



ArcelorMittal

ARCELORMITTAL SISTEMAS

40 YEARS
CONNECTING MINDS



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INTRODUCTION

FEW BRAZILIAN COMPANIES CAN BE PROUD OF THEMSELVES BY FOLLOWING TECHNOLOGICAL CHANGES FROM SO CLOSE AS DOES ARCELORMITTAL SISTEMAS.

In its 40 years, the Information Technology arm of ArcelorMittal Group has been working in all stages of development and implementation of computing and internet in the country, first focusing on the market in general and, later, focusing on the Group's growing internal service in creating expertise and solutions for the customized management of companies not only in Brazil, but as an international level.

Created on December 19th, 1983, Belgo-Mineira Sistemas was a natural development in the evolution of the former Companhia Siderúrgica Mineira, founded in 1917 and converted into Belgo-Mineira in 1921 thanks to international funding.

If the headquarter emerged at the beginning of the 20th century as a response from the country's engineers to the global wave of progress through civil construction forged in steel, Belgo-Mineira Sistemas, today known as ArcelorMittal Sistemas, was the consolidation of a precursor vision that a field would make one of the most important revolutions in humanity: digital technology, with computing, the internet and, currently, the integrated flow of processes and information in real time.

SO, HERE ARE 40 REMARKABLE FACTS FROM THIS PIONEERING 40 YEAR HISTORY OF SUCCESS



1980

CREATION AND PIONEERING

Political-economic scenario of the country

The country was rehearsing its first steps towards democracy, with the indirect election of Tancredo Neves, who died before taking office and left the position to José Sarney.

The economy during his administration was chaotic, with hyperinflation and several plans that had no effect.

In 1988, there was the Constituent Assembly and after almost 30 years Brazil held its first direct election for president in 1989. Fernando Collor de Mello wins.

THE OPENING OF

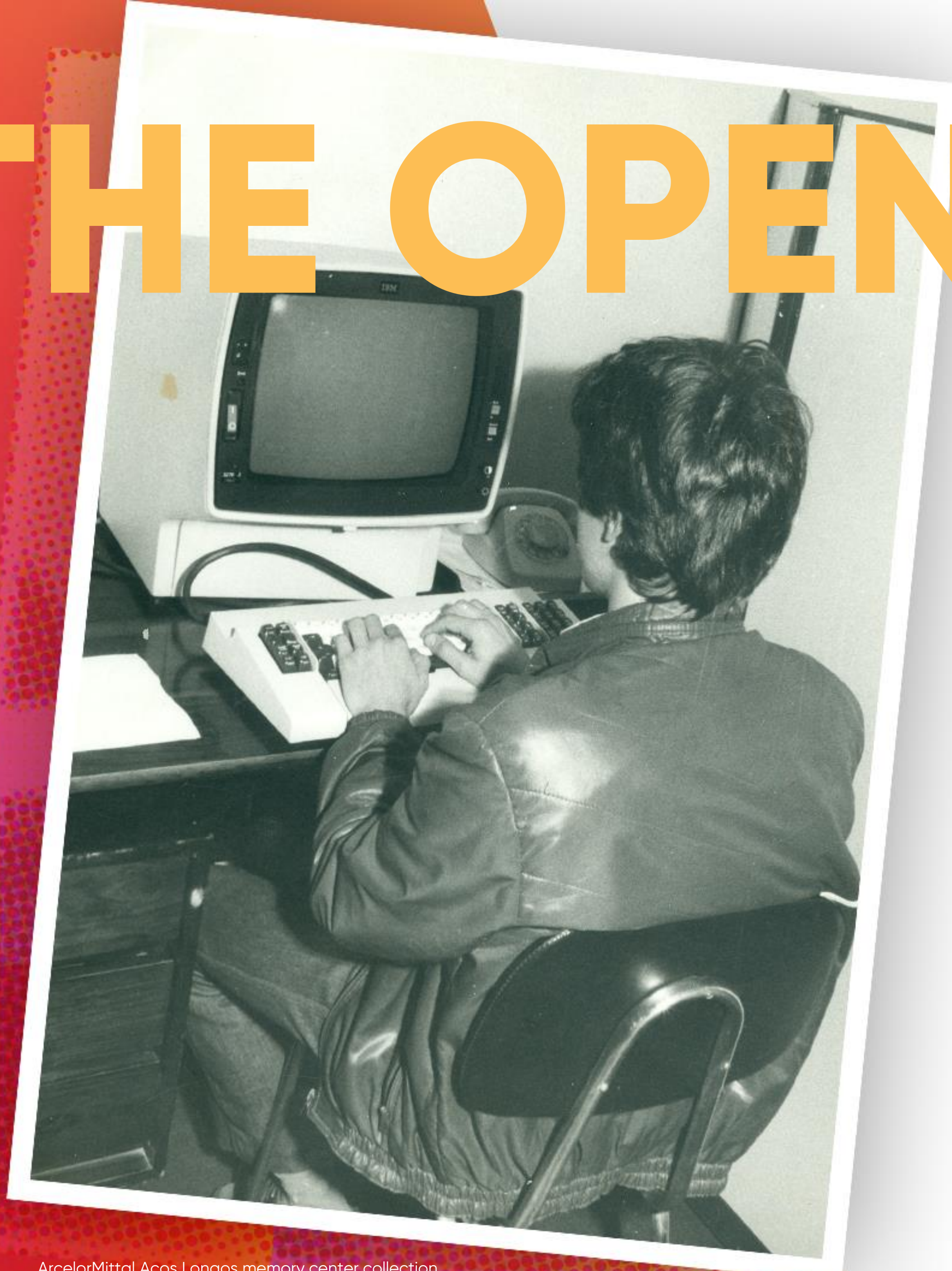
BELGO-MINEIRA SISTEMAS

Since 1967, the Belgo-Mineira company already had a Data Processing Center at its headquarters to start using technology in the company.

BUT ON DECEMBER 19th, 1983, THE COMPANY OPENED AN ENTIRE DIVISION DEDICATED TO COMPUTING.

That is how Belgo-Mineira Sistemas was born, on the 23rd floor of the Belgo-Mineira headquarters at 1115, Carandaí Avenue, Belo Horizonte.

Following the trend towards computerization of companies in that period, Belgo-Mineira Sistemas was born making history and at the forefront of the innovations that would come over the next 40 years.



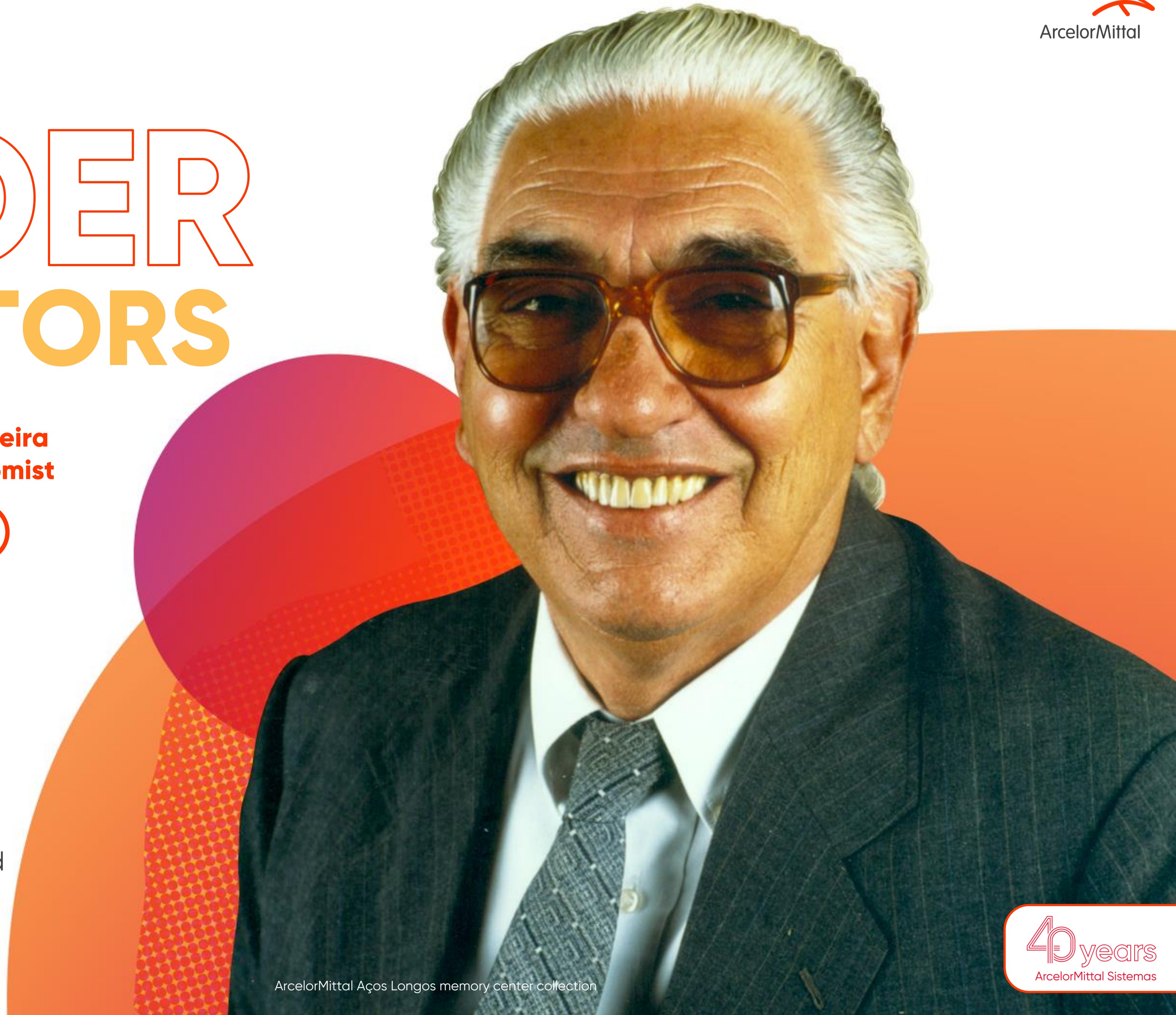
FOUNDER AND DIRECTORS

When talking about the creation of Belgo-Mineira Sistemas, it is worth giving credit to the economist

JOÃO PESSOA RIBEIRO FENELÓN

In addition to being one of the main people responsible for founding Belgo-Mineira Sistemas and having created Abertta Saúde (ArcelorMittal Brasil's internal health plan), the "Professor" coordinated the areas of Human Resources, Data Processing and Organization and Methods of Work.

Supported the appointment of the company's first directors, Fernando da Fonseca Matos and Jader Cesar de Andrade, already deceased.



EARLY COMPUTERS



Nothing better shows the evolution of technology since the creation of ArcelorMittal Sistemas than the hardware used by the company.

At the beginning of its activities, its main computer was an IBM 4341 and in July 1984, the company purchased a new computer, the IBM 4318.

IBM 4341

- Model M02
 - Series 8240448
 - 2 MB of memory
- Easily surpassed by any current smartphone.**

IBM 4318

- Model R14
 - Series 8280143
 - 32 MB of memory
- But had the size of a closet!**

AVENIDA BRASIL 1654

In 1986, with the growth of Belgo-Mineira Sistemas' business, the directors identified the need for the company to have physical autonomy.

The company then moved to modern installations throughout building nº 1654 from Avenida Brasil, in Belo Horizonte. The new features were the workstations in bays, which allowed greater interaction between the different departments of Belgo-Mineira Sistemas, establishing the company as an important IT service provider.



INTERACTION BETWEEN TEAMS

The change allowed the establishment of a new internal policy, aiming **for more interaction between the technical and administrative teams in the IT, consultancy, training, recruitment, and selection areas**, establishing Belgo-Mineira Sistemas as a relevant IT services company, recognized by its care with the quality of service and customer satisfaction.

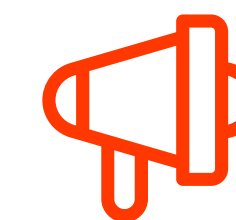
But IT services were still destandardized and BMS, like all providers in the sector, did not have a unified service. It was the history of IT being written step by step.



EXPANSION

IN THE COUNTRY: 1986 - 1987

With clients such as the units of **Belgo Sabará, Monlevade and Trefilaria, as well as Sesiminas and CREA-MG**, among others, from 1986 onwards, Belgo-Mineira Sistemas began an expansion process that aimed not only to serve the Group's companies, but also from external clients, and other states began to enter the activity and prospecting map.



An important factor in this turnaround was the creation of the marketing department by the Commercial Management, seeking to promote Belgo-Mineira Sistemas within the country's IT services market.

BRANCH IN SÃO PAULO

With the inclusion of Brazaço-Mapri (São Paulo) and Cimaf (Osasco) in the portfolio of clients, Belgo-Mineira Sistemas found itself compelled to create an office in the capital of SP at the end of 1986, at 190, Minas Gerais street, next to Paulista avenue.

The difficulty in serving Cimaf was still the distance, and it was not easy to obtain a data transmission line.

BMS had the help of the Minister of Communications, Antônio Carlos Magalhães.



**I'LL
SOLVE IT!**

“ We tried 2 or 3 months with Embratel and nothing. [...] In half an hour of conversation, the Minister assured us: 'I'll solve it'. Three days later, the line was at our disposal. ”

Fernando da Fonseca Matos

Former diretor of Belgo-Mineira Sistemas
in the company's 30th anniversary book

WITH ONLY 2.6 KB OF THE LINE, THE CONNECTION WITH CIMAF WAS ALWAYS DROPPING!



NEW COMPUTER



.....

In 1988, a new equipment arrived at Belgo-Mineira Sistemas: the **IBM 3090**.

Its memory already reached 20 GB, but water cooling forced a renovation in its datacenter. In the same period, BMS innovated with the use of incipient optical fiber, being one of the first companies in the country to use it.

ArcelorMittal Aços Longos memory center collection

EXECUTIVE TRAINING AND THE NEW PRESIDENCY OF THE REPUBLIC

With the first direct presidential election since the end of the military dictatorship, **there was a widespread hunger for knowledge and progress.**

Investing in its executives,

Belgo-Mineira Sistemas offered courses with big names in the political-economic scene, such as the political scientist Bolívar Lamounier, among others, equipping its managers with the new paradigms of the Brazilian market.



ArcelorMittal Aços Longos
memory center collection





ArcelorMittal Aços Longos memory center collection

PARTICIPATION IN

INFORUSO

Major events focused on the technology sector were taking place, and Belgo-Mineira Sistemas innovated even in the presentation of its services.

Upon joining Inforuso (the sector's main fair in Minas Gerais state) in 1989, the company **illustrated its services with an exhibition of paintings by artist Fani Bracher among IBM computers, to smooth the seriousness of the IT environment.**

1990

FROM EXPANSION TO CONCEITUAL TURN

Political-economic scenario of the country

Fernando Collor de Mello took office, launching his controversial *Plano Brasil Novo*, in which he confiscated Brazilians' savings.

With his corruption scheme discovered, he was impeached and his deputy, Itamar Franco, took over at the end of 1992, ruling until 1995.

During his term, he appointed Fernando Henrique Cardoso as Minister of Finance, who with the Real Plan (1994) stabilized the currency and the country's economy.

After his success, Fernando Henrique Cardoso was elected president and, approving the re-election amendment, served a double term.



NEW BRAZIL

PLAN

COLLOR PLAN AND THE SUITABILITY OF THE COMPANY

No one expected the money to be confiscated by the New Brazil Plan, also known by the name of the president who created it.

With the economic instability coming from the crash, Belgo-Mineira Sistemas had to adapt, organizing operations by market segment (banking, steel, etc.) and investing in marketing.

A reward project encouraged employees to bring in new customers, whose service received guidance from the corporate campaign "*Pense como Cliente*" (Think Like a Customer).



CAMPAIGN

PENSE

COMO O

CLIENTE

(THINK LIKE A CUSTOMER)

In a specialized sector such as technology, with procedures created at the same time as new equipment, infrastructure and software, irregularities in service were common.

But in 1990, Belgo-Mineira Sistemas began to focus on quality, with the Campaign "Think Like a Customer", which sought to improve the company's services based on customer opinion surveys and cutting-edge training.

Along with this, the professionals who achieved certain indicators, led by customer satisfaction, were rewarded.

CORPORATE ENVIRONMENT AND SATELLITE USE

IN 1990...

BMS was already one of the largest IT companies in Minas Gerais and the 6th data processing services bureau in the country, thanks to the corporate climate, which enabled employees with cutting-edge training and saw in each one the potential to support IT, sell projects and attract customers. In its activities, always linked to the biggest innovations in technology, the company even used the **satellite Brasilsat** to transmit data.




THE FIRST OF MANY AWARDS AND CERTIFICATIONS AND THE ISO 9001

BMS won from Assespro in 1991 the award for best Brazilian company providing typing services. Assespro is the Federation of Brazilian Information Technology Companies Associations.

From then on, ArcelorMittal Sistemas has achieved several distinctions, including ISO 9001, granted since 2001 until today in annual assessments that reaffirm a pioneering trajectory, marked by success.

Below, the list of awards and certifications over these 40 years

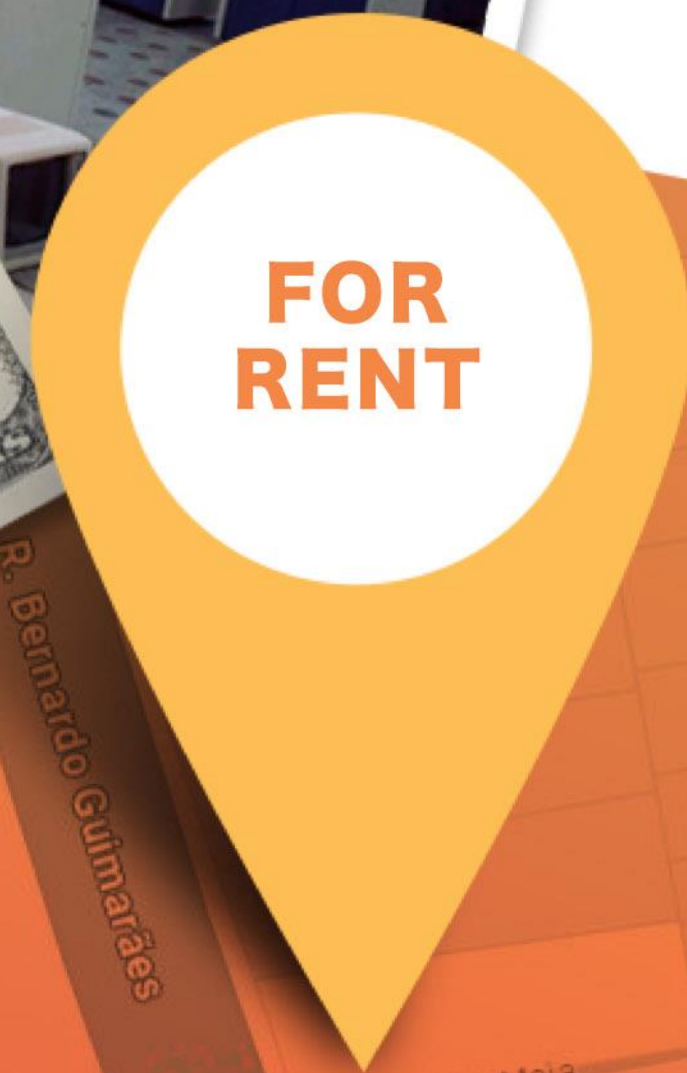
<p>1991</p> <p>Assespro Best Brazilian company providing typing services</p>	<p>1994</p> <p>10th place in Folha 100 IT Service delivery - training</p>	<p>1995</p> <p>7th place Folha 100 IT Equipment sales</p> <hr/> <p>Compaq Award Best technical assistance</p>	<p>1996</p> <p>Achievement of ISO 9002 Later absorbed by ISO 9001</p>	<p>2000</p> <p>SAP Award Excellence</p> 	<p>2002</p> <p>PMP certification Project Management Professional - Project Management Institute</p>	<p>2004</p> <p>ISO 9001 to present moment</p>	<p>2005</p> <p>CCC certification SAP Customer Competence Center</p> <hr/> <p>Valor Carreira Company with the best personnel management</p>	<p>2006</p> <p>Inclusion in the 150 Best Place to Work Você S/A</p> <hr/> <p>Gold Certified Partner Microsoft</p> <hr/> <p>National Quality of Life Award Ass. Brasileira de Qualidade de Vida</p>	<p>2007</p> <p>Microsoft Infrastructure Implementation Center of Excellence</p> <hr/> <p>Best Place to Work ComputerWorld Brasil e Telecom</p>
<p>2008</p> <p>VMWare Professional Partner</p>	<p>2009</p> <p>SOx ITGC</p>	<p>2012</p> <p>Green Seal - Green IT program Furukawa Electric</p>	<p>2013</p> <p>SAP CCOE Customer Center of Excellence</p>	<p>2014</p> <p>Minas Gerais Quality Award</p>	<p>2015</p> <p>The 100+ Innovators in the Use of IT - 3rd place Fapesp</p> <hr/> <p>Recertificação SOx</p>	<p>2016</p> <p>100 Most Influential IT Leaders in Brazil Computer World Brasil</p>	<p>2021</p> <p>Renew SAP CCOE Customer Center of Expertise</p>	<p>2023</p> <p>Renew SAP CCOE Customer Center of Expertise</p> <hr/> <p>Partnership PSI</p> <hr/> <p>Azure Center of Excellence partnership with Microsoft</p>	



COMPUTER GRAPHICS AND CONTINGENCY

In 1991, Belgo-Mineira Sistemas' wide range of services included the rental of the services of its Computer Graphics Center at 1099, Bernardo Guimarães street, Belo Horizonte, for US\$100 per hour. It also made available for rental its Contingency Center, a space in São Paulo

with IBM 3090 machines and technical support operators available 24 hours a day, so that companies in emergency situations could operate. The implementation was estimated at US\$ 3 million. In both places, clients were from varied sectors, from textiles to architecture and advertising.

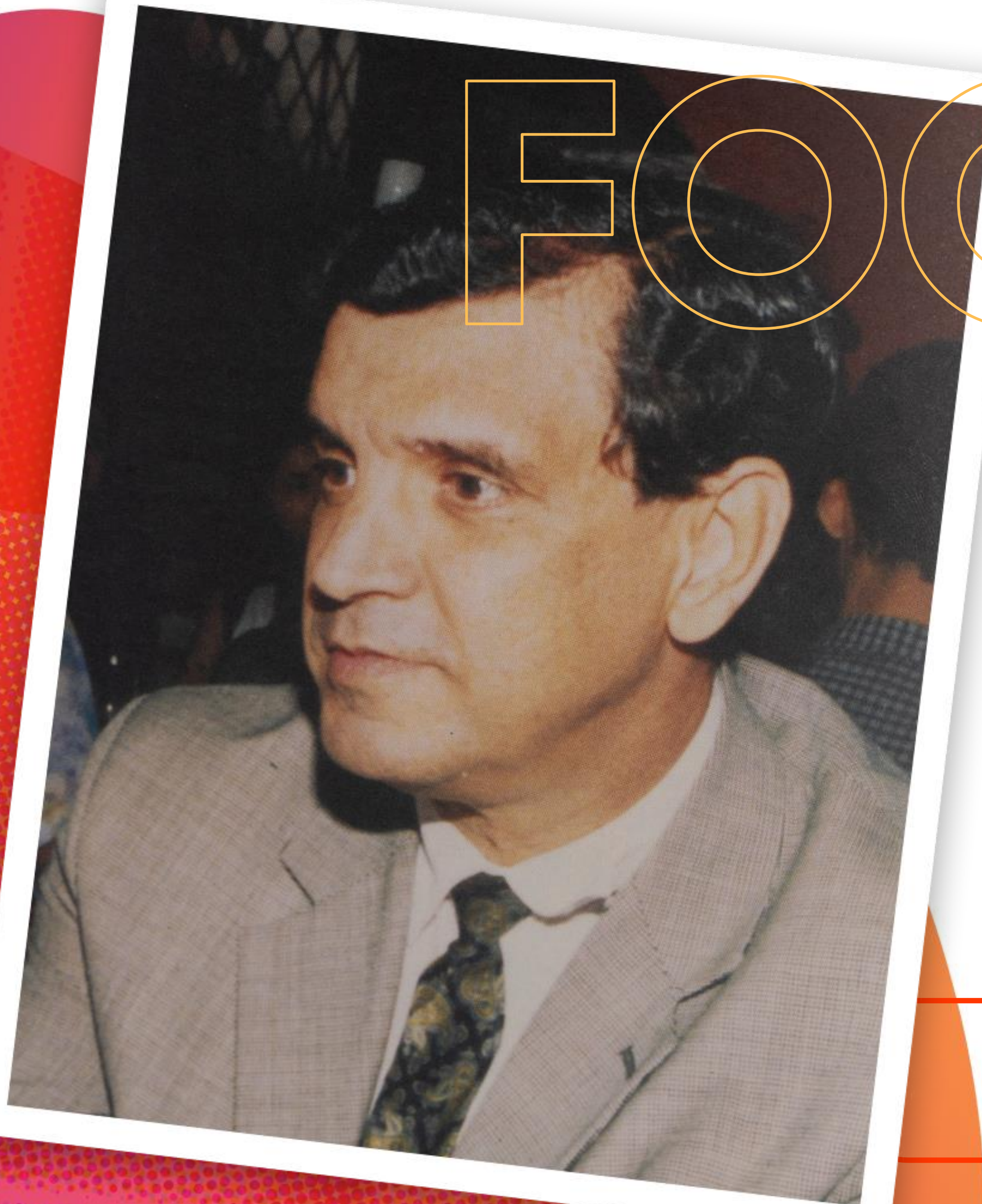


END OF MARKET RESERVE FOR TECHNOLOGY



With the modernization that the democratic regime brought to Brazil, the market reserve for technology imports fell in 1992, increasing hardware sales by Belgo-Mineira Sistemas.

The company created a new revenue front selling machines such as the Risc 6000 to the Minas Gerais market, in addition to compatible softwares.



FOCUS

ON TOTAL QUALITY

Under the direction of Jader Cesar de Andrade, Belgo-Mineira Sistemas engaged into a more modern perspective of management and service, implementing in 1994 its PES - *Programa de Excelência em Serviços* (Service Excellence Program), focusing on total quality and customer service.

This was also the year in which the company was established in the sales of equipment and software, in the planning of information systems, in training technical assistance and consultancy, and in open systems. Among its clients, BMS started to have giants in the banking sector, such as Citibank and Unibanco.

The stabilization of the currency contributed to the new phase of the company.

SAP IMPLEMENTATION



Between 1996 and 1997, with Rodrigo Horta as the director, a milestone revolutionized the company's way of thinking about IT business: the partnership with the German company SAP, creator of SAP integrated management software.

Its implementation by BMS first took place in companies belonging to Companhia Belgo-Mineira until reaching the Argentina partner, Acindar.

With the training of its professionals at the SAP academy, Belgo-Mineira Sistemas became a reference in the implementation of the program, which changed its way of operating, evaluating the client's business to formulate a customized service.



MILLENNIUM **BUG**



Who remembers the Millennium Bug, or the fear that the world's computers would collapse when the date changed from 99 to 00?

Thanks to the work of companies like Belgo-Mineira Sistemas, this has never happened.

IBM partnership

In 1997, BMS signed an unprecedented partnership with IBM, in which both intensified their work on implementing SAP for Brazilian clients and created the Software Factory, among other actions. This last initiative, opened in 1998, focused on researching solutions and changes to programs so that they didn't suffer this failure.



ENTERING THE UNIVERSITY

1999 marked the entry of Belgo-Mineira Sistemas into the University, already under the direction of the former Governor of Minas Gerais, Eduardo Azeredo, who helped bringing visibility to the brand.

In an unprecedented partnership with PUC-MG, the company taught the extension course of Management System, focused on sharing the company's experience in implementing SAP to IT managers and analysts.



PUC Minas

2000

FOCUS ON THE DOMESTIC MARKET
ARCELORMITTAL
SISTEMAS IS BORN

Political-economic scenario of the country

After a double mandate, Fernando Henrique Cardoso passed the presidential sash in 2003 to Luís Inácio Lula da Silva, who also spent 8 consecutive years running the country.

Even under accusations in the *Mensalão* Scandal CPI in 2005, Lula finished his first term with a good approval rating and prosperity in the country's economy amid the 2008 global crisis, which made The Economist magazine publish a cover story with the title "Brazil takes off".

SUPERBUY

A PARTNERSHIP WITH ORACLE

The technology giant Oracle entered into a partnership with BMS in 2000 to launch what at the time was a major advance, connected with innovations on the global technological scene: the Superbuy shopping portal, dedicated to the commercialization of Belgo-Mineira's wire sector.

The interface connected to SAP was created using the Oracle Exchange product and allowed the registration of customers and suppliers, a discussion forum, intermediation of repair services and auction of surplus products.



ORACLE



BLACKOUT AND GENERATOR

After the Millennium Bug was extinguished, in 2001 the concern was with the risk of a widespread blackout in the country, due to the water crisis caused by the lack of rain and poor state management of resources.

Collaborating to alleviate the crisis, Belgo-Mineira Sistemas carried out an internal campaign and reduced electricity consumption by around 22%, in addition to installing a generator which, running 4 hours a day from 5pm, promoted...

... savings of more than 14%, enabling a continued quality service to customers.



ArcelorMittal



FROM BMS TO ARCELORMITTAL SISTEMAS

With the arrival of the new millennium, the Belgo-Mineira company went through a major transformation.

In 2002, it was incorporated by the Arcelor Group, a merger of the European steel groups Arbed, Aceralia and Usinor, which in 2006 was purchased by the Indian Mittal.

From then on, the Group was renamed as ArcelorMittal and accounted for 10% of global steel production, a giant in the international steel sector.

Due to the size of the conglomerate, BMS directors understood that it would be more productive to end service to external customers and focus on the Group. That's how ArcelorMittal Sistemas was born. The recognition abroad would be achieved step by step years later.



NEW PROJECTS AND ITIL IMPLEMENTATION



Trying to increase its IT governance, professionalizing and maturing its process management, ArcelorMittal Sistemas sought for methodological alternatives in the market to optimize its service provision.

In 2004, began some researches into ITIL (Information Technology Infrastructure Library), with an exclusive dedication of 13 professionals redesigning processes based on the client's vision of the business.

Finally implemented in 2007, ITIL increased the company's governance model through the global methodology for defining best practices in the provision of IT services.

The routine and work patterns were changed based on the mapping of 23 critical processes, with the definition of a configuration map or CMDB (Configuration Management Database) for each one. A consultancy specializing in behavioral change management consolidated this implementation. ITIL is still in working and already in its 4.0 version.



RECORD GROSS REVENUE

AND PROJECTS OFFICE

Close to becoming ArcelorMittal Sistemas, the company had a **record of gross revenue** thanks to new projects with old clients and the Arcelor's service.

The **implementation of the Projects Office** standardized the planning and execution of all company services (quality, financial management, people management, change management, communication and deadline).

DAILY ROUTINE MANAGEMENT METHODOLOGY

In 2006, ArcelorMittal Sistemas took a new step towards the standardization of its procedures, this time in the scope of management and operations: the adoption of the **Daily Routine Management Methodology**.



The objective was **to unify the organization's strategic** directions as a whole, establishing processes and methods for the necessary actions for the company's daily life.

INTEGRATION OF — WORLDWIDE OPERATIONS

— In 2007, ArcelorMittal began to integrate the Group's operations worldwide. At the headquarters of ArcelorMittal Sistemas, between February 13th and 14th of that year, an **IT Steering Committee**, was held, with the presence of several IT executives from the Group around the world to discuss solutions.

This has brought an international visibility to ArcelorMittal Sistemas, that based on this meeting, created projects to unify the IT of the Group's companies in South and Central America.



EXPANDING SERVICE TO NORTH AMERICA

Thanks to the success of the work in South and Central America, from 2009 onwards ArcelorMittal Sistemas **gradually began to work in Mexico and the USA, finally arriving in Canada**, with the aim of standardizing processes, practices and tools. Lasting around a year, this action is known as **Proyecto Unidad**, expanding the company's operating horizon. Nowadays, ArcelorMittal Sistemas provides services to units in Argentina, Brazil, Canada, Costa Rica, The United States, Mexico, Liberia and Luxembourg, and has professionals stationed in many parts of Brazil, such as São Paulo (SP), Tubarão-Vitória (ES), in the South, in Belo Horizonte, Contagem and other cities in Minas Gerais, among other locations.



FROM 2010 TO TODAY

Political-economic scenario of the country

In 2011, Lula elected his candidate for succession, Dilma Rousseff, the country's first female president, who continued her second term after a narrow victory against Aécio Neves in the 2014 election.

With the economic recession and *Lava-Jato's CPI* (Parliamentary Commission of Inquiry), the second term of Dilma culminated with an impeachment in 2016. The vice-president, Michel Temer, governed until Jair Bolsonaro was elected in 2018, taking office the following year.

In 2022, after a highly polarized electoral dispute with Bolsonaro, Lula achieves victory and assumes, in 2023, his 3rd term as President of the Republic.



SERVICENOW



In 2018,

ArcelorMittal Sistemas migrated from the HP Service Manager platform to ServiceNow. More robust and cloud-based, one of the best tools based on ITIL methodology.

ServiceNow has improved the way IT works, raising the level of automation and provision of self-service resources in service operations and project management, teams and interactions with customers. The implementation of ServiceNow sought continuous alignment of IT processes in the Americas and support for local services.



SERVICENOW

Based on best practices of the market, the platform brought the modernization and consolidation of solutions into a single interface, improvement of the user experience through the collaborative portal, the growth of the knowledge base to increase the self-service culture, the use of dashboards and intelligent reports to assist in the decision making about processes, greater flexibility for simplifying IT controls and replacing legacy systems (obsolete platforms and softwares).

In addition to its use in production, the ServiceNow ITBM (IT Business Management) software was also implemented in business management, innovating its operation. Even the interface for customer orders has changed, from the old Request Portal to IAM Smart, with a more interactive, agile and friendly user experience.



INSIGHT AND INNOVATION

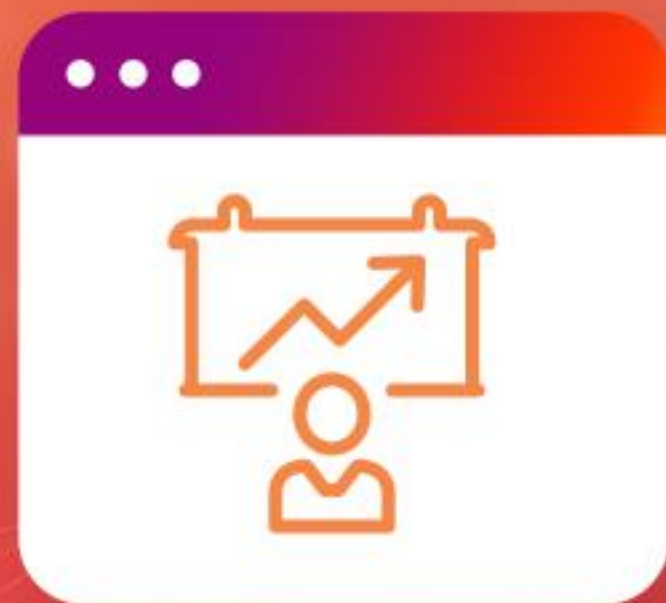
In 2011, our team wanted to create a channel to suggest innovations in services and operations. This is how the Insight program was born, in which employees could register their ideas, that were evaluated by a committee and awarded annually by the company.

At the same time, the InStartUp campaign was created in 2016 to stimulate innovative ideas with a financial investment of up to R\$ 100.000,00, as well as mentoring to improve and take the projects off paper. With the understanding of the strategic role of innovation, both were merged in 2020 into the Insight 4.0 program. It promotes continuous improvement through the creation and adoption of practices and solutions that expand the IT product portfolio or improve existing services.



INSIGHT AND INNOVATION

It all starts with entering ideas into an interactive portal, where everyone can add suggestions. Representatives appointed by the managers curate these ideas. **The suggested ideas are classified into three growth horizons:**



HORIZON 1
which promotes improvement of existing services that are essential for short-term performance.



HORIZON 2
Which add new skills to the services already provided.



HORIZON 3
Which aim to create new services to generate new customers and revenue.

The ideas in **H2 and H3 can receive mentoring** for improvement before implementation.

Throughout the year, **ideas are liked and commented on**, and the most popular ones win quarterly prizes, with publicity, badges and points in the *Parceiraço* campaign.

At the end of the year, **the most liked ideas and the one with the highest return on investment are awarded.**

AISA AND AIIOP

AND THE NO TO OUTSOURCING

Outsourcing IT infrastructure was considered at ArcelorMittal for all of the Group's units in the Americas at the beginning of the 2010s. Between 2012 and 2013, the AISA (Americas IT Sourcing Assessment) project assessed whether outsourcing would bring benefits to the infrastructure service in the Americas.

From there, it was possible to have a basis for comparison with supplier proposals. The conclusion that the internal operational model was more efficient led to the continuity of the service already provided, and the AISA initiative was the basis for the creation, in 2014, of the AIIOP (Americas IT Infrastructure Optimization Program).

In the early years, the initiatives from AIIOP sought to form a common basis for the development of services in the Americas, leading to the creation of a data network for communication between units and the management of basic infrastructures, such as Active Directory (AD) and monitoring.



AISA AND AIIOP

AND THE NO TO OUTSOURCING

With this network, over the last 10 years, a wide range of common services has been set up for companies, which decide whether to implement them or not. The management of the AIIOP is a responsibility of technical managers from South and North America divided into infrastructure areas, who hold meetings to diagnose the status of the services, proposing new features, modifications, and deciding on planning for the following year.

The monthly supervision of services generates the AIIOP Bible (standards and strategies for all infrastructure services in the AIIOP scope, informing the current status of the service and the roadmap to be pursued for the coming years) and constant improvement. Today, AIIOP has 32 services, of which 20 have the participation of ArcelorMittal Sistemas and 10 have the company responsible for their execution and evolution, with 2 more scheduled for 2024. The approval rate by CIOs is 100%.

2023

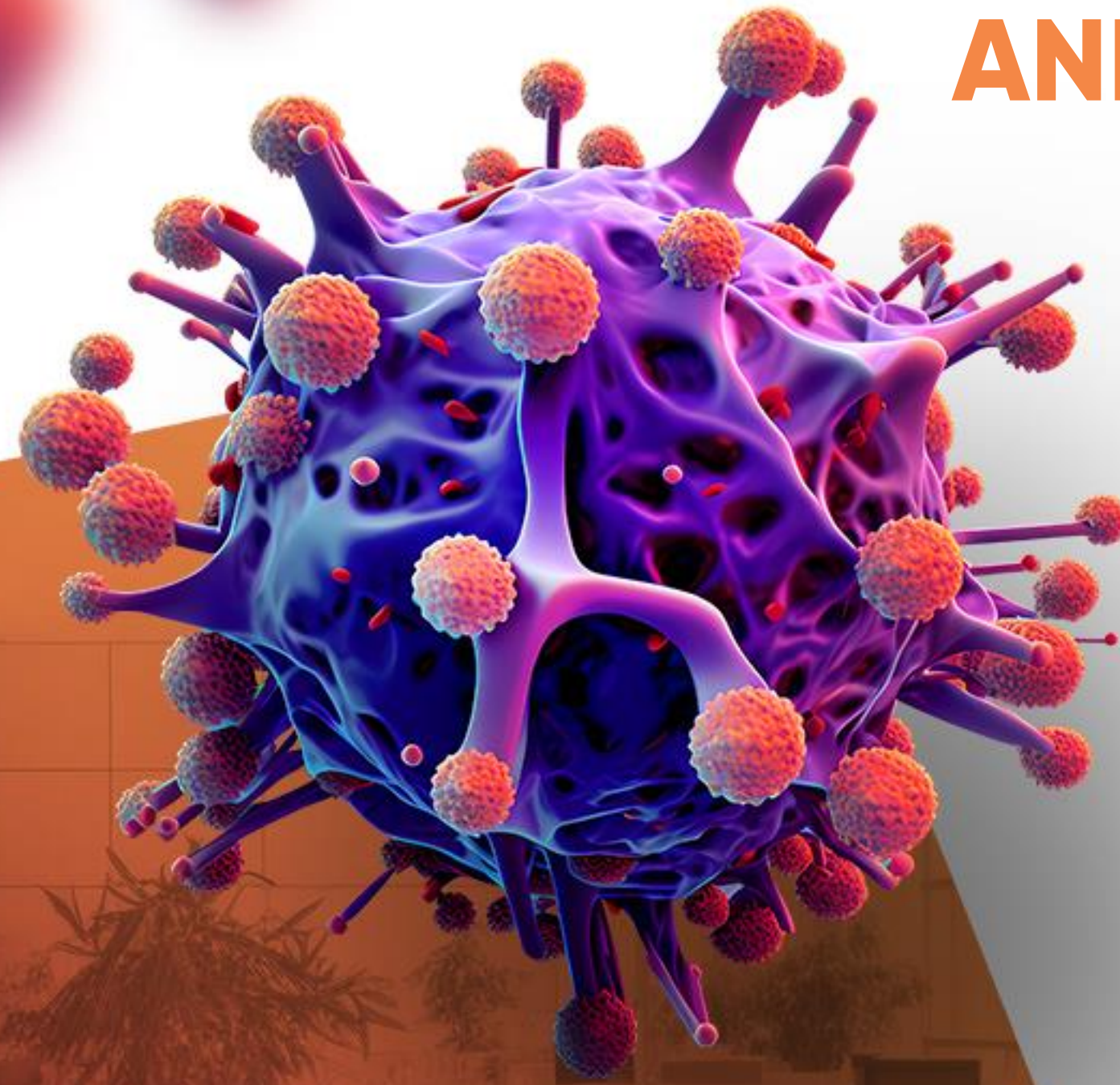


2014



THE PANDEMIC

AND THE NEW ORGANIZATION OF WORK



— **What does a technology company do when facing the challenge of a pandemic?**

It modernizes procedures and uses its integrated systems to promote a revolution in how to think and how to operate the work.

As soon as the lockdown was declared in the country in March 2020, the company asked everyone to go home immediately.

The company's VPN (Virtual Private Network) was expanded in record time to around 2 thousand simultaneous users.



THE PANDEMIC

AND THE NEW ORGANIZATION OF WORK

The work culture was reformulated, so that everyone at home assumed the same sense of duty as at the headquarters. This process flowed well, encouraging protagonism and individual initiative.

In mid-June 2020, ArcelorMittal Sistemas professionals were scheduled for around 3 months to remove their belongings from the Avenida Brasil headquarters, and then an old idea gained strength: **moving to the ArcelorMittal Brasil Central Office (ECA).**

After negotiations were made to occupy the ECA floors and sell the Avenida Brasil building, in November 2021 the ECA was reopened, marking the return of ArcelorMittal Sistemas to the central headquarters after 35 years, along with the return to in-office, but not like before.

Even the concept of a workstation has changed: there are no longer fixed desks and employees rotate places, like in a coworking space.

This is the team entering the 4.0 Industry era once and for all, with the new "ways of working".

CONNECTMINDS

AGILITY AND INTERCONNECTION OF PROCESSES

— **From 2018**, the agile methodology became part of the ArcelorMittal Sistemas operation, with the **qualification and training of all employees in practices that helped carrying out their tasks with more fluidity, integration and always valuing quality.**

But from some assessments, it was realized that, although the team operated aiming for agility, it did not have an intrinsic understanding of agility as a way of work and organizational culture.

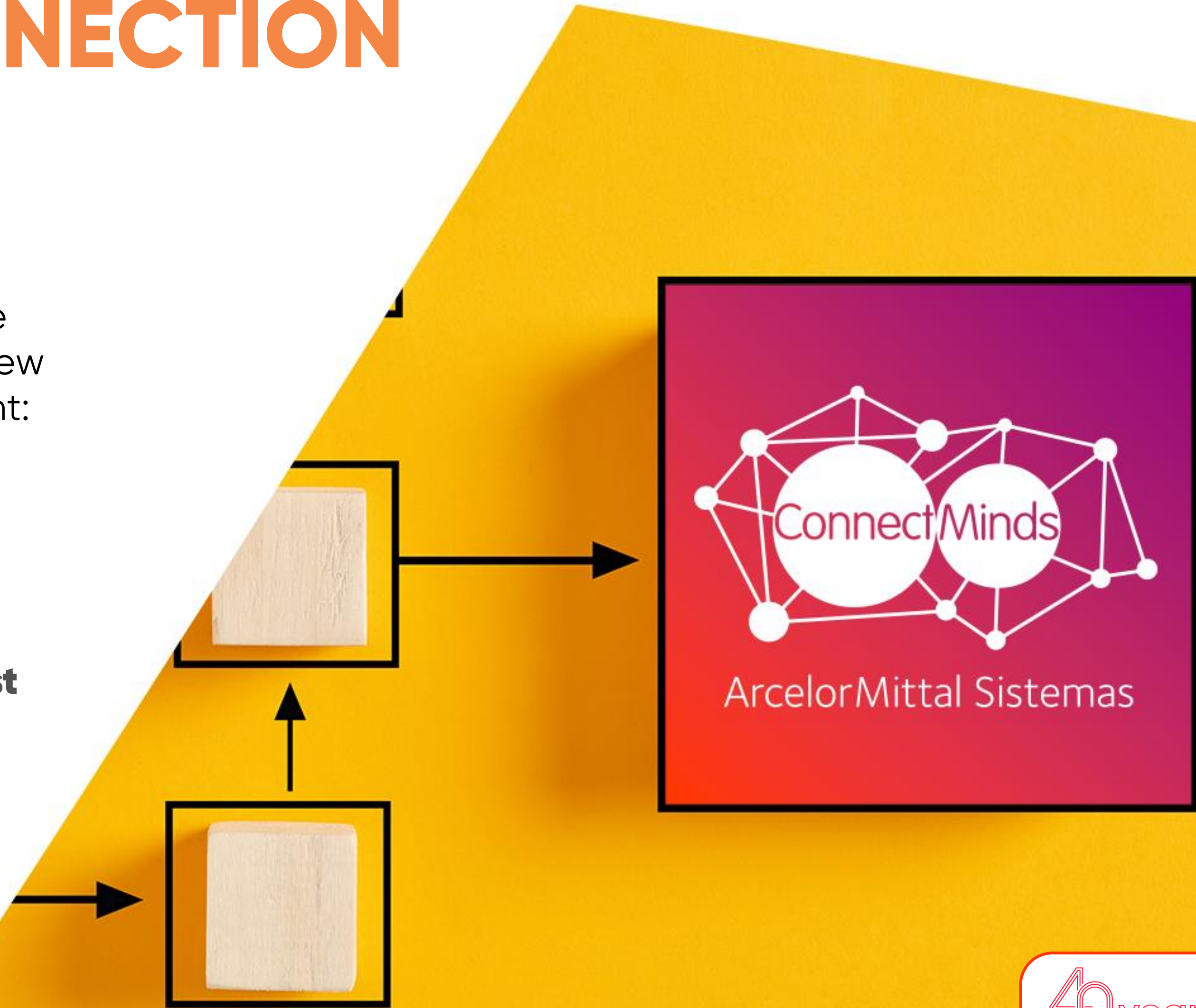


CONNECTMINDS

AGILITY AND INTERCONNECTION OF PROCESSES

Therefore, in 2020, ConnectMinds was created by the new board, which brought ArcelorMittal Sistemas a new corporate culture, linked to the 4.0 Industry movement: **giving employees protagonism, autonomy and excellence in their performance**, in a more horizontal and attentive management results, focusing on customer satisfaction, optimizing processes, with the purpose of **"Fostering Agility at ArcelorMittal by connecting minds"** and the mission of **"To be the best IT solution provider to our customers"**.

In this process, **leaders came together to build an attractive and catalytic organizational identity.**



CONNECTMINDS

AGILITY AND INTERCONNECTION OF PROCESSES

The first step was to renew purpose, mission, values and supportive behaviors for a new culture based on a survey applied to 100% of employees.

It was made a diagnosis of the current culture and developed a journey for cultural evolution, which the company has been following since then.

This is how the leaders aligned the subcultures of each area, creating the **One Page Strategy, a One Page Leadership**, and defined the OKRs (Objectives and Key Results).

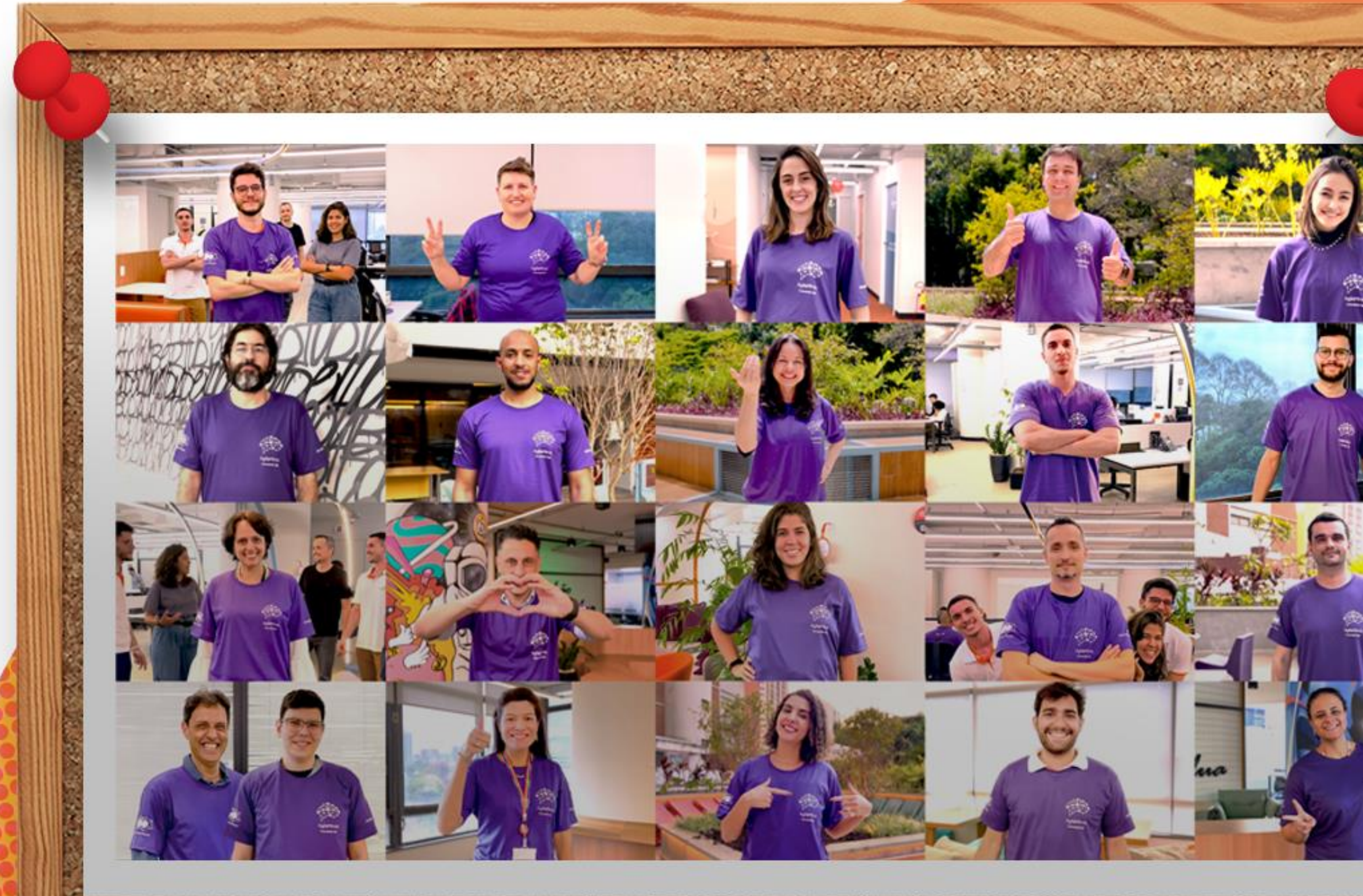
Furthermore, every year, cultural research is carried out again to understand where the process is succeeding and where it needs to improve, generating action plans. The ConnectMinds program has awarded director Kelly Teixeira the "CIO Highlight in Minas Gerais, from the 15th edition of the 4Network - IT4CIO event".



THE AGILEMINDS COMMUNITY

In the wake of ConnectMinds, in September 2020, ArcelorMittal Sistemas managers selected 6 employees to start AgileMinds, a community that initially aimed to eliminate bottlenecks in its processes, streamlining and connecting the team.

These 6 people invited others, and nowadays, the community includes members from other several companies in the Group, working with agility on several fronts: finding and eliminating bottlenecks, managing OKRs (Objectives and Key Results); applying KMM (Kanban Maturity Model) practices; communication; continuous learning and Design Thinking.



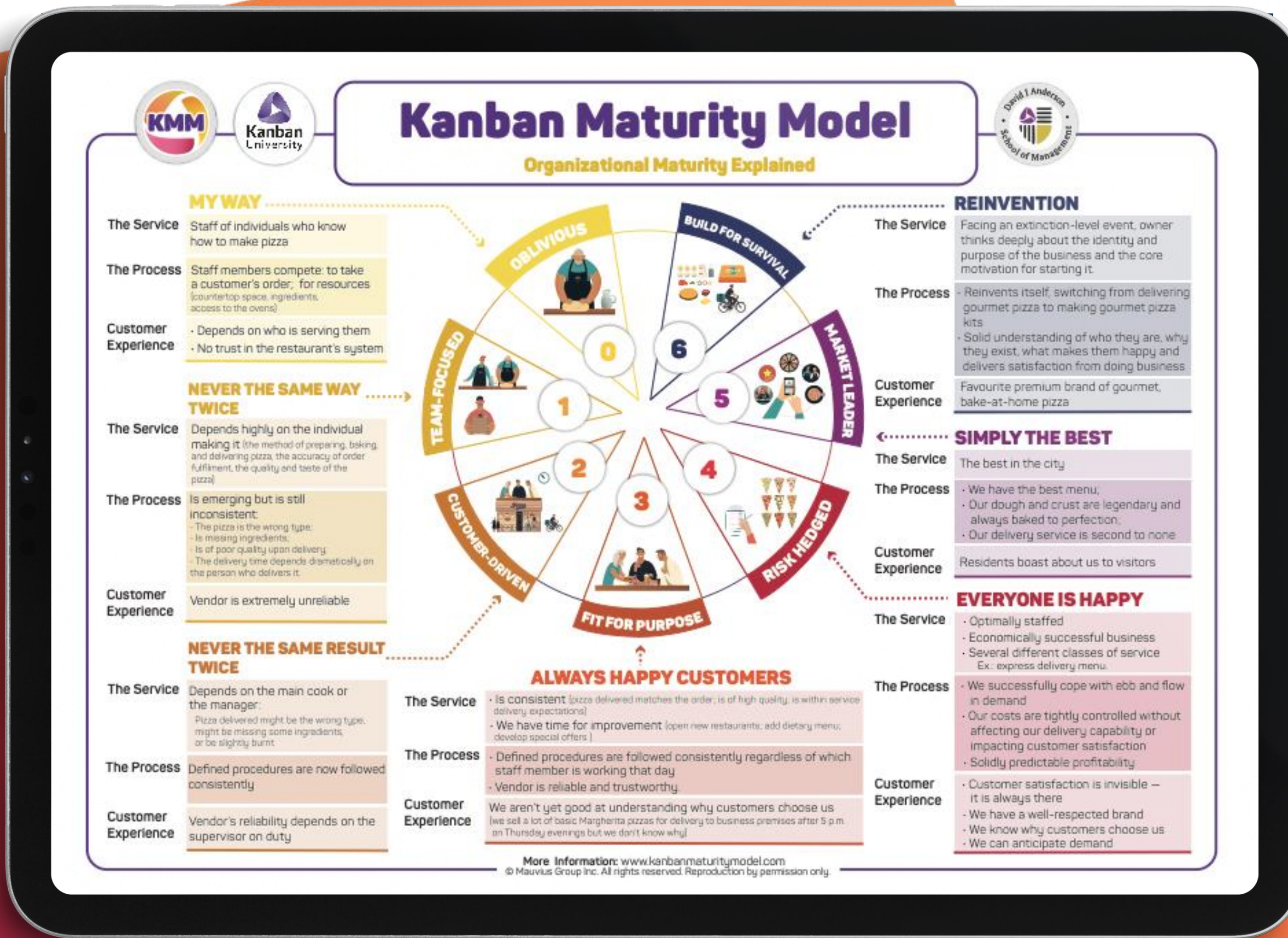
THE AGILEMINDS COMMUNITY

With weekly general meetings, and monthly for each work front, **the community facilitated the entry of new participants**, who can entry on their own initiative in as many fronts as they are interested in. They just simply register for the community group on the Microsoft Teams platform and the employee will automatically receive invitations to general meetings, in addition to being able to access the interactive platform with a record of all activities, posts on relevant topics and comments.

To disseminate the content worked on by the community and even publicize new products and services created within its activities, **the monthly podcast AgileMinds was created in 2021**, which already has more than 30 episodes available on streaming platforms and on YouTube. Depending on the theme, the program host vary, encouraging the team's participation and protagonism.



KANBAN MATURITY MODEL — AND THE AGILITY



As agility became crucial for ArcelorMittal Sistemas, **the company started using the Kanban method of task boards to give visibility to the activities of each area in an easy and accessible way.** But that was just the beginning. In 2021, the Kanban Maturity Model (KMM) was introduced to its professionals as a guide for a gradual adoption of Kanban practices, which presuppose constant evolution towards total integration of areas, allowing the agility of processes due to its extensive knowledge by the team, and the elimination of waste.



KANBAN MATURITY MODEL

— AND THE AGILITY



The program has 7 maturity levels, listed from zero to 6. In 2022, **ArcelorMittal Sistemas reached maturity 2, a big step towards agile processes, starting from the constant and increasingly close connection between the customer's needs and the mission of the company, in the pursuit of offering the best service.** In 2023, the focus was on maintaining level 2 and starting maturity 3 practices. Gradually, the program creates and encourages practices so that all sectors of the company understand each stage of service, in order to eliminate bottlenecks and waste, streamlining processes and eliminating the "silo" effect of compartmentalizing areas.

Worldwide release of the book 'Discovery Kanban' by David Anderson, one of the creators of the Kanban method and the Kanban Maturity Model.

The launch was open to the general public and took place in September 2023 in Belo Horizonte city, at the headquarters of ArcelorMittal Brasil."

STEEELA AND THE — INNOVATION

Among the innovations developed by ArcelorMittal Sistemas with the aim of increasing integration between staff and customers, **one of the most charming is the Chatbot Steela** (whose name derives from "steel").

Created in 2021 to help users clarify doubts and carry out activities, since then the friendly customer service character has undergone several improvements, such as the implementation of artificial intelligence, automation and review of calls and interaction flows, which today are around 350.

In order to improve the user experience, in 2023 the first cell was created for this purpose, aiming to work from end to end from the first contact to post-delivery for IT users.

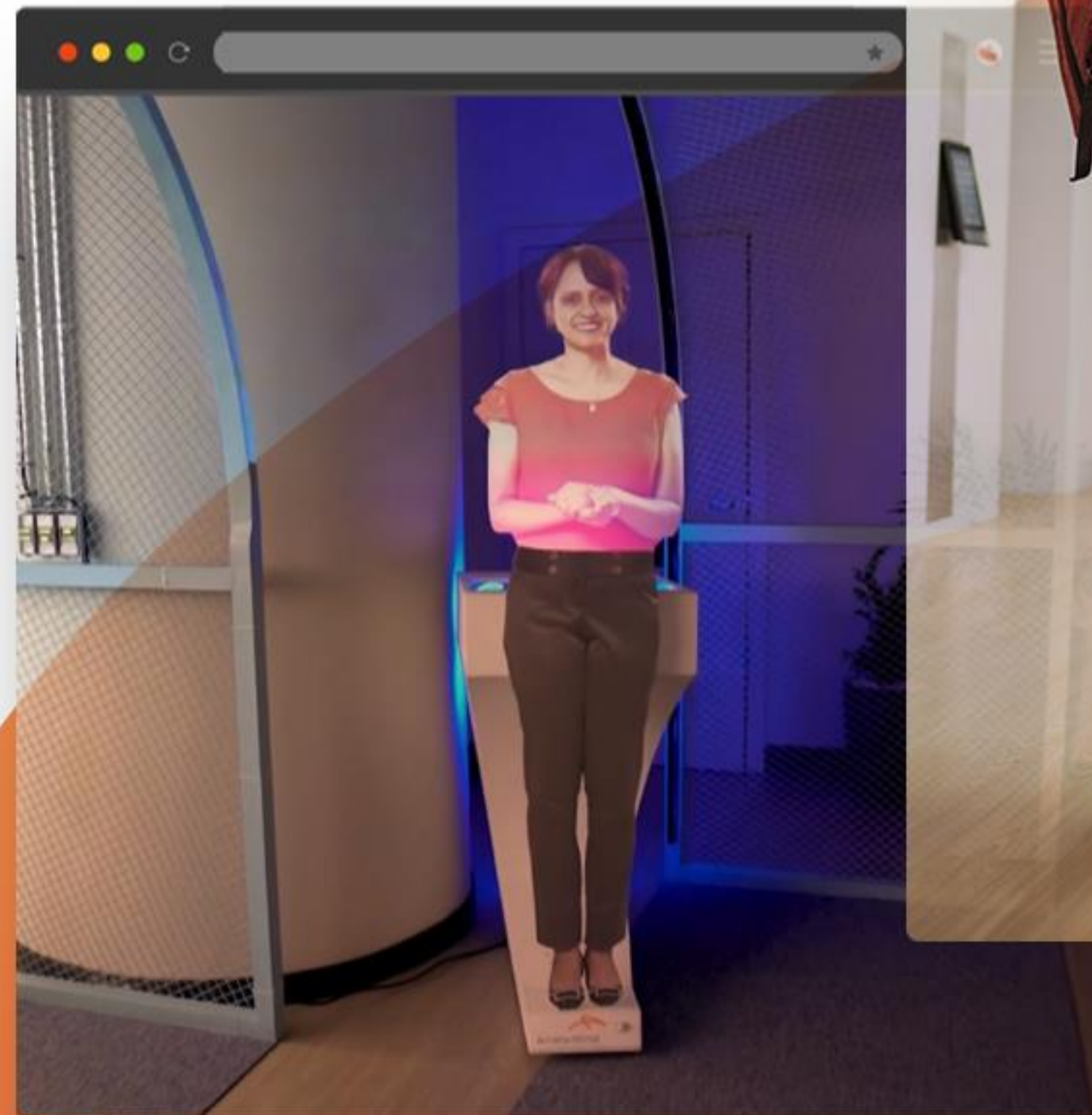


STEELA AND THE — INNOVATION

The User Experience Cell aims to improve adherence and operations of ArcelorMittal Sistemas' service channels - Steela chatbot, Service Desk and I AM Smart Portal.

In addition to these initiatives, ArcelorMittal Sistemas develops for its clients: dashboards contributing to a data driven strategy, RPAs (Robotic Process Automation) contributing to users productivity, websites, using the SharePoint platform, Apps using the Microsoft Power Applications and online platforms (both websites and apps) using low code or no code, interfaces in which the user can create by dragging and including components in their final product, plus, of course, chatbots like Steela.

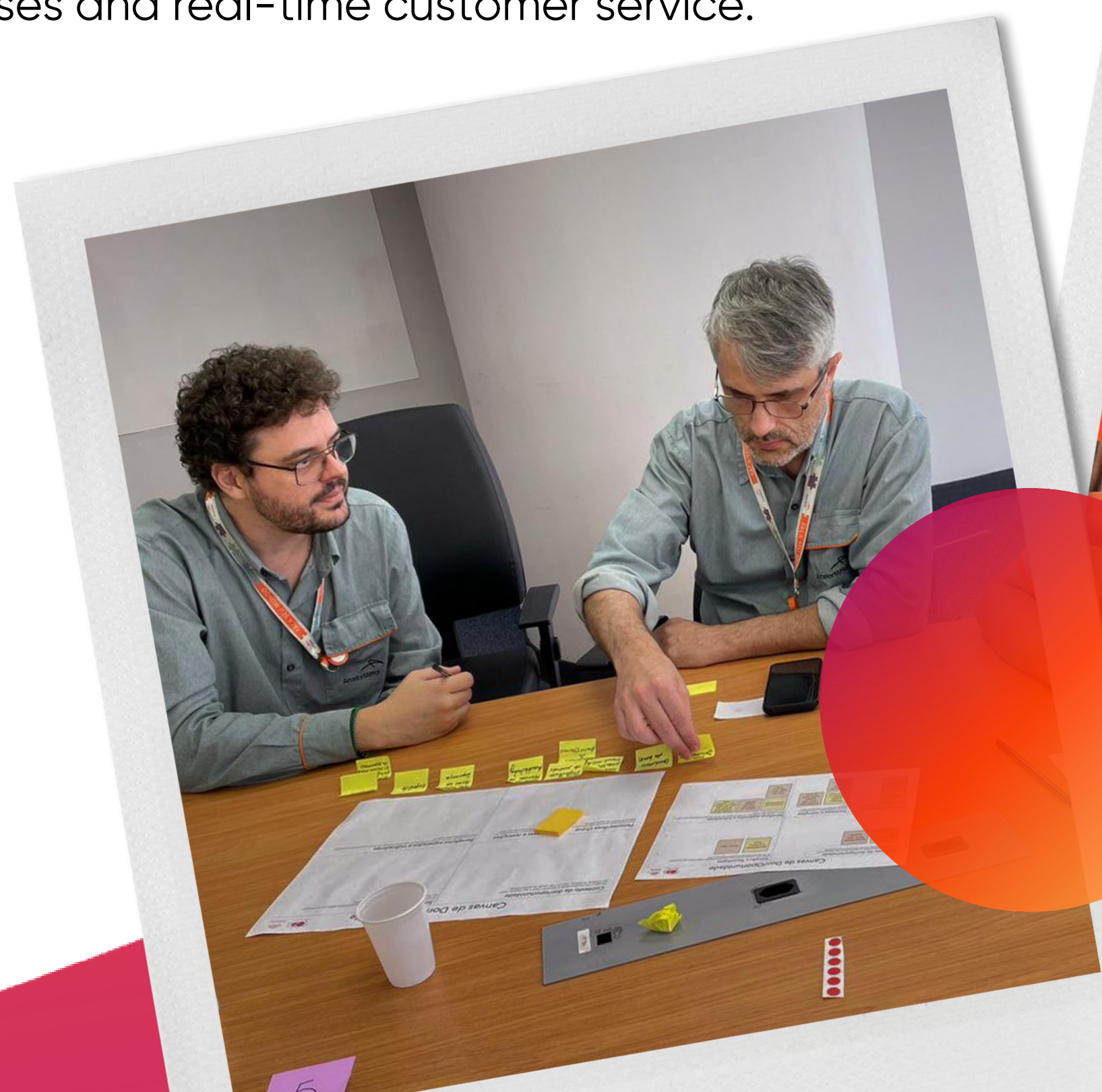
Technology at the company starts right at its entrance: the receptionist is a hologram, and the charismatic interactive robot Buddy (manufactured by FutureMedia) shows customers the location of the meeting room, among other functions.



CURRENT MANAGEMENT

After facing the pandemic scenario and the challenge of driving ArcelorMittal Sistemas towards the new era of IT, focused on agility, collaboration and continuous learning, **the company's new board of directors brought a holistic view of the business**, translating into programs such as ConnectMinds, the AgileMinds community, the incorporation of the Kanban Maturity Model to the need for articulation, connection and agility in internal processes and real-time customer service.

Along with the current board, several managers help bringing, on a daily basis, the company into the mindset, infrastructure and operation of the 4.0 Industry.



CURRENT MANAGEMENT

ORGANIZATIONAL STRUCTURE



CURRENT MANAGEMENT

ORGANIZATIONAL STRUCTURE



KELLY TEIXEIRA
President Director
ArcelorMittal Sistemas



ALESSANDRA CARVALHO
Application



GABRIELA ALVES
Digital Evolution



ARNON CARDOSO
Infrastructure and Security



FABIO FRANCO
Commercial
Application Support



EID HADDAD
SAP Project
Development



RICARDO NASCIMENTO
Security



SUSANA TATAGIBA
Transversal Application
Support



PABLO PEREIRA
International Application
Support



HENRIQUE MATIOLE
Servers and Cloud IaaS

**ServiceNow, Quality and SLM
(Service Level Management) Cell**



PATRICIA AMARAL
Center of Excellence in
Analytics and Robotics



MELINA MADEIRA PIERAZOLI
Networks and Telecom

User Experience Cell



MARCELO ANJOS
Development of
Industrial Projects



MATEUS GERBONI
Belgo Arames
Infrastructure and
Desktop Management



DIRECTORS

This success would not exist without these people, who with determination and vision of the future have managed ArcelorMittal Sistemas, from its BMS version to the present:



FERNANDO F. MATOS (in memory)

Director | Dec 1983 to Jun 1988

President Director | Jun 1988 to Jan 1994



JADER CÉSAR DE ANDRADE (in memory)

Director | Dec 1983 to Jan 1994

President Director | Jan 1994 to May 1996



RUBENS FERNANDO G. LEITE

Director | Jun 1988 to Apr 2000



TARCÍSIO ANTÔNIO B. MACEDO

(in memory)

Director | Jun 1988 to Jan 1992



CLAUDIO V. GRATAROLLI

Director | Jul 1990 to Jan 1992



LUIZ CARLOS M. VOLKER

Director | Jul 1990 to Jan 1992



EMÍLIO COSTA

Director | Jul 1990 to Sep 2007



RODRIGO HORTA

Director | May 1993 to May 1996

President Director | May 1996 to May 1999

Director | May 1999 to Apr 2000



EDUARDO B. AZEREDO

President Director | May 1999 to Apr 2002



DIRECTORS

This success would not exist without these people, who with determination and vision of the future have managed ArcelorMittal Sistemas, from its BMS version to the present:



WAGNER B. BARBOSA

Director | Apr 2000 to Apr 2002
President Director | Apr 2002 to Apr 2008



FLÁVIO S. ALMEIDA

Director | Sep 2007 to Dec 2019



NEWTON AFONSO LIMA

Director | Sep 2007 to Apr 2008
President Director | Apr 2008 to Oct 2011



JOSÉ EUSTÁQUIO BELISÁRIO

Director | Apr 2008 to Dec 2015



LUIZ CLÁUDIO MAGALDI

Director | Apr 2008 to Oct 2011
President Director | Oct 2011 to Nov 2017
Director | Nov 2017 to Oct 2018



HUMBERTO BONISSON

President Director | Nov 2017 to Dec 2019



MARCELO DANIEL VENTURA

Director | Oct 2018 (current)



ROBSON R. MOYZES

Director | Dec 2019 (current)



KELLY CHRISTIAN C. TEIXEIRA

President Director | Dec 2019 (current)



FROM
NOW
ON



HOW DOES ARCELORMITTAL SISTEMAS SHAPES THE FUTURE

As an active part of the IT history in Brazil, **ArcelorMittal Sistemas works with its leaders and teams to continue its cultural evolution, based on the generation of value for all, in simplicity and constructive dissatisfaction, which always seeks continuous evolution.**

Technological development programs go hand in hand with the Diversity and Inclusion initiatives promoted by ArcelorMittal and widely supported by ArcelorMittal Sistemas, in programs such as the extension of maternity and paternity leaves, LGBTQIA+ Pride Day and monthly conversation circles on D&I. With this, the company sees a future of real-time connection between its professionals and its clients, and among the ArcelorMittal Group as a whole, **encouraging the protagonism and empowering individuals to lead and innovate through the best use of technology.**





ArcelorMittal

40 years

ArcelorMittal Sistemas