purchase Volume by Item	100%	100%	100%	100%
Services and Materials	23%	23%	30%	25.67%
Industrial Products	13%	15%	17%	22.20%
Energy	14%	19%	18%	17.92%
Metal (Iron ore and scrap)	50%	40%	33%	34.19%
Other	1%	3%	2%	0.02%

Code for responsible sourcing

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

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

Our supplier companies must comply with health and safety, human rights, ethical and environmental standards.

We therefore invite them to work together with our company to identify and develop ongoing performance improvements for our responsible sourcing programme.

The **Code for Responsible Sourcing** is relevant to suppliers and contractors and their associates; it applies to all products and services that ArcelorMittal Acindar purchases or contracts. Supplier companies are strongly encouraged to collaborate with our people 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.



Recognition day for outstanding suppliers

In July 2021, at the Villa Constitución Plant Auditorium, we granted recognition to the supplier companies with the best delivery performance during the first half of the year: Ingeniería Eléctrica SA, Dumar SRL, Rótulos SA, Pinar SA, Giovagnoli SRL, Marken Comercial SA, IFM Electronics SRL, Pablo Alberto Curia, Seguridad Litoral SRL.

Environmental, quality, health and safety aspects (ims audits)

We periodically conduct audits of suppliers considered critical in terms of environment, quality, health and safety. These audits are carried out according to a schedule that audits national suppliers, 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	2021	2020	2019	2018
<i>Critical suppliers evaluated in IMS Audit³¹</i>	8	26	97	71

Safety induction

All contractor employees are required to participate in Safety and Environmental, Quality and Job Profile Induction. Our technical safety staff and environmental analysts, together with contract managers, are in charge of monitoring the health and safety of supplier contractors³², as well as the environmental impact of their work. They must also act on the basis of the requirements and standards of the Company, which monitors their performance

³¹ The rating arises from the weighting of the different aspects evaluated, considering rating A as the highest level and C as the lowest level.

³² In the event that companies do not comply with their labour, social security and union obligations, quality notices and/or withholdings of payments are issued

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, 688 companies have been registered, of which 55 have been confirmed and qualified as suppliers (the rest are registered in our database as potential suppliers, waiting for an opportunity to arise).

More information at:

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

ACINDAR PYMES RGC



“Acindar Pymes is committed to sustainable development as an engine of growth for Argentine SMEs. This year we will continue to support the financing of triple impact and renewable energy projects, from which the whole society benefits. The three biggest challenges are to build a sustainable agenda, to increase the number of SMEs we assist, regardless of their geographical location, but that they have the same financing opportunities, and the third point has to do with the development of new tools. Financing is changing, new players are being incorporated, such as the fintech band, and insurance and RGCs have the obligation to look for new solutions.”

Pablo Pereyra
Acindar Pymes
General Manager



With the vision of generating a positive impact on our environment, adding value to the SME production chain and promoting the growth of entrepreneurs, we have a differential tool for the development of our value chain: the Reciprocal Guarantee Company (RGC), called **Acindar Pymes**, which aims to facilitate access to credit and the stock market to all SMEs in the country³³, through the granting of guarantees for the fulfillment of their obligations. In addition, Acindar Pymes offers specialized advice and technical assistance in the preparation of projects and credit portfolios.

Since its inception in 2005, we set out to be the leading private reciprocal guarantee company in the country, seeking to guarantee the largest number of SMEs throughout Argentina, improving their access to financing. We are guided by three fundamental objectives: to have the lowest guarantee costs in the market, to guarantee SMEs throughout Argentina and in all economic sectors, and to be flexible by analyzing not only the SMEs' past, but also their future projects. We work, day by day, to improve our quality of service to SMEs and achieve their growth, fostering financial inclusion and the development of our country.

In 2021, we continued working to consolidate our vision of incorporating SMEs from different economic sectors, granting guarantees to companies related to industry, construction, 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 for our value chain.

Several supplier companies of 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 banking 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 their main competitors.

Focused on providing a comprehensive value proposition to ArcelorMittal Acindar's network and customers, we have designed financing proposals for more than 1,000 customers for more than \$10 billion. Companies have been able to use these rating margins to finance investment projects with attractive long-term bank lines and their working capital through the capital market, negotiating their own checks or those of third-party customers. In addition, we extended our ratings to 42 metal suppliers and 78 carriers, for amounts in excess of \$1.1 billion. At the same time, we focused on improving our service in terms of response time and incorporating technological tools that simplify tasks so that our customers can play a more active role in the management of their lines.

During 2021, more than 1,109 customers were incorporated, 1,923 companies implemented some type of guarantee and 2,479 companies had guarantees in force. Acindar Pymes RGC closed 2021 with \$25,246 million of guarantees issued, which marked a 72% growth compared to 2020. With these figures, it revalidated its title as the country's leading private sector RGC.

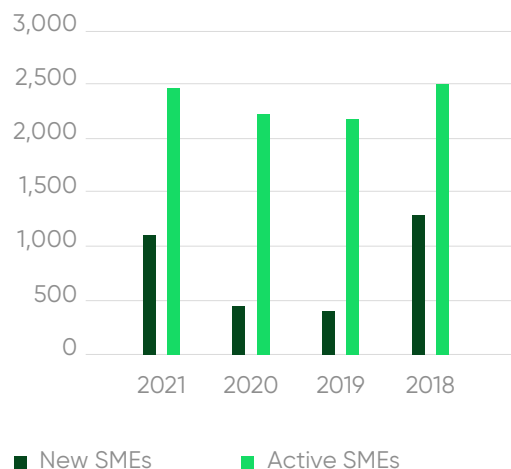
³³ Currently, Acindar Pymes has branches and correspondents in Buenos Aires, Rosario, Córdoba, Tucumán and Mendoza, in addition to a network of 30 independent producers throughout the country.

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 customer portfolio: only 33% of the issuance was concentrated in the Metropolitan Area of Buenos Aires, 6% in the interior of the province, followed by the littoral region with 25%, the central region of the country with 16%, Cuyo 9%, Northwest 8% and Patagonia 6%. Regarding the size of the companies assisted by the RGC, the distribution was as follows: micro-companies (38%), small companies (36%) and the complement with medium-sized companies Tranche 1 (24%) and Tranche 2 (only 2%).

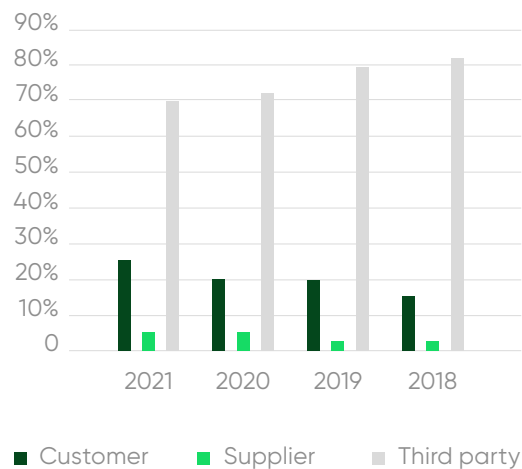
Likewise, we continue betting on digitization, which allows us to reach more SMEs across the country with a fast response time, hand in hand with a new digital decision engine, which facilitates an online credit rating for up to \$40 million.

The year 2021 closes with an Integrated Risk Fund of more than \$7,400 million (63% higher than at the end of the previous year). In 2022, it is planned to issue guarantees for a total of \$38,000 million, exceed assistance to more than 3,500 SMEs 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.

Acindar Pymes RGC SMEs



Acindar Pymes RGC Guarantees issued by stakeholder (in %)



Acindar Pymes RGC				
Guarantees issued by economic sector (in millions of \$)	2021	2020	2019	2018
Agricultural	3,187	2,136	949	733
Customer	215	38	10	12
Supplier	0	4	1	0
Third party	2,972	2,094	938	721
Trading	7,475	6,169	3,611	2,777
Customer	2,526	825	580	481
Supplier	211	207	26	56
Third party	4,738	5,137	3,005	2,240
Construction	1,782	627	1,102	749
Customer	209	122	302	80
Supplier	4	88	6	10
Third party	1,569	417	794	659
Industry and Mining	9,800	6,784	5,171	3,078
Customer	3,094	2,721	1,359	709
Supplier	1,017	422	144	101
Third party	5,689	3,641	3,668	2,268
Services	3,002	1,933	1,195	1,151
Customer	147	15	27	39
Supplier	289	388	64	36
Third party	2,566	1,530	1,104	1,076
Total Guarantees Issued	25,246	17,649	12,028	8,488
Total Customers	6,191	3,721	2,278	1,321
Total Suppliers	1,521	1,109	241	203
Total Third Parties	17,534	12,819	9,509	6,964

Our 2021 actions



"In a complex economic context and where SMEs are facing multiple financing difficulties, we have decided to increase the funds for our RGC, in order to continue leveraging the development of productive chains. This is a new demonstration of our company's commitment to Argentina

and of the importance that Acindar Pymes has for us."

Ignacio Pini
Executive Director of Administration
and Finance of ArcelorMittal Acindar



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.



Simple Corporate Bonds

During 2021, we participated in the largest issuance of simple corporate bonds in the history of this regime, supporting the largest producer of organic fruit and the largest exporter of fresh fruit in Argentina.



Sustainability

We endorsed the first simple corporate bond of a civil association in Argentina, qualified as a social bond. We supported the TECHO association in the investment project related to the construction of its own social factory.



Annual Complementary Salary Lines

We developed innovative products adapted to the needs of SMEs. On this occasion, we created a line for financing the annual complementary salary.



Automatic Guarantees

We developed the automatic guarantee channel with banks that have allowed us to guarantee more than 500 small companies, with minimum requirements and conditions, giving them access to credit and promoting investments.



Sponsoring Partners

We developed new value chains and strengthened commercial reciprocity with our main investors. Brokerage firms, banking entities and more than \$2,692 million, reaching a total of 60 sponsoring partners in the midst of a complex economic and financial situation. This support evidenced the confidence in our professionalism and transparency in commercial leadership, investment management and credit policies.

At Acindar pymes we work, day by day, to achieve the growth of smes, promoting financial inclusion and the development of our country.

Social



Sustainable Development Goals



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, Ethics and Transparency, Investments and Economic Development of Communities, Science and Technology (STEM), Diversity and Equal Opportunity



GRI Disclosures

102-12, 102-13, 102-44, 103-1, 103-2, 103-3, 203-1, 203-2, 413-1, 413-2



Capitals

Financial Capital, Intellectual Capital, Industrial Capital, Human Capital, Social and Relationship Capital

Challenges	Our Commitment	Expectations of our Stakeholders	Results we want to Achieve
Active and welcomed member of the community.	To understand the needs and expectations of our local communities, envision the future and create greater scientific and engineering vocations, both for the Company and for the development of society in general.	Stakeholders expect companies with the track record and recognition of ArcelorMittal Acindar to behave responsibly and contribute positively to social and economic development. On the other hand, they increasingly emphasize the importance of promoting STEM. This requires investment and innovation and, therefore, companies are expected to invest both for the future of their own economies and for the benefit of society.	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.
Pipeline of talented scientists and engineers for the future.			
Our contribution to society measured, shared and valued.			

Outcome 8- active and welcomed member of the community

We are part of each city where we are present; we assume a great commitment that goes beyond our role as an employer and, as such, we consider that our participation should be active and contribute to local development. To do so, it is essential to understand the expectations of each community and to make ours known in an open and clear manner, promoting fluid communication, which allows us establishing long-term relationships of trust. We engage in an open and transparent way, carrying out programmes that promote long-term social, environmental and economic growth. We have specific programmes and projects, with Fundación Acindar, which works focusing on education as a pillar for social transformation and with the commitment of our employees in their daily tasks and through volunteer activities.

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.

Our main programmes of participation and relationship with local communities are carried out in those areas where the Company has production plants, through specific initiatives and in response to local expectations.

Every year we meet with the main representatives of the community of Villa Constitución, with whom we share the main actions and activities carried out throughout the year by the Company and Fundación Acindar, and also present the future prospects. In 2021, members of the municipal cabinet, councilors, unions, police, prefecture, industrial chamber, school principals, media and other representatives of local institutions participated in the year-end meeting.



Community visits to the Villa Constitución plant³⁴

ArcelorMittal Acindar has a **Plant Visits Programme**, designed so that visitors can get to know our Company and learn about its culture and processes. It is mainly aimed at suppliers, customers, university students and students in the last years of technical schools. The programme consists of a first approach to the business and an institutional view, emphasizing safety and health as fundamental values of the Company.



³⁴ As a result of the pandemic, we have not been able to carry out student visits.



The contents of the visit are oriented so that the people who visit us learn about our group, our practices, culture, processes, mission and vision of the Organization. According to their needs, we invite them to learn about safety, environmental and sustainability aspects and other business units such as Acindar Pymes and Fundación Acindar. They will be able to learn about our Integrated Management Systems and the personal skills valued by the Organization.

In 2021, we received a visit from the Secretary of Gender and Industry of the National Government, Paula Basaldua (Coordinator of the Gender Cabinet of the Ministry of Productive Development), as well as executives from the National University of Rosario, the Industrial Organization of the Province of Buenos Aires (UIPBA) and a large number of our customers, who toured the Company's facilities.



Support classes for mathematical olympiad in Villa Constitución

Together with the Department of Education of the Municipality of Villa Constitución, we carried out the Mathematics Workshop, which was developed in a bimodal way (alternating virtual and face-to-face). The workshops were organized according to the level of schooling of the participants. Students from 4th grade of primary school to 6th year of secondary school participated. Among the participants, 15 persevered and were characterized by their enthusiasm and passion for mathematics.

Chess classes and tournaments

The ArcelorMittal Cup International Chess Tournament was held virtually, with the presence of grandmasters. More than 200 professionals and amateurs from different countries (Argentina, Uruguay, China, Venezuela, Paraguay and Brazil) participated. The winner of the tournament was Grandmaster Alan Pichot, number one in the country. It was supported by the Municipality of Villa Constitución and the Province of Santa Fe. **It once again positioned Villa Constitución as a national benchmark for chess.** In addition, the Great Children's Tournament was held, with more than 160 participants, mostly from the City of Villa Constitución and the Province of Santa Fe.

We also collaborated with the Local Chess Association and the Municipality of Villa Constitución in the 3rd International Chess Tournament. This tournament was held at the Juan Pablo II Ateneo Club facilities of the Fatima Church and 136 players from all over the country participated, where the participation of 15 women stood out.



**La cokera LTDA.
Worker cooperative**

Together with the Municipality of Villa Constitución, which has helped form a work cooperative with local residents, we continued with our commitment and, during 2021, we donated around 470 tonnes of wood, 70 tonnes of raffia and 5 tonnes of cardboard.

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

ArcelorMittal Acindar and habitat for humanity argentina

ArcelorMittal Acindar participates in the Habitat for Humanity Seed Houses (*Casas Semilla*) project, for families who cannot access a full house loan, but who, in turn, do not have houses that could be improved or who currently live in very precarious houses. This opportunity allows them to build a suitable house through financially accessible phases and immediately improve their quality of life. In this way, the structure of the houses is created so that they can later be expanded. During 2021, we will continue to collaborate through the "My house, my shelter" campaign, helping to make it visible and providing materials.





ArcelorMittal Acindar and Fundación Bisblick

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

Within the framework of the University Scholarship Programme launched by ArcelorMittal Acindar together with Bisblick Young talent (Talento Joven), 5 young people from Villa Constitución high schools were selected as beneficiaries. A total of 30 students in their last year of high school participated in the programme. During the pre-selection stage, a working day with the Lego Serious Play methodology was held at our Villa Constitución Plant. Together with volunteers from the Company, they developed this process that sought to learn and evaluate competencies such as trust, effective

communication, proactivity and resilience, among others. Then, the people selected as finalists of the first stage were interviewed by referents of the Human Capital area of the Company, who evaluated competencies such as perseverance, clarity in the choice of career, abstraction capacity, personal identity, etc.

The scholarship recipients, 2 women and 3 men, belong to the General San Martín (E.E.T.P N° 669) School, Dante Alighieri, Nicasio Oroño 205 and School N° 2073, "San Pablo" and will continue their studies in university courses related to engineering, science, technology, physics and chemistry, among others. They will have access to a financial scholarship and also be part of a talent development programme that seeks the educational integration of young people so that they can become the first professionals of their families. We emphasize that the scholarship recipients will be supported during their first university studies by volunteer tutors from the Company, who will provide mentoring.



We support *Vivienda Digna* initiatives in La Matanza

ArcelorMittal Acindar supports the NGO *Vivienda Digna* (Decent Housing) in a new home renovation project that will reach 400 families in La Matanza, province of Buenos Aires.

Vivienda Digna is a social organization committed to human development through access to decent housing and adequate habitat. Through the support of ArcelorMittal Acindar, the Microcredit Programme that the social organization has been carrying out to improve the housing of neighbors who do not have access to bank credit and who are in a situation of poverty is expanded and consolidated.

The *Vivienda Digna* line of microcredits has been carried out for 20 years, supporting more than 3,800 families and has a team of 30 volunteer architects who advise each household on the technical aspects of the improvement. In this way, ArcelorMittal Acindar assumes a great commitment in the cities where it has industrial facilities, which goes beyond its role as an employer and allows transforming people's lives.

FUNDACIÓN ACINDAR

We have been promoting education as a basis for social change for 59 years, supporting socio-educational projects in the communities where we are present.

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 local development, considering education as the basis for social inclusion and the central axis of our actions. In 2021, we met again with the schools and institutions with which we work, although the pandemic continues to challenge us. Last year, we found some strengths that we decided to consolidate and expand the impact of the programmes in our communities and with the value chain.

	2021	2020	2019	2018
Fundación Acindar investment	\$8,208,451	\$3,800,00	\$7,657,000	\$7,445,067
Fundación Acindar programmes and projects	50	21	27	79
Participants of Fundación Acindar programmes	12,500	9,233	16,824	49,680
Impacted Schools and Organizations	80	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 2021 Activity Report at: <https://www.fundacionacindar.org.ar/que-hacemos/informe-de-actividades-2021>

“Building Community” (Construir Comunidad) Programme

From the “Building Community” programmatic line, we take ArcelorMittal's outcome 8, which proposes “having an active and valued participation in our communities”. Based on this premise, we seek to strengthen the relationship with the cities where the Company has production plants, with its value chain, with local and provincial government agencies, and to consolidate ties within the company's community. In 2021, we included the gender perspective as an evaluation criterion in all our calls for proposals.

Through this programme, socio-educational projects presented by municipalities and social organizations of ArcelorMittal Acindar's communities were financed. The call was open to organizations from all locations where the Company has production plants, for educational and/or social inclusion projects, seeking to strengthen the community fabric, promote education and social inclusion and support social impact initiatives that incorporate the gender perspective in their development.

25 projects were submitted (the largest number of projects since the programme began) and 15 were approved, of which 6 incorporate a gender perspective. Those that were approved estimate an impact that reaches 4,685 children, 135 young people, 1,790 adults and 26 institutions directly. As regards territorial scope, 7 of them are from Villa Constitución, Santa Fe; 3 from San Nicolás and 3 from La Matanza, Province of Buenos Aires and 2 from Villa Mercedes, San Luis.

Socio-educational initiatives	2021	2020	2019	2018
Participants	6,610	2,056	3,041	14,880
Children	4,685	1,355	2,117	3,430
Young people	135	55	617	6,450
Adults	1,790	646	307	5,000

Lear about the approved projects at:
<https://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/construir-comunidad>

Call for projects of educational institutions

We invited all the educational institutions of Villa Constitución to submit innovative projects that contribute to reduce the problems caused by the pandemic and/or promote the use and interest of students in mathematics, science and technology. The latter line was financed and included in the “We Engineer” Line, while the other projects were part of the “Building Community” Line.

20 projects were selected out of the 24 submitted, in accordance with the criteria established in the terms and conditions of the call. Of these, 10 were part of “Building Community” because they had a socio-educational profile. These projects reached 1,497 children under 13 years of age, 929 young people up to 25 years of age and 186 teachers. In total, they directly reached 2,612 people.

Lear about the projects approved under “Building Community” at:
<https://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/construir-comunidad>

“Volunteer spirit” [Espíritu Voluntario]

“Volunteer Spirit” seeks to encourage the participation of ArcelorMittal Acindar's employees in social projects and, thus, contribute to the development of their communities. In 2021, we opened the call for Company employees to present initiatives in their community. We received 12 projects, of which we approved 8. Of these, 3 specifically sought to respond to the crisis caused by COVID-19.

Lear about the approved projects at:
<https://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/construir-comunidad>

In addition, ArcelorMittal Acindar employees volunteered to participate in the foundation's activities as follows:

Action	Task
Company-school linkage programme AEA	Evaluators of technical school projects at the closing of the Student Mentoring process.
Virtual talk on Engineering and Juventear	They talked about their academic and work experience, shared their experiences and opened up to dialogue with those who participated in these virtual meetings.
Adapt facilities of the Barrio Popular Library, Barrio del Carmen to COVID-19 protocols	Preparation of protocols, employees training and installation of elements to adapt the library.
Construction of a Skate Park for activities with young people from the neighborhood	Collaboration in the dissemination, design of the web page and social networks where the activities developed are shown.
Mobile blacksmithing classroom-workshop, "generating opportunities in the context of pandemics"	1 facilitator/trainer, one person in charge of purchasing materials, 3 workshop leaders.
"Natural-mente" Nursery	Setting up of the vegetable garden and audiovisual dissemination of the nursery through the design of the web page and social networks.
Movilizarte Art workshops for women and children	Purchase of materials, participation in the dissemination of the workshops.
"Thinking about inclusion" "Dándole vueltas a la inclusión" Project	Installation of playground equipment.
"Aerosol Boxes" Project	General administrative support to the Fundación Horizonte de Máxima team.

Redamigos

This programme is coordinated with the companies of the Red Acindar distribution chain. It is the only programme through which civil society educational initiatives are financed in locations 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 match funding strategy was used, in which the foundation provides half of the requested funding and the other half is provided by the Red Acindar company. The result of the call for proposals was as follows:



participating Red Acindar companies



2.017
children benefited



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



\$1,232,144
invested in total

Learn about the projects that we support at: <https://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/construir-comunidad>

“Reading is magic” (Leer es mágico) Library

The Reading is Magic Library lends books to ArcelorMittal Acindar employees and their families. In 2021, despite the context that prevented the presence and regular sending of books, 190 loans were generated to 79 readers (52 employees who use the library). As an innovation, we generated a digital media reading project for locations that we did not reach with internal mail (Rosario, Hurlingham, General Rodríguez, Mendoza and Córdoba). To each of them, we sent a Kindle and defined a referent person to manage it.


79

readers
of all ages


190

loans.

Outcome 9- pipeline of talented scientists and engineers for the future

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

At a global level, there is a consensus in considering STEM³⁵ education as key for the progress of countries (WEF, 2017). Education in these disciplines contributes to achieving greater competitiveness and, consequently, makes it possible to achieve greater economic prosperity in the future; moreover, it is a clear index of a country's capacity to maintain sustained growth. Likewise, the industry in general and the steel industry in particular demand diverse STEM professionals, especially, dedicated to Science and Engineering, with talent and capacity for innovation.

However, the actual supply in the labour market does not match the demand; on the contrary, it is far below it. In turn, women and other gender identities do not find enough space to open up in related jobs. The knowledge society is still heavily affected by the digital divide and inequalities, despite the fact that the inclusion of more young people in these areas is necessary in order to aspire to development. For this reason, universities and companies are increasingly incorporating this issue into their agendas, generating specific policies.

In an analysis carried out by Fundación Acindar in 2021, which surveyed the gender gap in universities and schools in its locations, it became evident that, both at secondary and higher education levels, female enrollment is significantly lower, confirming that there is a gender gap in technical education in our locations. For this reason, a large part of our efforts are aimed at the technical training of young university students, with a particularly close relationship with the universities in the different regions where we have production plants.

In 2021, we continue adapting our activities to the global context, affected by the pandemic. At Fundación Acindar, we plan with the perspective of carrying out activities that are adapted to the needs, strengths and limitations of the institutions and people with whom we work. For this reason, we once again held the Hackathon virtually, but inviting a face-to-face opening and a closing with a certain degree of face-to-face presence as well. Other activities, talks, workshops and training spaces were carried out virtually, also adding teacher training with accreditation from national universities.

³⁵ For its acronym in English: science, technology, engineering and mathematics.

**"We Engineer"
(Ingeniamos) Programme**

We engineer is the programmatic line with which we contribute to outcome 9: "pipeline of talented scientists and engineers for the future". We seek to promote scientific and engineering vocations in children and young people, as well as to encourage the permanence of students in technical education programmes.

Focused on the challenge of being a pipeline of talented science and engineering professionals for the future, in 2016 we 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, we have supported national universities and organizations dedicated to promoting science and engineering in the cities where we operate. We also generate projects that encourage and motivate young people to develop skills that will enable them to navigate their present and future with better tools. We accompany the vocational choice for science and engineering through talks and projects of schools, universities and social organizations.

In 2021, we carried out activities at different educational levels to promote science, technology, engineering and mathematics, together with institutions that work in the communities where ArcelorMittal Acindar's production plants are located.


30

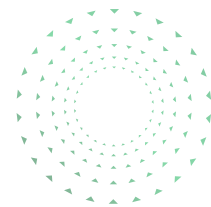
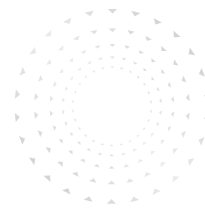
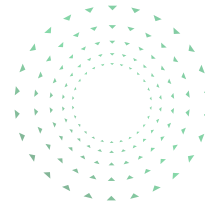
Programmes and projects


12,000

People reached


150

Institutions



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

"We engineer" Programme	2021	2020	2019	2018
Total Investment*	\$46,504,345	\$35,920,283	\$32,154,125	\$18,292,610
Participants				
Children	4,338	1,460	2,276	760
Young people	7,233	1,925	4,005	1,370
Teachers	306	290	396	45
Engineering students	37	-	1,567	34
Schools	135	20	103	54
Civil Associations	7	-	2	2
National Universities	2	-	4	3

*Includes Fundación Acindar and tax credit.

More information at:

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

STEM initiatives

Through the STEM Initiatives -workshops and activities related to the promotion of science and technology-, 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.

1,500
Participating
children and
young people

Science and
technology
workshops
for **20** children

Engineering talks
for **130** young
people

Training
for **300**
teachers

In 2021, we carried out three types of initiatives: call for school projects, promotion of engineering and teacher training.

Call for projects of educational institutions

We invited all the educational institutions of Villa Constitución to submit innovative projects that contribute to reduce the problems caused by the pandemic and/or promote the use and interest of students in mathematics, science and technology. The latter line was financed and included in the "We Engineer" Line, while the other projects were part of the "Building Community" Line.

24 projects were presented at kindergarten, primary, secondary and higher education levels, in addition to trade schools, of which 20 were selected in accordance with the criteria established in the terms and conditions of the call. Of these 20, 10 were part of "We Engineer" because they were oriented towards the promotion of science and technology in schools. This indicator met the goal we had set ourselves.

These projects reached 317 children under 13 years of age, 992 young people up to 25 years of age and 100 adults, including teachers and others. In total, they directly reached 1,409 people.

Learn about the STEM-oriented projects that were approved at:
<https://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/ingeniamos>



10

Projects approved



100

Teachers reached



1.309

Children and young people benefited

Promotion of engineering

Repeating the experience of the previous year, on August 5 we proposed a **virtual talk with engineers** for students who are in the process of choosing their university courses. A total of 129 young people registered, 90 men and 39 women. The participants were Lucas Chiocchini, Electronics Engineer, who works at ArcelorMittal Acindar Villa Constitución; Julia Yebra, IT Systems Engineer, who works at ArcelorMittal Acindar Villa Constitución; Manuel Pérez Larraburu, Industrial Engineer, who is part of Fundación 500 RPM and María Paz Etcheverry, Chemical Engineer, recently graduated from the Master in Engineering and Management at MIT, United States. The speakers shared their personal experiences in relation to the degree programme, the professional profile and the job opportunities.

Teacher training

Scholarships for the Undergraduate Degree in "Educating in Digital Culture" (*Educación en la Cultura Digital*)

We awarded 15 scholarships to attend the Undergraduate Degree in "Educating in Digital Culture" for teachers and students of Villa Constitución. The degree focused on the promotion of rights and skills in children and adolescents for a responsible and creative use of ICT. The aim is to generate participation and appropriation of digital tools and recognize the virtuality in its intersection with the social sphere. Organized by Aula Abierta together with Chicos.net and the National University of Villa María, the course was held virtually in May and June. Of the 15 scholarships, 5 were for boys and 10 for girls, representing 14 schools in total.

ITBA Microlabs "Transformations and possible futures in education" (*Transformaciones y futuros posibles en educación*)

Within the framework of the joint work with the ITBA School of Innovation, we offered 3 virtual microlabs (workshops/panels) on topics of educational innovation, to teachers and students of the Teacher Training College of Villa Constitución. The activities were certified with a virtual diploma with blockchain technology. The topics, dates and speakers were as follow:

- Robotics and education - 12/8 with Marcela Ricillo and Verónica Perosi.
- Prototyping, 4D printing and curricular proposals - 19/8 with Cristian Sandré and Ornella Sordelli.
- Digital avant-garde and education - 26/8 with Marcelo Granieri and Verónica Perosi.

Solid Edge professionalizing practices

Within the framework of a coordinated work with Fundación Siemens, 35 students and 2 teachers from the Villa Constitución State Technical School were offered training in the Solid Edge CAD design software. This activity had the value of professionalizing practice for the students.

Other initiatives

Workshop on "Parenting in the Digital Era" (*Crianzas en la Era Digital*) for ArcelorMittal Acindar employees

We invited the employees to a workshop to reflect on parenting in these times of social networks and digitalization, and to get the best out of technologies, prioritizing a critical and responsible use of them. The talk was carried out by Chicos Net, it was held on June 9 and 42 people from different locations registered, of which 16 were women (28 from Villa Constitución, 5 from Tablada, 1 from San Nicolás and 8 from other locations).

Childhood's Month: Video editing workshop

In coordination with Chicos.net association, children (between 9 and 12 years old), relatives of ArcelorMittal Acindar employees, were invited to participate in a video editing workshop. The workshop was held in a virtual format and consisted of a proposal for the creation of videos using the CapCut APP, with a work method that emphasized the playful aspect of learning and the construction of an active relationship with technology. 11 boys and 10 girls participated.

"We Engineer" Week| 4th Edition ArcelorMittal Acindar Hackaton

The 4th edition of the Hackathon was held from September 28 to October 1, 2021. It was developed in a hybrid face-to-face-virtual format. This allowed the opening to be carried out with virtual participation from 17 provinces of the country and with 3 schools from Villa Constitución in a face-to-face manner, simultaneously. The event was carried out together with ArcelorMittal Acindar and Tekuoia and more than 460 students and teachers participated. The challenges on which the teams' proposals were based were: decarbonization, waste treatment, responsible use of water and solutions for industry.



460

Students and Teachers



4

Days of Work



60

Projects Presented



10

Finalist Projects

Learn about the winning projects and the activities of the event at:
www.hackatonacindar.com

"We Engineer" Call

After having suspended it in 2020 due to the pandemic, in 2021 we reopened this call that allows universities, schools, public agencies and non-profit organizations to submit projects aimed at responding to some of the following identified problems: greater demand for engineering professionals than those available, high dropout rates in these university courses, lack of curricular coordination between universities and schools, lack of knowledge and/or confusion about the role of engineers in society, and, finally, inequality in the number of women who enter to study engineering compared to the number of men.

16 projects were submitted, of which 9 were selected, some of them partially. These benefited around 4,000 children, 5,524 young people, 37 engineering students and 38 adults. The projects presented were from: Villa Constitución (4), La Matanza (2), San Nicolás (1), Villa Mercedes (3) and Rosario (2), 2 targeted all locations and 2 were from other locations in the country.

Learn about the approved projects at: <https://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/ingeniamos>

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 Scheme	2021	2020	2019	2018
Total investment	\$29,573,028	\$26,820,283	\$21,904,830	\$16,496,135
Beneficiary institutions	15	13	17	18
Vocational training centers	2	-	1	2
Technical schools and tertiary institutes	13	13	16	16


15

Sponsored schools


7

Argentine provinces


16

Years of the programme

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

Learn about the 15 projects of the 2021 edition of the Tax Credit Scheme that ArcelorMittal Acindar will sponsor at: <https://www.fundacionacindar.org.ar/que-hacemos/que-hicimos-el-ano-pasado/ingeniamos>

Meeting of girls in technical schools

We held **Juventear Gender Edition**: a meeting between girls from technical schools, with the aim of generating and encouraging horizontal conversations between young people, so that they can exchange ideas about their present, put into perspective the spaces they occupy and project possible futures. 167 girls from technical schools and 30 teachers from 20 schools of San Luis, Santa Fe, Buenos Aires and the City of Buenos Aires shared 2 virtual meetings.

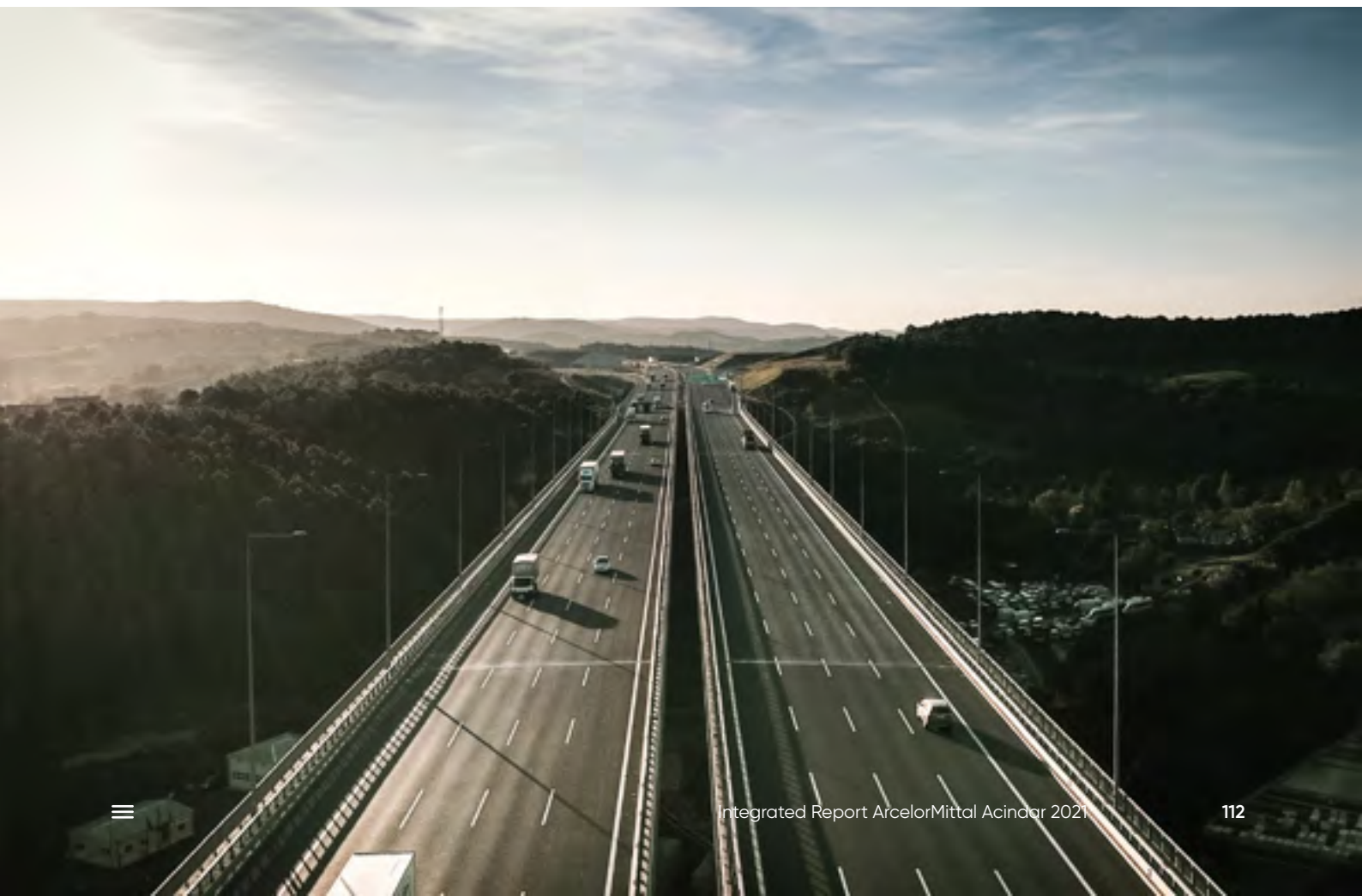
Outcome 10- Our Contribution To Society Measured, Shared And Valued

We understand our Company as a social, economic and environmental actor, and we cannot overlook 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; it fosters the sense of belonging of our employees and serves as an incentive or example to encourage other companies 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 discussion of different topics and challenges of 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.



	Member/ Partner	Governing body position	Participation in work commissions
National Chambers and Associations			
Argentine Steel Chamber (<i>Cámara Argentina del Acero</i>)	✓	✓	✓
Chamber of Manufacturers of Wire and related products (<i>Cámara de Elaboradores de Alambres y sus Derivados</i>)	✓	✓	✓
Industrial Organization of Argentina (<i>Unión Industrial Argentina – UIA Joven</i>)	✓	✓	✓
Industrial Organization of Buenos Aires (<i>Unión Industrial de la Provincia de Buenos Aires</i>)	✓	✓	✓
Argentine Institute of Standardization and Certification (<i>Instituto Argentino de Normalización y Certificación – IRAM</i>)	✓	✓	✓
Argentine Institute of Steel (<i>Instituto Argentino de Siderurgia</i>)	✓	✓	✓
Argentine Chamber of Construction (<i>Cámara Argentina de la Construcción</i>)	✓	✓	✓
Chamber of Exporters of the Argentine Republic (<i>Cámara de Exportadores de la República Argentina</i>)	✓	✓	✓
Chamber of Importers of the Argentine Republic (<i>Cámara de Importadores de la República Argentina</i>)	✓	✓	✓
Argentine-Brazilian Chamber of Commerce (<i>Cámara de Comercio Argentino Brasileña</i>)	✓	✓	✓
American Chamber of Commerce in Argentina (<i>Cámara de Comercio de los Estados Unidos en la República Argentina</i>)	✓	-	✓
Association of Argentine Auto Parts Manufacturers (<i>Asociación de Fábricas Argentinas de Componentes – AFAC Joven</i>)	✓	-	✓
Industrial Federation of Santa Fe (<i>Federación Industrial de Santa Fe – FISFE Joven</i>)	✓	✓	✓
Institute for Business Development in Argentina (<i>Instituto para el Desarrollo Empresarial de la Argentina – IDEA Joven</i>)	✓	-	✓
Chamber of Industry and Commerce of La Matanza (<i>Cámara de Industria y Comercio de La Matanza</i>)	✓	-	✓
Association of Structural Engineers (<i>Asociación de Ingenieros Estructurales (AIE)</i>)	✓	-	-
National Industrial Technology Industry (<i>Instituto Nacional de Tecnología Industrial (INTI)</i>)	✓	-	-
Professional Association of Civil Engineers (<i>Colegio de Profesionales de Ingeniería Civil (CPIC)</i>)	✓	-	-
International Chambers and Associations			
Latin American Steel Association (<i>Asociación Latinoamericana del Acero (ALACERO)</i>)	✓	✓	✓
Mercosur Steel Council (<i>Consejo Siderúrgico del Mercosur (MERCOFER)</i>)	✓	✓	-
Initiatives, Chambers and Associations regarding Sustainable Development			
Argentine Business Council for Sustainable Development (<i>Consejo Empresario Argentino para el Desarrollo Sustentable (CEADS)</i>)	✓	-	✓
Network of Companies for Diversity (RED) of Di Tella (<i>RED de Empresas por la Diversidad de Di Tella</i>)	✓	-	-
Argentine Institute of Corporate Social Responsibility (<i>Instituto Argentino de Responsabilidad Social (IARSE)</i>)	✓	-	✓
H2ar Consortium	✓	-	✓

Visit of the INDUSTRIAL ORGANIZATION OF BUENOS AIRES

As part of the relationship actions that ArcelorMittal Acindar carries out with different chambers of our country, a delegation of the Industrial Organization of the Province of Buenos Aires, headed by its president, Martín Rappallini, visited the Villa Constitución Plant to learn about the production process and talk about the company's current affairs.

UIA Study Center

Acindar Pymes is part of the financing commission of the UIA – Industrial Organization of Argentina and we work together to provide tools to its associates throughout the country. On this occasion, we held a meeting with the financing team of the UIA's Center of Studies to promote training actions and facilitate access to financing for the associated SMEs.

Participation in webinars and events

Seminar on Integrated Reporting



"Sustainability reporting is a tool that positions organizations, especially in the eyes of the new generations who are increasingly looking for companies that are socially, environmentally and economically responsible with their surroundings".

Andrea Dala

Manager of Public Affairs and
Fundación Acindar

We were invited by the Commission of Studies on Corporate Reporting of the Public Accountant Degree of the University of San Andres, to tell the experience in the internal management of our Integrated Report. Andrea Dala, Manager of Public Affairs and Fundación Acindar, described the path we have followed since our first publication in 2004, to achieve a corporate responsibility management integrated report.

Ámbito Financiero Discussion

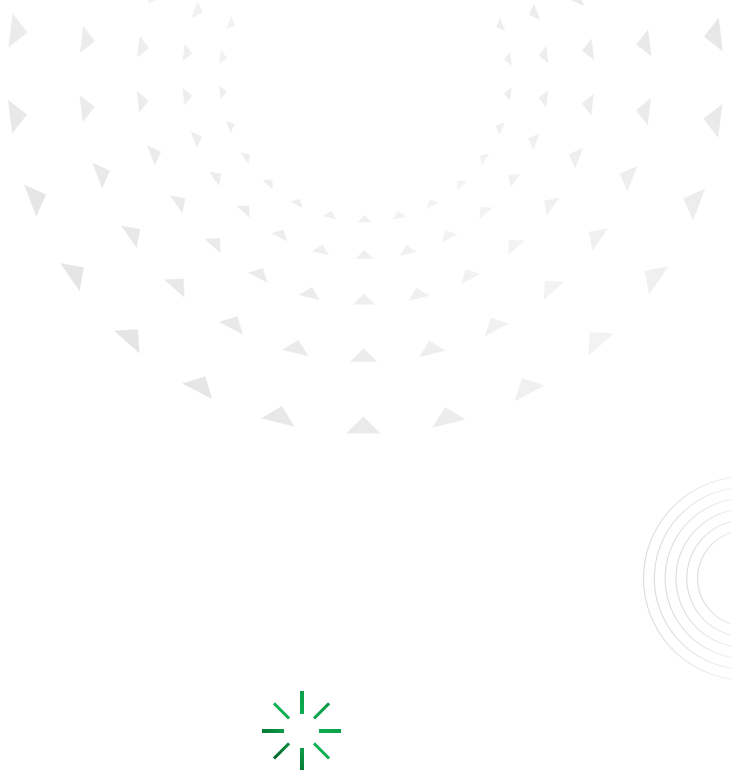
We were present at a panel discussion held by *Ámbito Financiero* newspaper, which dealt with gender equity within companies. Our representative was Andrea Dala, Manager of the Public Affairs area and Fundación Acindar, who commented on the main progress being made in terms of gender equality within the company.

62nd ALACERO Congress "The future of the industry in a sustainable world"

The 2021 Alacero Congress was held for the second time in a virtual format and had as its theme "The future of the industry in a sustainable world". Every year, this type of meeting allows us to learn about the latest developments in the sector, discuss possible solutions to the problems we face and exchange experiences with the protagonists who are creating today the sustainable industry that the world of the future demands.

It is worth mentioning that, during the first day of the Congress, one of the main presentations was that of the global CEO of our Company, Aditya Mittal. In line with one of the central themes of the event (making visible the actions to reduce carbon dioxide emissions that are currently on the agenda of the steel industry), Mittal mentioned that our Company has a clear focus in this regard: "We seek to be leaders in the steel industry in terms of decarbonization, not only in terms of products but also in terms of processes". Expanding on this definition, he listed several advances that are being generated, such as: the project to build the first zero-emissions plant in Europe by 2025, investments to reduce emissions in all the company's operations, the creation of a fund to finance renewable energy initiatives and new technologies to achieve these environmental objectives, among other aspects.

Finally, the CEO emphasized that there are three fundamental pillars in the Company's global strategy: "The number one priority is safety, followed by environmental policies and diversity". On this last point, he outlined the policies that are being implemented with the aim of increasing the participation of women in leadership positions and thus building an even stronger culture of diversity. On the same day, Jefferson De Paula, CEO of the LATAM Long Steel Division of ArcelorMittal, participated as moderator of the presentation "Sustainability in the value chain", in which Marcello Spinelli, Executive Vice President of the mining company VALE, gave a speech.



23rd Steel Conference of the ARGENTINE INSTITUTE OF STEEL (IAS)

This traditional meeting, which took place in virtual format, brought together participants from companies from different countries around the world. On behalf of ArcelorMittal Acindar, 9 improvement works were presented on the following topics: processes, quality, IT, maintenance, safety and automation. In addition, at the beginning of the event, special mention was made to 3 works of our company that were presented in the 2018 edition. At the end of the 1st day of the meeting, a panel of specialists on Industry 4.0 was developed, which was made

up of Mauricio Caggioli, IT and Automation Manager of ArcelorMittal Acindar. During the second day, the technical sessions continued in the virtual rooms and Eduardo Kastika, specialist on creativity, science and technology, professor at the University of Buenos Aires and author of books on these topics, gave a lecture on "What will it mean to innovate from now on?". Jefferson De Paula, CEO of the LATAM Long Steel Division of ArcelorMittal, participated in the closing of the conference and was part of the Executive Forum Panel, composed of CEOs from the main steel industries in the region.



Support and participation in an event for future engineers

ArcelorMittal Acindar was a sponsor, along with other renowned companies, of the 33rd edition of the Simultaneous Conference on Industrial Engineering, organized by the Argentine Association of Industrial Engineering Students and related careers. Referents from the Information Technology and Automation management provided a workshop on Industry 4.0 applied to our production processes.

In this year's edition, the theme of the annual conference was "Mergers of today, Technology of tomorrow". Within the framework of the activities carried out on Thursday, June 10, Guillermo Campomar, Manager of the Industrial IT and Automation area, Julia Yebra, Manager of the BI & Innovation area, and Germán Perno, Manager of the IT Applications Demand area, delivered a workshop on "How the Technology area works in a company".

The objective of the virtual talk was for students to internalize the concepts of Industry 4.0 applied in the area of Information Technology and Automation at ArcelorMittal Acindar, as well as the successful and recognized cases in which they were protagonists and the challenges ahead. Industrial Engineering students were able to learn from ArcelorMittal Acindar specialists how digitalization is evolving in the Company. In addition, video analytics, augmented reality and

chatbot solutions were presented, and a very dynamic interaction was generated with the questions that the young people asked.

Gender and Diversity Commission of the Industrial Organization of Argentina

Within the framework of a meeting of the Gender and Diversity Commission of the Industrial Organization of Argentina, we were invited to tell about our experience in the implementation of the WEPs (Women's Empowerment Principles), as a case of good comprehensive business management with a perspective of gender. There, Valeria Tamburo, a reference in the Company's Public Affairs area and a member of the gender and diversity team, shared the challenges faced and the process we carried out to develop our action plan. Representatives from the Win-Win Programme of UN Women, allies in our transformation process, also participated in the talk.

This type of participation strengthens our institutional positioning as a pioneer company in the steel sector in addressing a gender strategy of these characteristics and reinforces our commitment to equality between women and men, aligning all our actions to the objective that no one has barriers to their development due to gender issues.



Awards and recognitions

1st Edition of the CAMBRAS Award Recognition

Within the framework of the 1st Edition of the CAMBRAS Award, organized by the Argentine-Brazilian Chamber of Commerce, Industry and Services, we received a distinction for our work focused on financing Entrepreneurs, Micro-enterprises and Value Chain Development. It fills us with pride and makes visible the work of a great team of people from our organization who decided to innovate and take the path of sustainable finance. We celebrated with the whole team and affirmed Acindar Pymes' commitment to the sustainability of the SME ecosystem.

YoGenero, winner of the Dircoms Awards

The Dircoms Awards are a recognition of good practices in Institutional Communication and Public Affairs in Argentina, which seeks to highlight excellence and its impact on the overall objective of the entities, which are organized each year by the Circle of Communication Directors of Argentina. On this occasion, ArcelorMittal Acindar won in the category "Internal Communication: Employee engagement and cultural change", for the work carried out in the #YoGenero programme.

CEADS Recognition

CEADS recognizes the contribution of the business sector to the 2030 Agenda, through the Connecting Companies Programme with SDG. On this occasion, we were recognized for our new initiatives in SDG 11, Social Builder's Yard "Adding Materials" (*Sume Materiales*), SDG 4, "We Engineer" Programme of Fundación Acindar and SDG 5, Gender Perspective in ArcelorMittal Acindar.

Our commitment to environmental management is recognized

In the framework of its 20th anniversary, the Public-Private Commission for Environmental Sustainability (CIMPARG) recognized ArcelorMittal Acindar for being part of this space, being one of the founding institutions and for its commitment and active participation. CIMPARG is a space for cooperation and coordination between companies, government, universities, professional associations and other institutions, which since 2001 has generated proposals to improve sustainability in the region.



"Our Company's participation in CIMPAR is an example of ArcelorMittal Acindar's commitment to sustainability, not only its own, but also that of the region, promoting the coordinated work between the private sector, academia and public agencies in the search for public policies that are aligned with sustainable development".

Elisabet Williams
Environmental Manager

At the same time, the Commission highly valued the contribution of ArcelorMittal Acindar, a company with its own environmental policy, which from the beginning has been committed to the collective construction of conditions to improve sustainability in the area, with Adrián Salichs and, later, Elisabeth Williams as Commission Chairs.

Emerging Technology Awards

We were awarded first place in the global ArcelorMittal Emerging Technology Awards. In this award, which recognizes technological innovation initiatives applied to industrial processes and their potential to replicate these solutions, 32 works from America and Europe were presented. The project with which ArcelorMittal Acindar won first place was "Digital Twin: Modeling of DC motors for early fault detection".

Win-win programme recognition

In 2020, we were the first steel company to sign the Women's Empowerment Principles (from the Global Compact and UN Women). From that milestone, we conducted a self-diagnosis in the Company and developed an action plan to advance in terms of gender equality, as established by the Win-Win programme: "Gender equality means good business". In 2021, through a virtual ceremony, UN Women recognized the companies that recently presented this action plan. Our Manager of Public Affairs and Fundación Acindar, Andrea Dala,

participated in the meeting and received the corresponding certificate.

This recognition is one more step in the commitment we have assumed to work on concrete actions, which allow that at ArcelorMittal Acindar no one has barriers to their development due to gender issues.

Content Index

Chapter 5 ↗

GRI CONTENT 102-55



GRI Content Index

GRI Standard	Content	Page or Reference	Omission	SDG	Targets
GRI 102 - General disclosures 2016					
Organizational Profile					
102-1	Name of the organization	7			
102-2	Activities, brands, products and services	7			
102-3	Location of headquarters	7			
102-4	Location of operations	7			
102-5	Ownership and legal form	7			
102-6	Markets served	7			
102-7	Scale of the organization	7			
102-8	Information on employees and other workers	45		8 - 10	8.5 - 10.3
102-9	Supply chain	87			
102-10	Significant changes on the organization and its supply chain	87			
102-11	Precautionary Principle or approach	7, 21, 33			
102-12	External initiatives	21, 33, 98			
102-13	Membership of associations	98			
Strategy					
102-14	Statement from senior decision-maker	3, 4			
102-15	Key impacts, risks, and opportunities	4, 7, 21, 33			
Ethics and integrity					
102-16	Values, principles, standards, and norms of behavior	7, 21		16	16.3
102-17	Mechanisms for advice and concern about ethics	21		16	16.3
Governance					
102-18	Governance structure	21			
102-19	Delegating authority	21			
102-20	Executive-level responsibility for economic, environmental, and social topics	21, 33			
102-21	Consulting stakeholders on economic, environmental, and social topics	7, 21, 33, 69, 81		16	16.7
102-22	Composition of the highest governance body and its committees	21		5 - 16	5.5 - 16.7
102-23	Chair of the highest governance body	21		16	16.6
102-24	Nominating and selecting the highest governance body	21		5 - 16	5.5 - 16.7
102-25	Conflicts of interest	21		16	16.6
102-26	Role of the highest governance body in setting purpose, values, and strategy	Note 1			
102-27	Collective knowledge of highest governance body	21			
102-28	Evaluating the highest governance body's performance	21			

GRI Standard	Content	Page or Reference	Omission	SDG	Targets
102-29	Identifying and managing economic, environmental, and social impacts	33			16, 16.7
102-30	Effectiveness of risk management processes	21			
102-31	Review of economic, environmental, and social topics	21, 33			
102-32	Highest governance body's role in sustainability reporting	21			
102-33	Communicating critical concerns	7, 69, 81			
102-34	Nature and total number of critical concerns	7, 69, 81			
102-35	Remuneration policies	-	Note 2		
102-36	Process for determining remuneration	-	Note 2		
102-37	Stakeholders' involvement in remuneration	-	Note 2		16, 16.7
102-38	Annual total compensation ratio	-	Note 2		
102-39	Percentage increase in annual total compensation ratio	-	Note 2		
Stakeholder engagement					
102-40	List of stakeholder groups	33			
102-41	Collective bargaining agreements	45			8, 8.8
102-42	Identifying and selecting stakeholders	33			
102-43	Approach to stakeholder engagement	7, 33			
102-44	Key topics and concerns raised	21, 33, 45, 63, 69, 81, 87, 98			
Reporting practice					
102-45	Entities included in the consolidated financial statements	7			
102-46	Defining report content and topic Boundaries	33			
102-47	List of material topics	33			
102-48	Restatements of information	33			
102-49	Changes in reporting	33			
102-50	Reporting period	33			
102-51	Date of most recent report	33			
102-52	Reporting cycle	33			
102-53	Contact point for questions regarding the report	33			
102-54	Claims of reporting in accordance with the GRI Standards	33			
102-55	GRI context index	119			
102-56	External assurance	33			
GRI 200- Economic Disclosures					
Economic Performance					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	7, 33			
103-2	The management approach and its components	7			
103-3	Evaluation of the management approach	7			
GRI 201 Economic Performance (2016)					
201-1	Direct economic value generated and distributed	7		8 - 9	8.1 - 8.2 - 9.1 - 9.4 - 9.5
201-2	Financial implications and other risks and opportunities due to climate change	7		13	13.1

GRI Standard	Content	Page or Reference	Omission	SDG	Targets
201-3	Defined benefit plan obligations and other retirement plans	7			
201-4	Financial assistance received from government	7			
Indirect Economic Impacts					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 63, 87, 98			
103-2	The management approach and its components	63, 87, 98			
103-3	Evaluation of the management approach	63, 87, 98			
GRI 203- Indirect Economic Impacts Thematic Contents (2016)					
203-1	Infrastructure investments and services supported	63, 87, 98		5- 9 - 11	5.4 - 9.1 - 9.4 - 11.2
203-2	Significant indirect economic impacts	87, 98		1 - 3 - 8	1.2 - 1.4 - 3.8 - 8.2 - 8.3 - 8.5
Procurement practices					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 87			
103-2	The management approach and its components	87			
103-3	Evaluation of the management approach	87			
GRI 204 Procurement Practices (2016)					
204-1	Proportion of spending on local suppliers	87		8	8.3
Anti-Corruption					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	21, 33			
103-2	The management approach and its components	21			
103-3	Evaluation of the management approach	21			
GRI 205 Anti-Corruption (2016)					
205-1	Operations assessed for risks related to corruption	21		16	16.5
205-2	Communication and training about anti-corruption policies and procedures	21		16	16.5
205-3	Confirmed incidents of corruption and actions taken	21		16	16.5
Anti-Competitive Behavior					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	21, 33			
103-2	The management approach and its components	21			
103-3	Evaluation of the management approach	21			
GRI 206 Anti-Competitive Behavior (2016)					
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	21		16	16.3
GRI 300- Environmental Disclosures					
Materials					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 69			
103-2	The management approach and its components	69			
103-3	Evaluation of the management approach	69			
GRI 301 Materials (2016)					
301-1	Materials used by weight or volume	69		8 - 12	8.4 - 12.2
301-2	Recycled input materials used	69		8 - 12	8.4 - 12.2 - 12.5

GRI Standard	Content	Page or Reference	Omission	SDG	Targets
301-3	Reclaimed products and their packaging materials	69		8 - 12	8.4 - 12.2 - 12.5
Energy					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 81			
103-2	The management approach and its components	81			
103-3	Evaluation of the management approach	81			
GRI 302 Energy (2016)					
302-1	Energy consumption within the organization	81		7 - 8 - 12 - 13	7.2 - 7.3 - 8.4 - 12.2 - 13.1
302-2	Energy consumption outside of the organization	-	Note 3	7 - 8 - 12 - 13	7.2 - 7.3 - 8.4 - 12.2 - 13.1
302-3	Energy intensity	81		7 - 8 - 12 - 13	7.3 - 8.4 - 12.2 - 13.1
302-4	Reduction of energy consumption	81		7 - 8 - 12 - 13	7.3 - 8.4 - 12.2 - 13.1
302-5	Reduction in energy requirements of products and services	81		7 - 8 - 12 - 13	7.3 - 8.4 - 12.2 - 13.1
Water and Effluents					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 69			
103-2	The management approach and its components	69			
103-3	Evaluation of the management approach	69			
GRI 303 Management Approach (2018)					
303-1	Interactions with water as a shared resource	69		6 - 12	6.3 - 6.4 - 6.A - 6.B - 12.4
303-2	Management of water discharge-related impacts	69		6	6.3
GRI 303 Water and effluents (2018)					
303-3	Water withdrawal	69		6	6.4
303-4	Water discharge	69		6	6.3
303-5	Water consumption	69		6	6.4
Emissions					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 69, 81			
103-2	The management approach and its components	69, 81			
103-3	Evaluation of the management approach	69, 81			
GRI 305 Emissions (2016)					
305-1	Direct (Scope 1) GHG emissions	81		3 - 12 - 13 - 14 - 15	3.9 - 12.4 - 13.1 - 14.3 - 15.2
305-2	Energy indirect (Scope 2) GHG emissions	81		3 - 12 - 13 - 14 - 15	3.9 - 12.4 - 13.1 - 14.3 - 15.2
305-3	Other indirect (Scope 3) GHG emissions	81		3 - 12 - 13 - 14 - 15	3.9 - 12.4 - 13.1 - 14.3 - 15.2
305-4	GHG emissions intensity	81		13 - 14 - 15	13.1 - 14.3 - 15.2
305-5	Reduction of GHG emissions	81		13 - 14 - 15	13.1 - 14.3 - 15.2
305-6	Emissions of ozone-depleting substances (ODS)	-	Note 4	3 - 12	3.9 - 12.4

GRI Standard	Content	Page or Reference	Omission	SDG	Targets
305-7	Nitrogen oxides (Nox), sulfur oxides (Sox), and other significant air emissions	69		3 - 12 - 14 - 15	3.9 - 12.4 - 14.3 - 15-2
Waste					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 69			
103-2	The management approach and its components	69			
103-3	Evaluation of the management approach	69			
GRI 103 Management Approach (2020)					
306-1	Waste generation and significant waste-related impacts	69		3 - 6 - 11 - 12	3.9 - 6.3 - 6.6 - 11.6 - 12.4 - 12.5
306-2	Management of significant waste-related impacts	69		3 - 6 - 8 - 11 - 12	3.9 - 6.3 - 8.4 - 11.6 - 12.4 - 12-5
GRI 306 Waste (2020)					
306-3	Waste generated	69		3 - 6 - 11 - 12 - 15	3.9 - 6.6 - 11.6 - 12.4 - 12.5 - 15.1
306-4	Waste diverted from disposal	69		3 - 11 - 12	3.9 - 11.6 - 12.4 - 12.5
306-5	Waste directed to disposal	69		3 - 6 - 11 - 12 - 15	3.9 - 6.6 - 11.6 - 12.4 - 12.5 - 15.1
Environmental compliance					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	21, 33			
103-2	The management approach and its components	21			
103-3	Evaluation of the management approach	21			
GRI 307 Environmental Compliance (2016)					
307-1	Non-compliance with environmental laws and regulations	21		16	16.3
Supplier Environmental Assessment					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 87			
103-2	The management approach and its components	87			
103-3	Evaluation of the management approach	87			
GRI 308 Supplier Environmental Assessment (2016)					
308-1	New suppliers that were screened using environmental criteria	87			
308-1	Negative environmental impacts in the supply chain and actions taken	87			
GRI 400- Social Disclosures					
Employment					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 45			
103-2	The management approach and its components	45			
103-3	Evaluation of the management approach	45			
GRI 401 Employment (2016)					
401-1	New employee hires and employee turnover	45		5 - 8 - 10	5.1 - 8.5 - 8.6 - 10.3

GRI Standard	Content	Page or Reference	Omission	SDG	Targets
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	45		3 - 5 - 8	3.2 - 5.4 - 8.5
401-3	Parental leave	45		5 - 8	5.1 - 5.4 - 8.5
Occupational Health and Safety					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 45			
103-2	The management approach and its components	45			
103-3	Evaluation of the management approach	45			
GRI 403 Management Approach (2018)					
403-1	Occupational health and safety management system	45			8 8.8
403-2	Hazard identification, risk assessment, and incident investigation	45			8 8.8
403-3	Occupational health services	45			8 8.8
403-4	Worker participation , consultation, and communication on occupational health and safety	45		8 - 16	8.8 - 16.7
403-5	Worker training on occupational health and safety	45			8 8.8
403-6	Promotion of worker health	45			3 3.3 - 3.5 - 3.7 - 3.8
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	45			8 8.8
GRI 403 Occupational Health and Safety (2018)					
403-8	Workers covered by an occupational health and safety management system	45			8 8.8
403-9	Work-related injuries	45		3 - 8 - 16	3.6 - 3.9 - 8.8 - 16.1
403-10	Work-related ill health	45		3 - 8 - 16	3.3 - 3.4 - 3.9 - 8.8- 16.1
Training and Education					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 45			
103-2	The management approach and its components	45			
103-3	Evaluation of the management approach	45			
GRI 404 Training and Education (2016)					
404-1	Average hours of training per year per employee	45		4 - 5 - 8 - 10	4.3 - 4.4 - 4.5 - 5.1 - 8.2 - 8.5- 10.3
404-2	Programs for upgrading employee skills and transition assistance programs	45			8 8.2 - 8.5
404-3	Percentage of employees receiving regular performance and career development reviews	45		5 - 8 - 10	5.1 - 8.5 - 10.3
Diversity and equal Opportunity					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 45			
103-2	The management approach and its components	45			
103-3	Evaluation of the management approach	45			

GRI Standard	Content	Page or Reference	Omission	SDG	Targets
GRI 405 Diversity and Equal Opportunity (2016)					
405-1	Diversity of governance bodies and employees	21		5 - 8	5.1 - 5.5 - 8.5
405-2	Ratio of basic salary and remuneration of women to men	45		5 - 8 - 10	5.1 - 8.5 - 10.3
Non-Discrimination					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	21, 33			
103-2	The management approach and its components	21			
103-3	Evaluation of the management approach	21			
GRI 406 Non-Discrimination (2016)					
406-1	Incidents of discrimination and corrective actions taken	21		5 - 8	5.1 - 8.8
Freedom of association and collective bargaining					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 87			
103-2	The management approach and its components	87			
103-3	Evaluation of the management approach	87			
GRI 407 Freedom of Association and Collective Bargaining (2016)					
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	87		8	8.8
Child Labor					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 87			
103-2	The management approach and its components	87			
103-3	Evaluation of the management approach	87			
GRI 408 Child Labor (2016)					
408-1	Operations and suppliers at significant risk for incidents of child labor	87		5 - 8 - 16	5.2 - 8.7 - 16.2
Forced or compulsory labor					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 87			
103-2	The management approach and its components	87			
103-3	Evaluation of the management approach	87			
GRI 409 Forced or Compulsory Labor (2016)					
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	87		5 - 8	5.2 - 8.7
Human rights assessment					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	21, 33, 87			
103-2	The management approach and its components	21, 87			
103-3	Evaluation of the management approach	21, 87			
GRI 412 Human Rights Assessment (2016)					
412-1	Operations that have been subject to human rights reviews or impact assessments	21, 87			

GRI Standard	Content	Page or Reference	Omission	SDG	Targets
412-2	Employee training on human rights policies or procedures	21			
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	21, 87			
Local communities					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 69, 98			
103-2	The management approach and its components	69, 98			
103-3	Evaluation of the management approach	69, 98			
GRI 413 Local Communities (2016)					
413-1	Operations with local community engagement, impact assessments, and development programs	98			
413-2	Operations with significant actual and potential negative impacts on local communities	69		1 - 2	1.4 - 2.3
Supplier Social Assessment					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 87			
103-2	The management approach and its components	87			
103-3	Evaluation of the management approach	87			
GRI 414 Supplier Social Assessment (2016)					
414-1	New suppliers that were screened using social criteria	87		5 - 8 - 16	5.2 - 8.8 - 16.1
414-2	Negative social impacts in the supply chain and actions taken	87		5 - 8 - 16	5.2 - 8.8 - 16.1
Customer Health and Safety					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 63, 87			
103-2	The management approach and its components	63, 87			
103-3	Evaluation of the management approach	63, 87			
GRI 416 Customer Health and Safety (2016)					
416-1	Assessment of the health and safety impacts of product and service categories	63, 87			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	87		16	16.3
Socioeconomic compliance					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	21, 33			
103-2	The management approach and its components	21			
103-3	Evaluation of the management approach	21			
GRI 419 Socioeconomic Compliance (2016)					
419-1	Non-compliance with laws and regulations in the social and economic area	21		16	16.3
Digital transformation					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 63			

GRI Standard	Content	Page or Reference	Omission	SDG	Targets
103-2	The management approach and its components	63			
103-3	Evaluation of the management approach	63			
Digital transformation					
Own indicator	Actions that contribute to digital transformation	63			
Benefits and work environment					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 45			
103-2	The management approach and its components	45			
103-3	Evaluation of the management approach	45			
Benefits and work environment					
Own indicator	Actions that contribute to the work environment	45			
Innovation and Development of Products and Services					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 63			
103-2	The management approach and its components	63			
103-3	Evaluation of the management approach	63			
Innovation and Development of Products and Services					
Own indicator	New Products and Services	63			
Science and technology (stem)					
GRI 103 Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	33, 98			
103-2	The management approach and its components	98			
103-3	Evaluation of the management approach	98			
Science and technology (stem)					
Own indicator		98			

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
Greenhouse Gas Emissions			
EM-IS-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	81	
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	81	
Air Emissions			
EM-IS-120a.1	Air emissions of the following pollutants: (1) CO, (2) NO _x (excluding N ₂ O), (3) SO _x , (4) particulate matter (PM ₁₀), (5) manganese oxide (MnO), (6) lead, (7) volatile organic compounds (VOCs) and (8) polycyclic aromatic hydrocarbons (PAHs)	81	
Energy Management			
EM-IS-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	81	
EM-IS-130a.2	(1) Total fuel consumed, (2) percentage coal, (3) percentage natural gas, (4) percentage renewable	81	
Water Management			
EM-IS-140a.1	(1) Total fresh water withdrawn, (2) total fresh water consumed, (3) percentage of each in regions with High or Extremely High Baseline Water Stress	69	
Waste Management			
EM-IS-150a.1	Amount of waste generated, percentage hazardous, percentage recycled	69	
Workforce Health & Safety			
EM-IS-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFRR) for a) full-time employees and b) contract employees	45	
Supply Chain Management			
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
Activity metrics			
Code	Activity metric		
eM-IS-000.A	Raw steel production, percentage from: (1) basic oxygen furnace processes, (2) electric arc furnace processes	7	
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

	Who we are	Corporate Governance	Sustainable Development through 10 Outcomes	Our 2021 performance					
				Safety	Product Innovation	Environment	Climate Change	Value Chain	Social
Financial Capital	X			X	X	X	X	X	X
Industrial Capital	X			X	X	X	X	X	X
Intellectual Capital	X			X	X	X	X		X
Human Capital	X	X		X					X
Social and Relationship Capital	X	X		X	X	X	X	X	X
Natural Capital	X					X	X	X	

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 2021 performance
Prospects	Messages from the Board of Directors, Who we are
Basis of report preparation and presentation	Sustainable Development through 10 Outcomes

SDG Content Index

	Who we are	Corporate Governance	Sustainable Development through 10 Outcomes	Our 2021 performance					
				Safety	Product Innovation	Environment	Climate Change	Value Chain	Social
SDG 4									
Target 4.4			By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.	X					X
Target 4.7		X	By 2030 ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development.						X
Target 4.b			By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries.						X
SDG 5									
Target 5.1		X	End all forms of discrimination against all women and girls everywhere.	X					X
Target 5.5		X	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	X					X

		Our 2021 performance							
	Who we are	Corporate Governance	Sustainable Development through 10 Outcomes	Safety	Product Innovation	Environment	Climate Change	Value Chain	Social
Target 5.c	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.	X		X					X
SDG 6									
Target 6.3	By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.					X			
Target 6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity, and substantially reduce the number of people suffering from water scarcity.					X			
Target 6.6	By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.					X			
SDG 7									
Target 7.2	Increase substantially the share of renewable energy in the global energy mix by 2030.						X		
Target 7.3	Double the global rate of improvement in energy efficiency by 2030.				X		X		
Target 7.b	By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support.				X		X		X

				Our 2021 performance					
	Who we are	Corporate Governance	Sustainable Development through 10 Outcomes	Safety	Product Innovation	Environment	Climate Change	Value Chain	Social
SDG 8									
Target 8.3			Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services.					X	X
Target 8.4			Improve progressively through 2030 global resource efficiency in consumption and production, and endeavor to decouple economic growth from environmental degradation in accordance with the 10-year framework of programs on sustainable consumption and production with developed countries taking the lead.	X	X	X	X		X
Target 8.5	X	X	By 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	X			X		
Target 8.6			By 2020 substantially reduce the proportion of youth not in employment, education or training	X					X
Target 8.7			Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms.	X				X	
Target 8.8			Protect labor rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment.	X					X

				Our 2021 performance					
	Who we are	Corporate Governance	Sustainable Development through 10 Outcomes	Safety	Product Innovation	Environment	Climate Change	Value Chain	Social
ODS 9									
Target 9.1		X	Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.		X		X	X	
Target 9.3			Increase the access of small-scale industrial and other enterprises, particularly in developing countries, to financial services including affordable credit and their integration into value chains and markets.		X		X	X	
Target 9.4		X	By 2030 upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, all countries taking action in accordance with their respective capabilities.		X		X	X	
Target 9.5		X	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.						X
Target 9.a		X	Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States.		X				

			Our 2021 performance						
	Who we are	Corporate Governance	Sustainable Development through 10 Outcomes	Safety	Product Innovation	Environment	Climate Change	Value Chain	Social
Target 9.b			Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.						X
Target 9.c			Significantly increase access to ICT and strive to provide universal and affordable access to internet in LDCs by 2020						X
SDG 11									
Target 11.2			By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.		X				
Target 11.3			By 2030 enhance inclusive and sustainable urbanization and capacities for participatory, integrated and sustainable human settlement planning and management in all countries		X				
Target 11.6			By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management.				X		
SDG 12									
Target 12.2			By 2030 achieve sustainable management and efficient use of natural resources.		X		X	X	
Target 12.4			By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.				X	X	

			Our 2021 performance						
	Who we are	Corporate Governance	Sustainable Development through 10 Outcomes	Safety	Product Innovation	Environment	Climate Change	Value Chain	Social
Target 12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.					X			X
Target 12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.		X					X	X
Target 12.7	Promote public procurement practices that are sustainable in accordance with national policies and priorities.							X	
SDG 13									
Target 13.1	Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries.				X		X		X
Target 13.2	Integrate climate change measures into national policies, strategies, and planning.				X	X	X		
SDG 15									
Target 15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.					X			
SDG 17									
Target 17.7	Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships.	X	X	X	X	X	X	X	X

Integrated Report preparation process

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We value your opinion

We invite you to send us your comments and suggestions about our Integrated Report.

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