



CSN DAY | 2022

CMIN

AGENDA

- **Initial Considerations**
Benjamin Steinbruch, Chairman
Marcelo Ribeiro, CFO
- **ESG**
Helena Guerra,
Sustainability Director
- **Innovation**
Felipe Spiri,
Innovation Manager
- **Steel**
Luis Fernando Martinez,
Commercial Executive Director
- **Mining**
Eneas Garcia Diniz, Superintendent Director
Pedro Oliva, CFO CSN Mineração
- **Cement**
Edvaldo Rabelo,
Cement Director
- **Energy and Other Business**
Marcelo Ribeiro, CFO
- **Financial Performance**
Marcelo Ribeiro, CFO

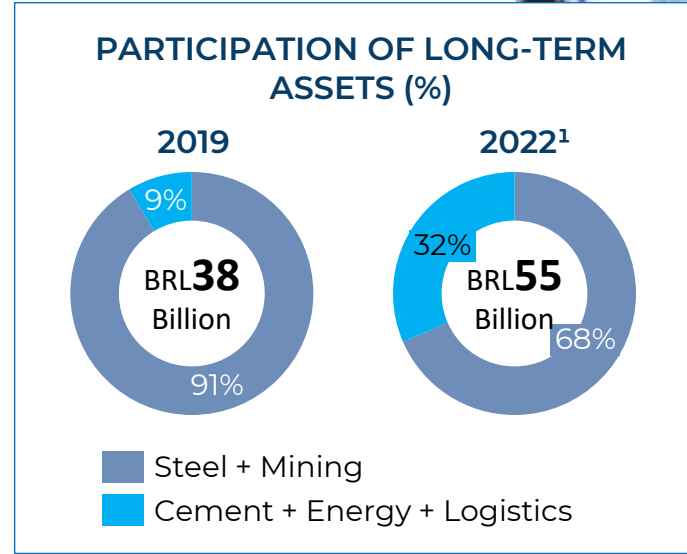
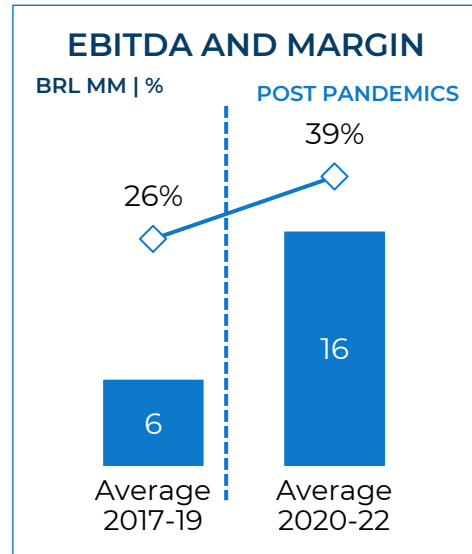
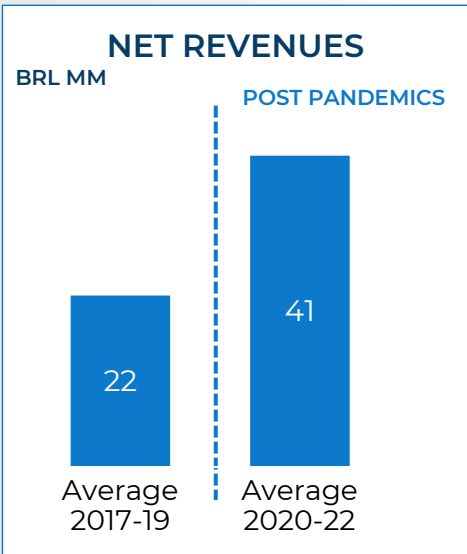


TRANSFORMATION JOURNEY : A NEW CSN

Growing under a consistent DNA with financial discipline



Changing levels



INVESTMENTS OF BRL 15 BI IN 3 YEARS (CAPEX AND M&A'S)

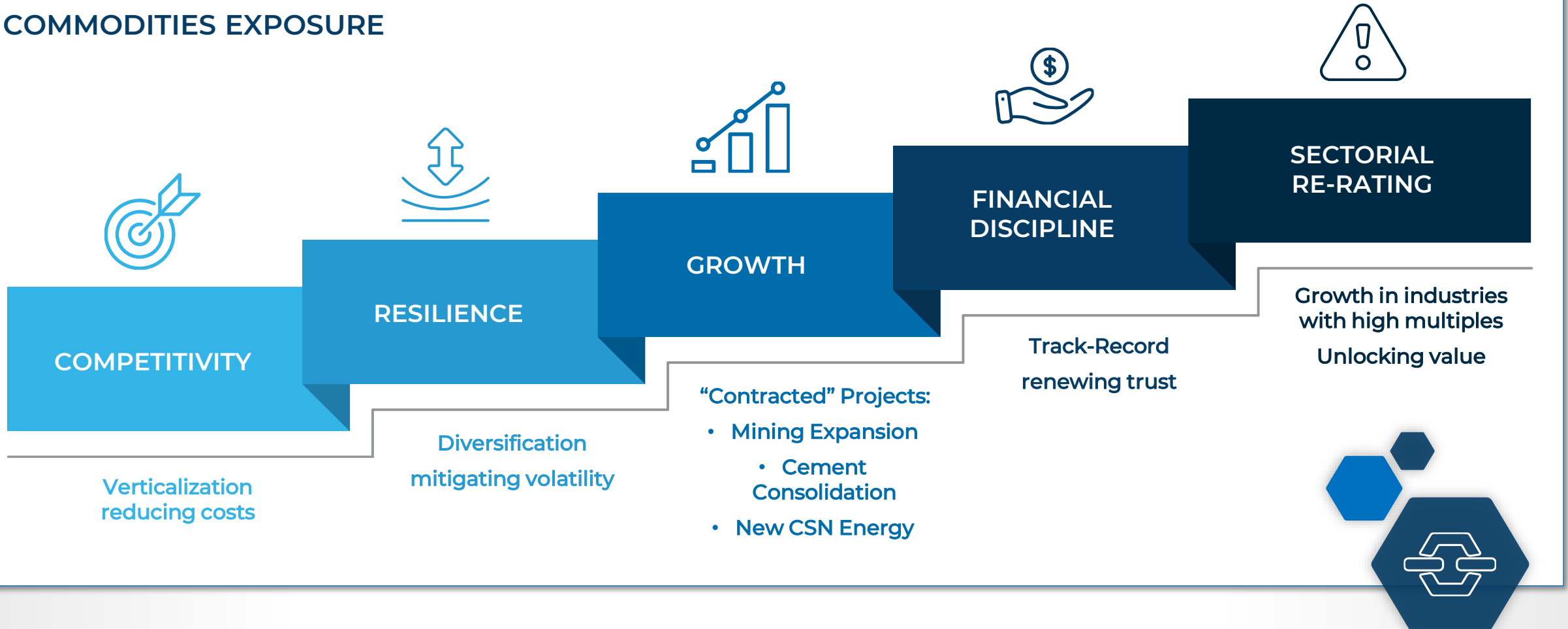
CEMENT AND ENERGY TRANSFORMATION

¹Pro forma with energy acquisitions (CEEE, PCHs and UHE Quebra-Queixo) and LafargeHolcim Brasil

RENEWED INVESTMENT THESIS

Clear opportunity to create shareholder value

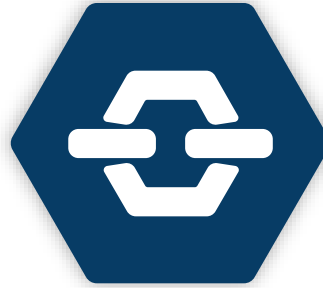
COMMODITIES EXPOSURE



FUTURE VISION ON COURSE

Business independence maximizes profitability

CSNA
B3 LISTED



SID
LISTED
NYSE



STEEL
Internationalization



MINING
Expansion



CEMENT
Potential IPO



LOGISTIC
Unlocking Value



ENERGY
Partnerships



FOCUS ON CORE BUSINESS



GROWTH VIA EQUITY STRUCTURE



EFFICIENT CAPITAL ALLOCATION



AGILITY ON DECISION MAKING



DEDICATED MANAGEMENT TEAM



SYNERGY MAINTENANCE BETWEEN BUSINESSES



LEAN CORPORATE

2023 STRATEGIC PRIORITIES



2023 Outlook : Uncertain and volatile horizon in the short-term, with positive prospects for Chinese activity recovery and domestic market demand catalysis.



AUSTERITY

Focus on cost, working capital and CAPEX to maximize cash generation.



ESG EVOLUTION

Track record of excellence, challenging goals and focus in results.



INTERNATIONALIZATION

International expansion strategy in mature markets.



RESULTS INNOVATION

Investments in disruptive solutions and of immediate impacts.



LOW LEVERAGE

Efficient and disciplined capital allocation

ESG

Environmental, Social and Governance

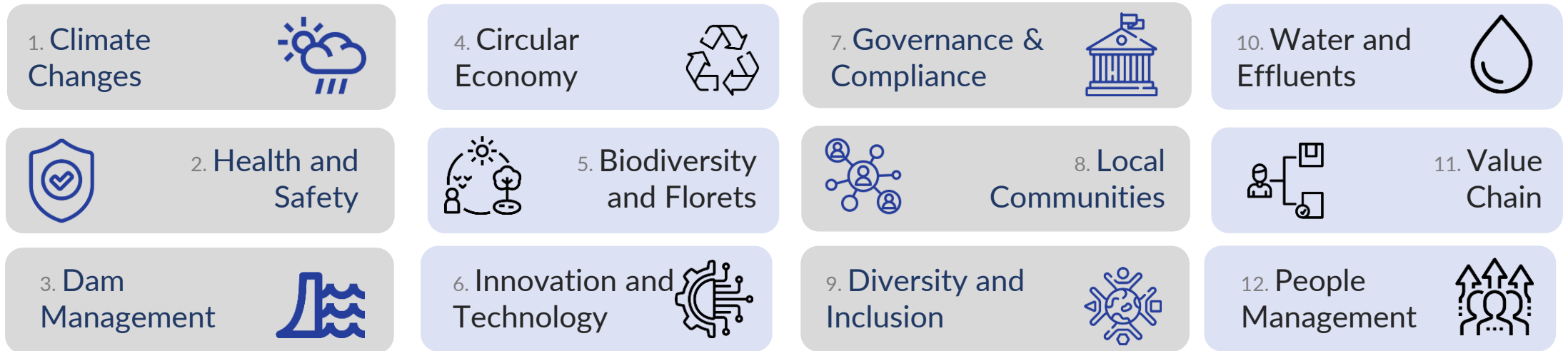
Helena Guerra
Sustainability Director



RECALLING OUR ESG PILLARS

Do it **well**,
Do it **more**,
Do it **forever**

Transparency



CSN's material themes arranged in order of relevance, according to the Materiality Matrix.

OUR AMBITION



SUPPLY FOR SOCIETY ESSENCIAL
MATERIALS WITH A NEUTRAL
CARBON EMISSION UNTIL 2050.

CLIMATIC PILLARS



(1) Disclosure Insight Action

(2) Mission Possible Partnership – alliance of climate leaders focused on accelerating decarbonization across the value chain of the world's top GHG emitters

(3) Task Force on Climate Related Financial Disclosures

STEEL DECARBONIZATION JOURNEY

2022 HIGHLIGHTS

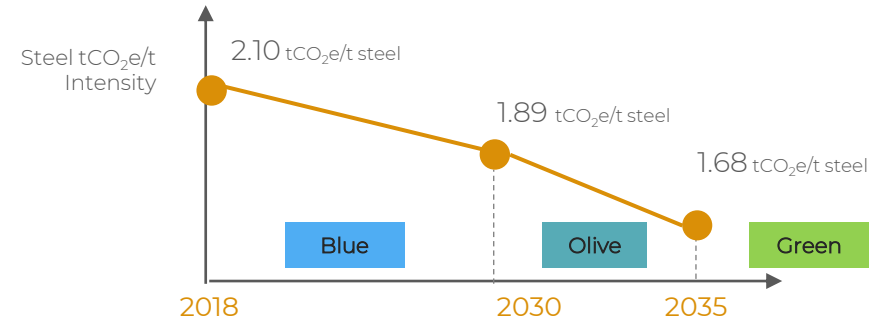
- Total CAPEX Blue Phase: BRL 5 billion
- Top turbine recovery
- Coke battery reforms
- Green H₂ injection (UTIS) in Blast Furnace
- SWT certified as Green Steel with a steel emission of 0.21 tCO₂e/t steel

PLANNED FOR 2023

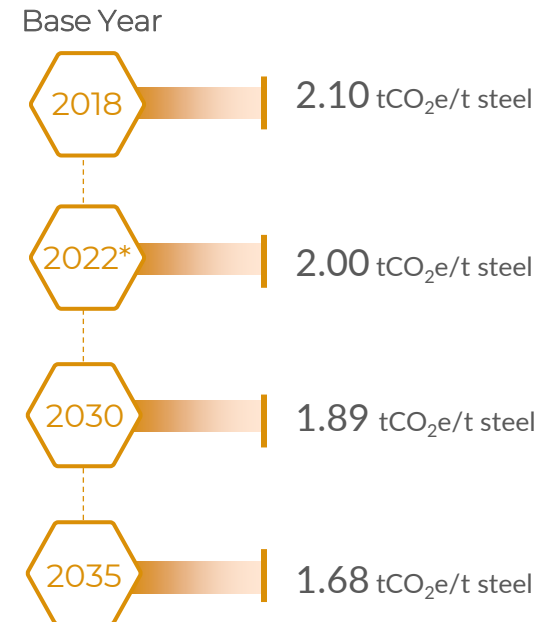
- Artificial Intelligence to optimize specific consumption in steel furnaces
- Test using charcoal
- CCUS technology studies
- Selene Project at CSN Paraná (Green H₂)

(1) *Estimated

DECARBONIZATION ROADMAP



PERFORMANCE



Reduce GHG intensity in 10%

Reduce GHG intensity in 20%



MINING DECARBONIZATION JOURNEY

2022 HIGHLIGHTS

- Operation kickoff of two 60 ton off-road **electric vehicles**
- Signed MOU with Itochu, establishing a **strategic partnership** with Shell to pursue decarbonization solutions

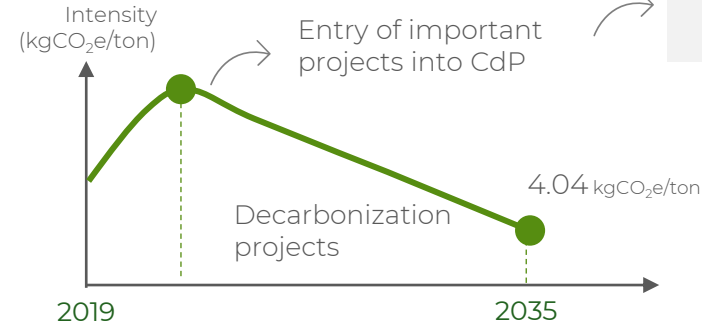
PLANNED FOR 2023

- Test of alternative biofuels
- H₂ injection test in vehicles to increase fuel consumption efficiency
- Test for pellet and green briquette production through cold agglomeration

(1) Decarbonization targets consider only Scope 1 and 2 of the COP unit and the intensity denominator is ton of ore produced

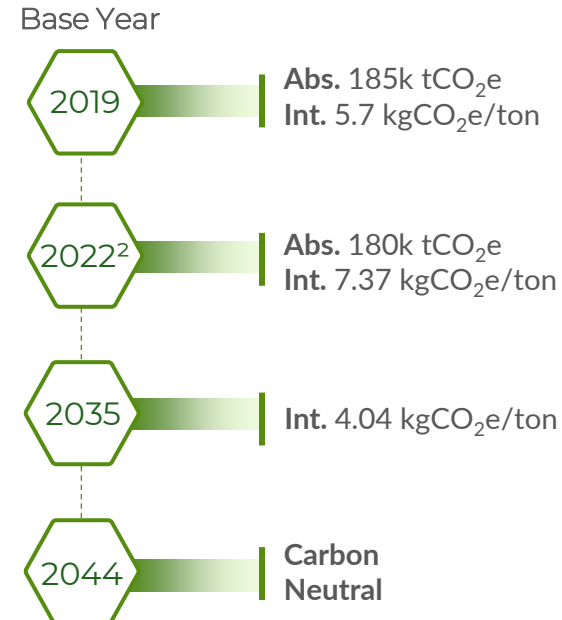
(2) Estimated

EMISSIONS PROJECTIONS



Premium ore will be needed for direct reduction plans, present in the steelmaking decarbonization roadmaps

PERFORMANCE¹



Reduce GHG intensity in 30%

CEMENT DECARBONIZATION JOURNEY

2022 HIGHLIGHTS

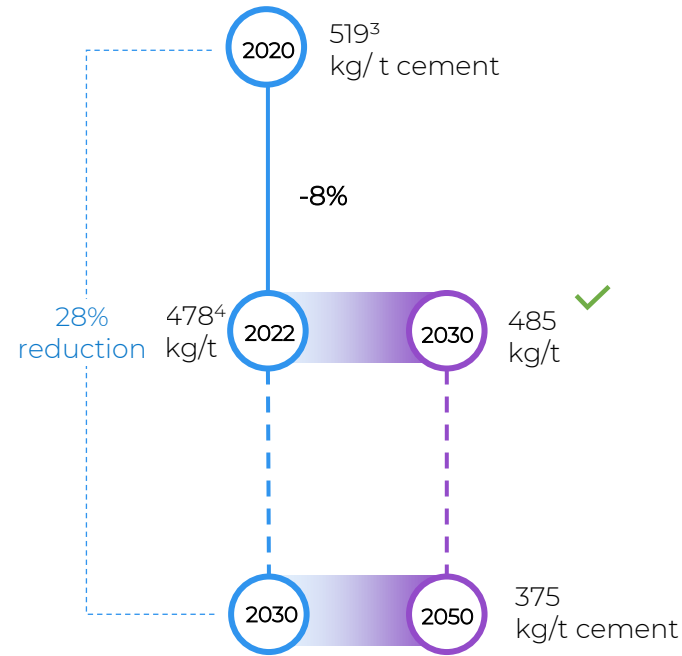
- Co-processing at the Arcos unit, reducing around 50 kg CO₂/t cement
- Expansion of UTIS to CSN Alhandra (injection of green H₂ as a combustion catalyst in clinker furnace)
- Reduction in emissions intensity of around 5% with the acquisition of Lafarge Holcim
- Use of Artificial Intelligence to optimize specific consumption in clinker kilns

PLANNED FOR 2023

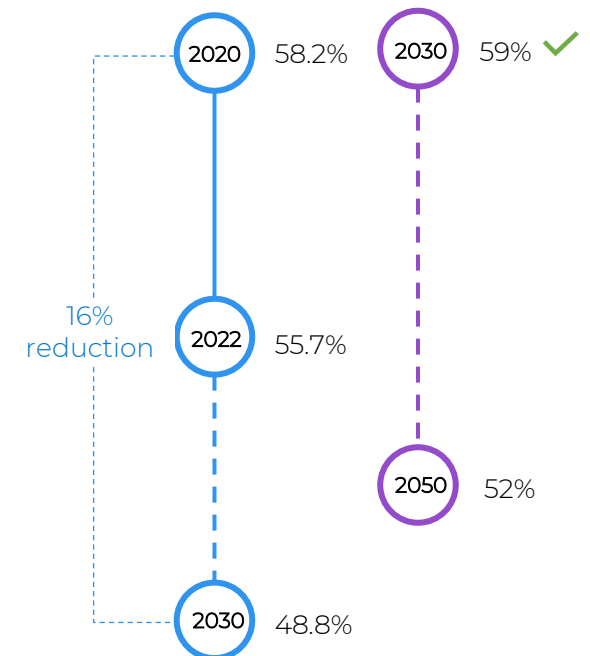
- Review of the decarbonization roadmap due to the entry of Lafarge Holcim and Alhandra assets
- Updating the goal and adherence to the Science Based Targets initiative
- Increase in waste co-processing



1. Emissions Intensity¹



2. Clinker Factor²



- CSN
- Brazilian Cement Technology Roadmap

Observation: With Lafarge Holcim assets the numbers above will be examined, targets and base year revised

- (1) Emission intensity using the GCCA 75 indicator
- (2) Clinker Factor for Arcos, Alhandra and Cimentos-VR units using the GCCA methodology
- (3) Includes Arcos and VR units
- (4) Includes Arcos, VR and Alhandra units

ENVIRONMENTAL EFFICIENCY



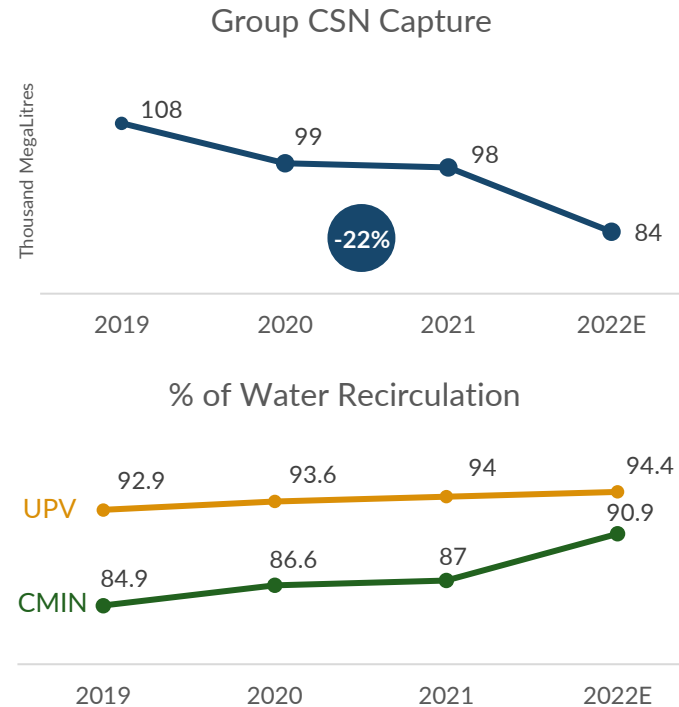
ENVIRONMENTAL MANAGEMENT SISTEM

- 95% of our production units certified in ISO14.001
- Two new units certified in 2022

BIODIVERSITY

- 81K hectares of protected areas
- Matrix of Impact and Dependence on Ecosystem Services
- Risk and Opportunities mapping according to TNFD¹ guidelines

WATER



ENERGY

BRL4 bill on the acquisition of CEEE, Quebra-Queixo, Sacre and Santa Ana

Self-sufficiency in renewable energy



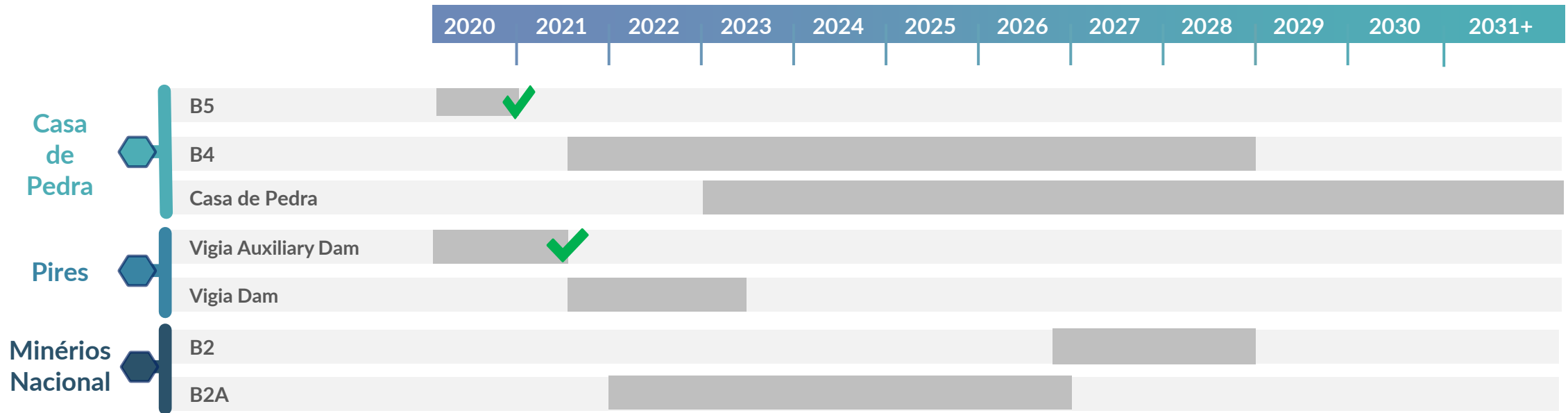
(1) TNFD – Task force on nature-related financial disclosures.

DAMS: ACTIVE MANAGEMENT

RENEWED STABILITY DECLARATIONS

All dams of CSN Mineração classified by ANM in 0 emergency level and with renewed declarations of stability in September/2022

100% of tailings disposal are done by dry method



External audits carried out twice a year.

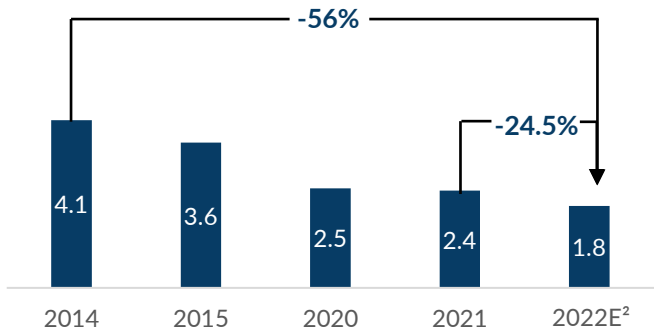
Audits and Projects Cross-checking (peer review).

New projects in progress for the reuse of mining waste.

FOCUS ON SAFETY



CSN GROUP TFIFR¹



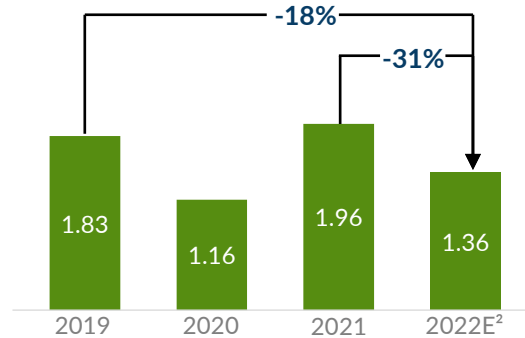
Focus on the Goal:

CSN GROUP: Reduce the accident frequency rate by 30% by 2030 (base year 2020)

2022E²
1.86



CMIN TFIFR¹



Focus on the Goal:

CMIN: Continuously Achieve Zero Fatalities

Zero fatalities since 2013

- Lower rate in the last eight years
- Alcohol and Narcotics Prevention Program
- Innovation with the implementation of VR training
- Implementation of the Aptness Test in all operations
- Intelligent system to predict risks in electrical systems

(1) Rate of accidents with and without leave of absence of employees and third parties (factor of 1MM HHT).

(2) Expectation.

TRANSFORMING FUNÇÃO CSN

Lives and communities.

RENEWED STABILITY DECLARATIONS

Education

- First cycle of **Citizenship Mentoring** with 84% success in the **Young Apprentice**
- Capacitar Program


Culture

- **Garoto Cidadão**: present in nine cities, in five Brazilian states





Curatorship

- Total investment of **BRL 4 million** in the revitalization of the **Ipiranga Museum**
- Awarded by the Federal Government with the commendation of "*Incentivadora do Esporte*" as the **2nd** company that invested the most

Articulation

- Territorial Development: elaboration of our **Theory of Change** with pilot projects in PI, PE and RJ 



	2020	2021	2022
 Cities with direct involvement of the Fundação CSN	19	31	32
 Scholarship Students	291	500	585
 Young Beneficiaries	3,415	3,730	4,436
 Investments in the last <u>three years</u>	BRL 200 millions		

INCREASINGLY INCLUSIVE



DIVERSITY AND INCLUSION

- **58% growth in gender representation** in the CSN Group compared to 2020, reaching **21% of the total staff in Dec/2022**
- **39% growth of people with disabilities** in the CSN Group compared to 2020

DUE DILLIGENCE ON HR

Project according to the methodology of the UN Guiding Principles on Business and Human Rights carried out in Congonhas



CORPORATE UNIVERSITY



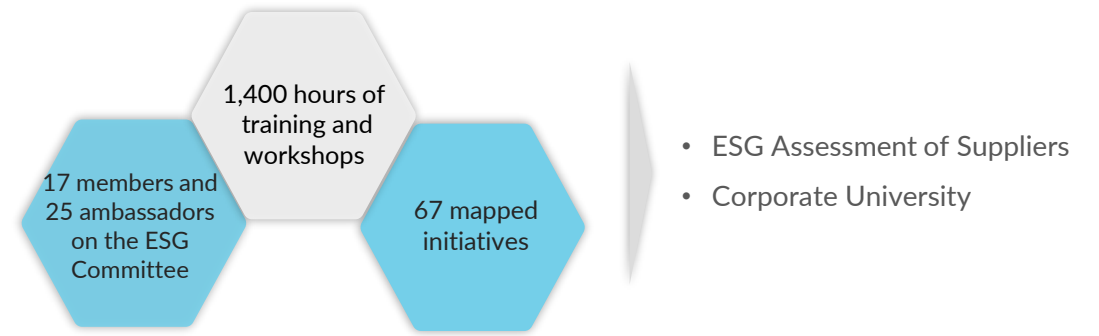
- **35 Available Contents**
- **+26.000 Virtual trainings**
- **+17.000 Compliance trainings**
- **+3.000 Diversity and Inclusion trainings**

- Racial literacy live
- Work safety training



IMPROVING THE GOVERNANCE

Through the ESG Committee, we put the agenda in evidence, connecting our theme materials with the Board of Directors through high-impact initiatives.



To engage and recognize our People, CSN Conecta receives ESG projects prepared by employees and selects them to be invested and implemented

12
LOCATIONS

4
THEMES

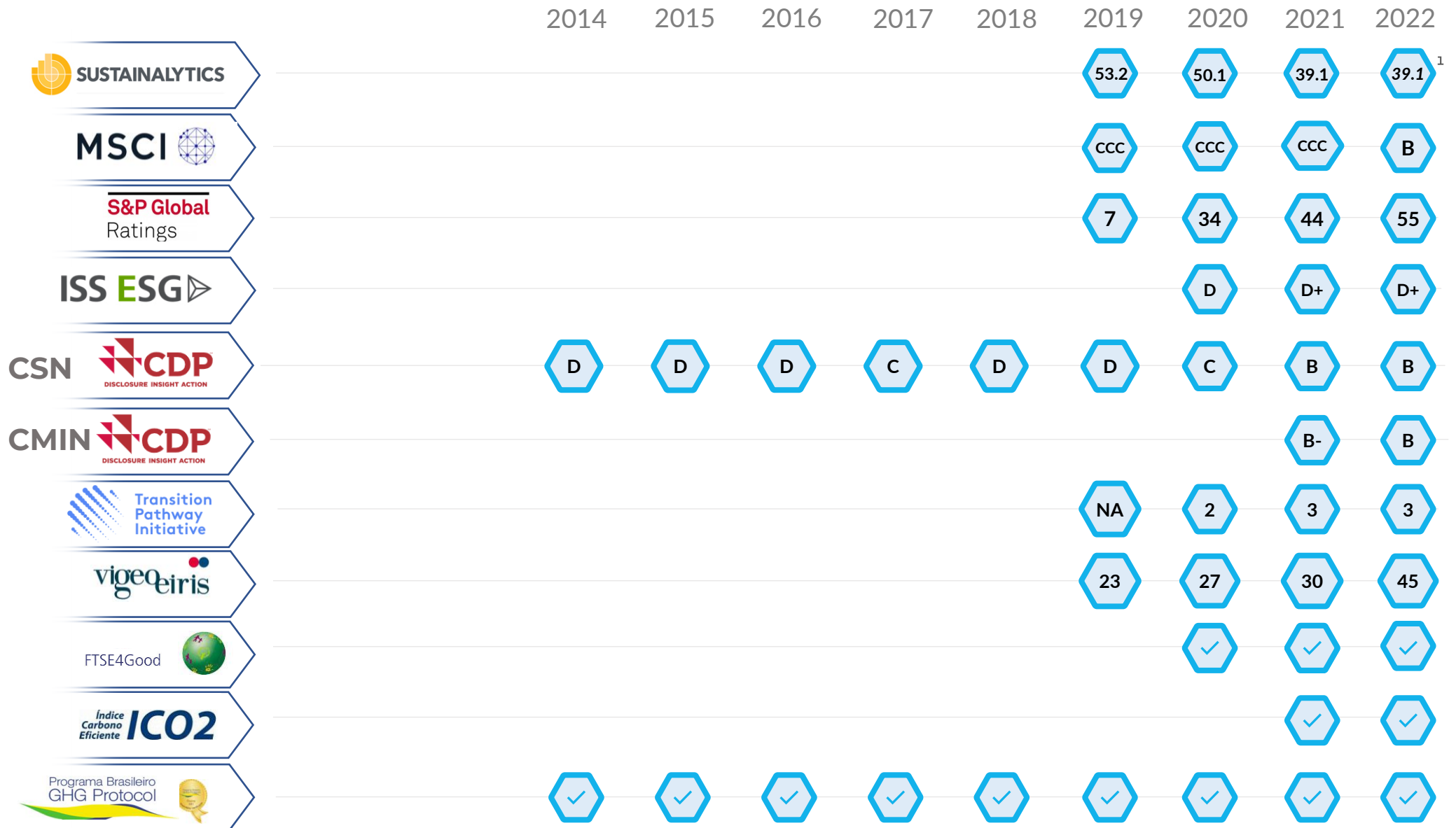
- Water
- Energy
- GHGs
- Waste

115
REGISTERED SOLUTIONS



12
FINALISTS

- 06 Steel
- 02 Cement
- 02 Mining
- 02 Logistic



December 2022

(1) Last updated on 2021.

CSN INOVA

Transforming our business
and focusing on ESG

Felipe Spiri
Innovation Manager



INNOVATION PLATFORM

Deepening internal challenges, pilot project execution and in scale with methodology innovation management and open innovation

CSN Inova Open

CSN Inova Tech

Development and implementation of new products, technological routes and trend monitoring

Investments in startups and portfolio management to generate shared value

CSN Inova Ventures

CSN Inova Bridge

Integrated Management of ESG Committee and the material themes innovation initiatives. Innovation Communication and ESG

Visit our website



<https://www.csninova.com.br/>



INNOVATION PROCESS SOLUTION OF **STRATEGIC CHALLENGES**



PRIORIZATION CRITERIA

- Strategic alignment
- Operational & Financial Indicators
- Economic Potential
- Technological Maturity
- Materiality Matrix

CHALLENGES



Reduction of consumption of fossil fuels and utilities



Increase asset availability



Reduction of Logistics Expenses



Environmental recovery and reuse of waste



Use of data for process optimization and decision making



New Products and Materials

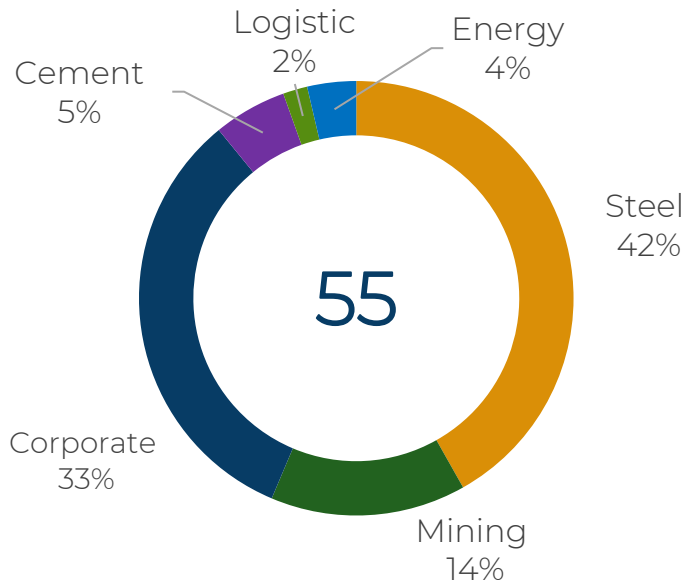
BUSINESS MODELS

- Internal development
- Contracting
- Corporate Venture Capital
- Joint-Venture
- Spin-off
- M&A

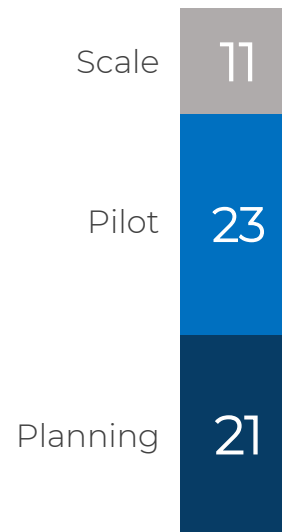
ONGOING INNICIATIVES
SCALE IMPLEMENTATION



Business Distribution



Portfolio Maturity



TECHNOLOGIES

IMPLEMENTED AND UNDER DEVELOPMENT



2022 HIGHLIGHTS

- Circula+**: First Spin Off – Management and commercialization of waste and waste
- UTIS** technology in **Blast Furnaces** in the steel industry
- Development of a **technological route** for processing **steel slag**
- Drainage system** to reduce **sinter feed moisture**
- New **technological routes** for the **use of iron ore tailings**
- Advanced control system with AI** to reduce consumption and improve the quality of the **clinker furnace**
- Digital platform** for integration of **logistics hiring** processes

PLANNED FOR 2023

Focus on Business Decarbonization

- Green Hydrogen**: Co-combustion (“UTIS”) and clean, renewable energy (“Selene Project”)
- Cold Agglomeration**: Pellet and green briquette
- Carbon Capture**: Mapping technologies

CSN INOVA VENTURES

ACCELERATE THE SOLUTION OF STRATEGIC CHALLENGES

FUND I

BRL 100M committed by CSN
 60 deep dives globally
 8 investments already made
 Completion of the allocation with 3
 more investments by 1Q23

FUND II

To be structured in **early 2023**
 Larger size than Fund I
 New strategy: higher tickets,
 active and more synergistic
 participation

VERTICALS

INDUSTRIAL



LOGISTIC



ESG



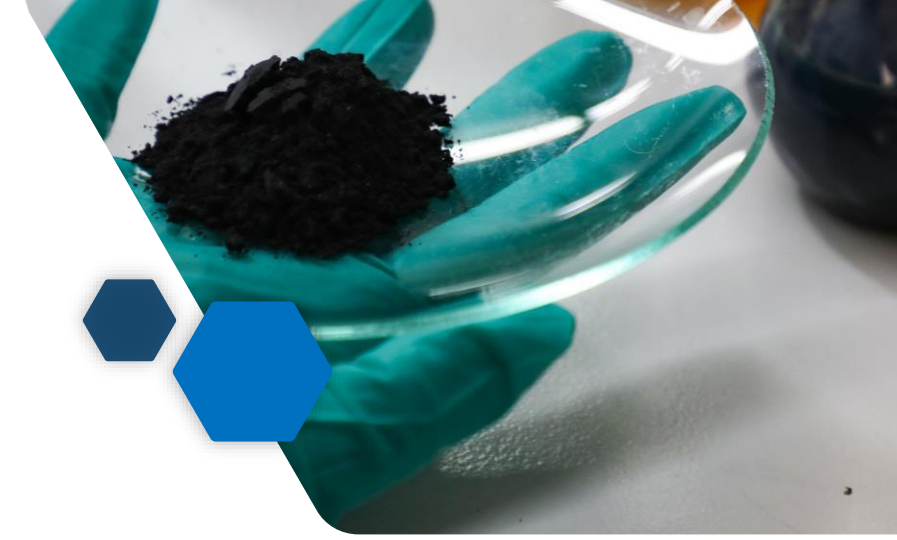
B2B
SOFTWARE



CONSTRUCTION



December 2022



HIGHLIGHTS

Most Active CVC Award 2021/22

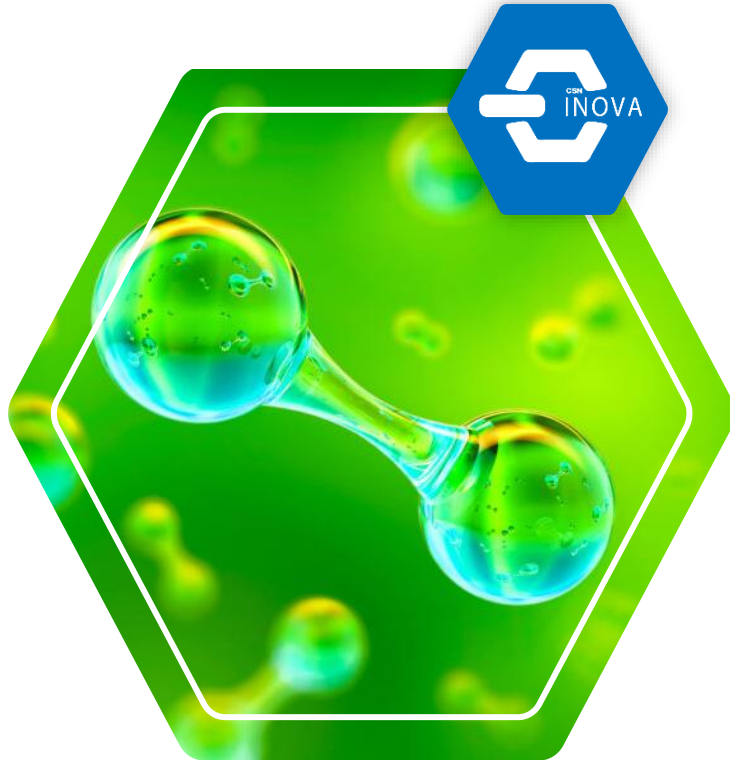


Co-author of the book Corporate Venture Capital



PORTFOLIO

A large part of the investees are operational and work together with CSN



STEEL

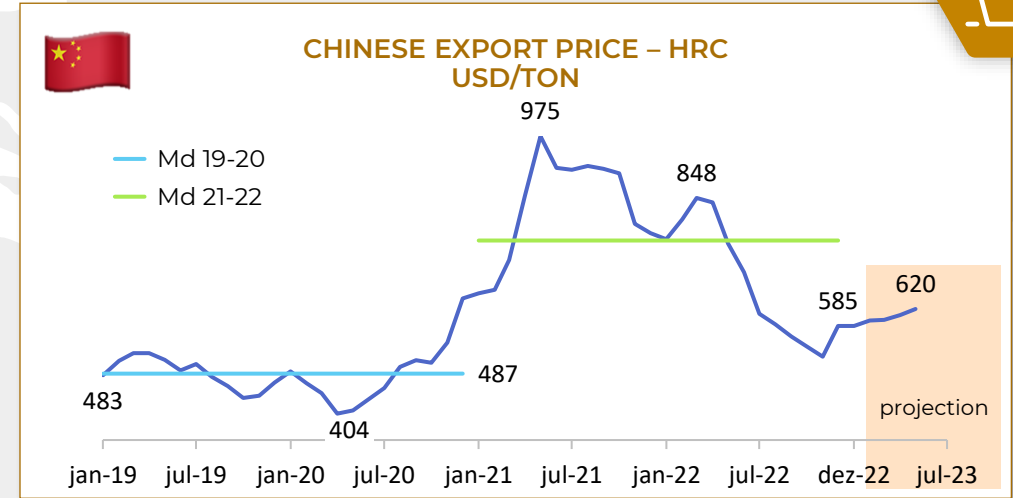
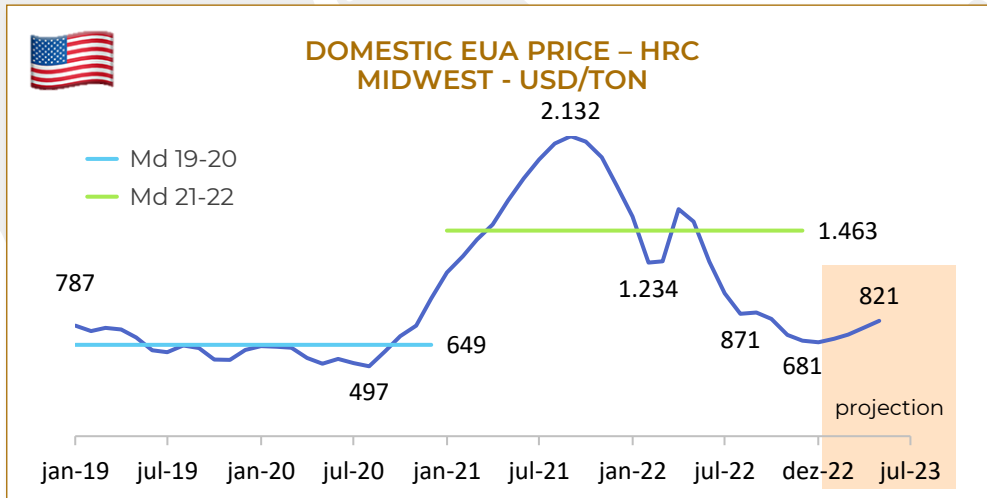
Competitiveness and International expansion in mature markets

Luis Fernando Martinez
Commercial Executive Director



2023 GLOBAL MARKET OUTLOOK

Stabilization of prices at levels higher than those of the pre-pandemic period.



- Monetary policy adjustments to control inflation.
- Energy transition, recovery of vehicles production, investments in infrastructure, CHIPS Law will boost demand for steel and sustain prices at current levels.

- Recovery with reopening: easing of covid restriction measures (stronger in 2H23).
- Increased demand and negative margins from steelmakers contribute to the pressure for price increases.

2023 DOMESTIC MARKET OUTLOOK

Import premium sensitivity | hot rolled



Current

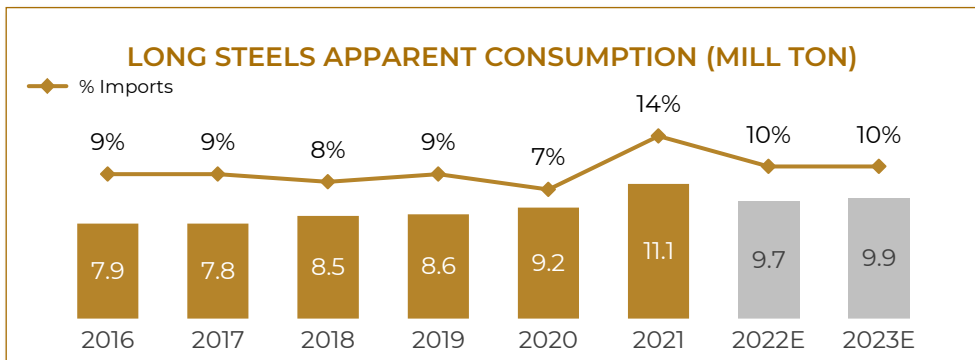
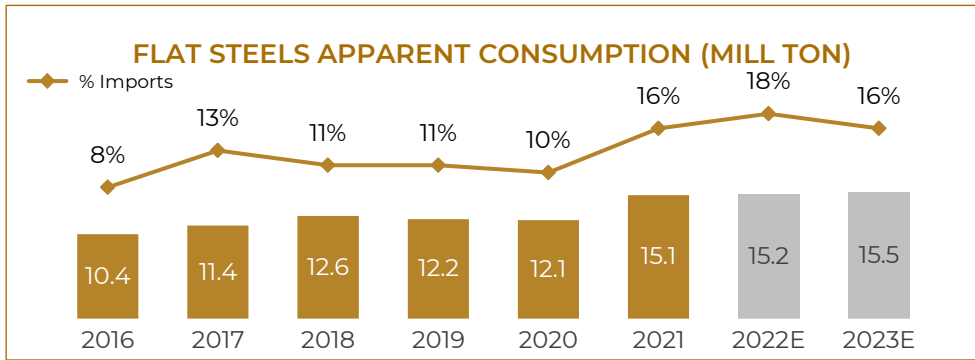
	515	525	535	545	555
5,20	17%	15%	13%	11%	10%
5,25	16%	14%	12%	10%	9%
5,30	15%	13%	11%	9%	8%
5,35	14%	12%	10%	8%	7%
5,40	13%	11%	9%	7%	6%

JAN/FEB 2023

	570	580	590	600	610
5,20	18%	16%	14%	13%	11%
5,25	17%	15%	13%	12%	10%
5,30	16%	14%	12%	11%	9%
5,35	15%	13%	11%	10%	8%
5,40	14%	12%	10%	9%	7%

2023 DOMESTIC MARKET OUTLOOK

Expectations of lessen uncertainties and advances in civil construction activity and machinery and equipment strengthening domestic demand for 2023.



GROWTH FORECAST



Automobiles
+6%



Trucks/Bus
+3%



Heavy Equipment
+5%



Distribution
+5%



Home Appliances
+4%



Agricultural Machinery
+3%



Civil Construction
+4%

HIGHLIGHTS

- Industry**
 Recovery of the agriculture sectors, equipment and investments in energy transition
- Civil Construction**
 Resumption of investments in infrastructure and increase in residential property launches
- Automotive**
 Industry reaction with gradual normalization in the supply of chips, increase in exports and production of electric/hybrids

OUR MISSION:

SELL MORE, SELL BETTER AND ALWAYS

ADDED VALUE



Presence in multiple markets



Complete product portfolio



Scattered customer base



Integrated customer solutions

INTEGRATED OPERATIONS



Logistics Integration;
Productive and Commercial



structure sharing



Know-How sharing
between operations



COMMERCIAL STRATEGY FOR VALUE GENERATION

Diversification of portfolio, segment, geography and sale of higher added value products: focus on competitiveness.



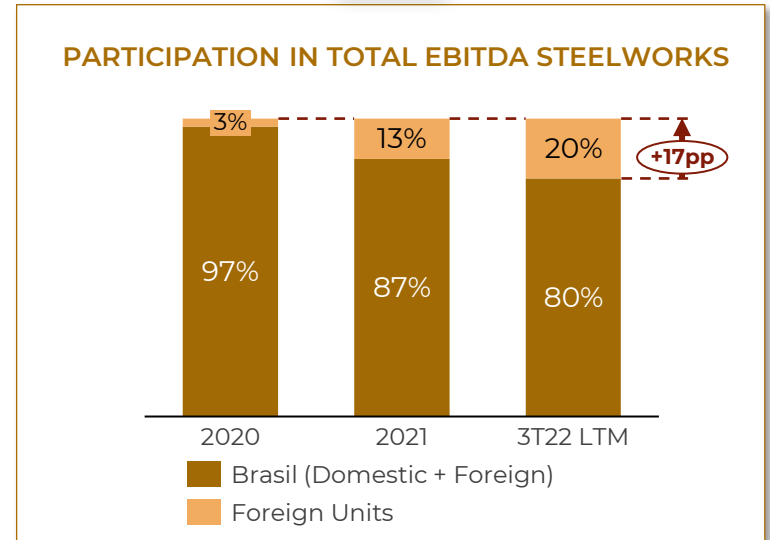
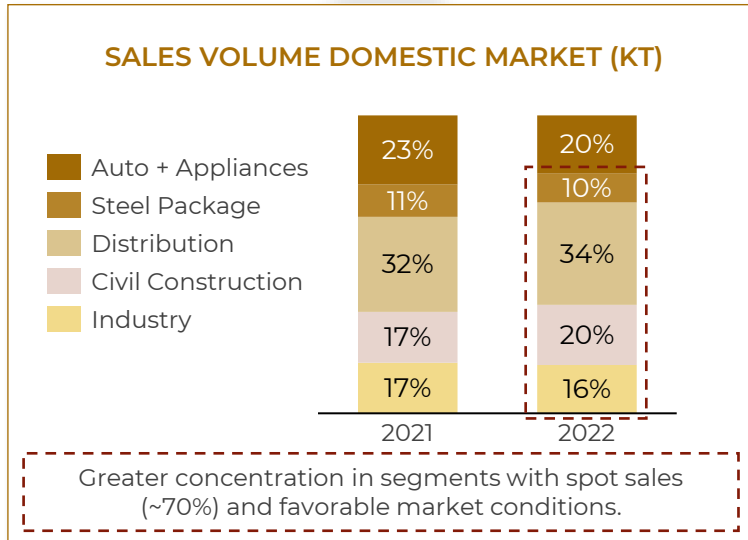
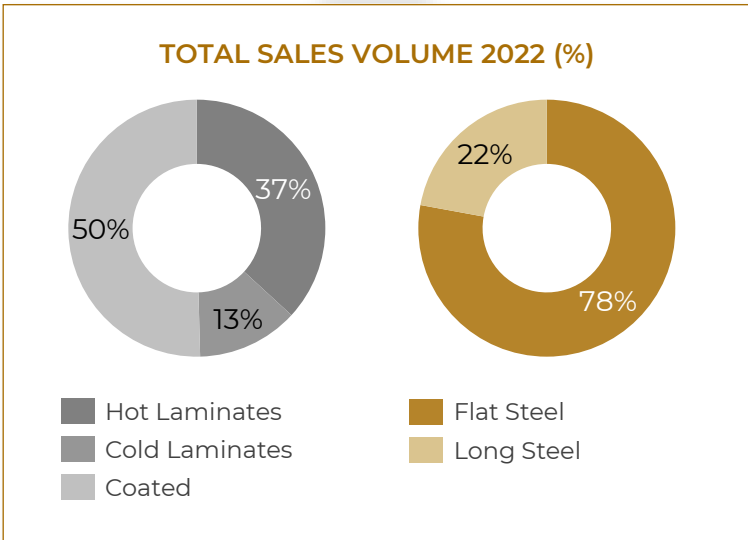
DIVERSIFIED PRODUCT PORTFOLIO WITH HIGH ADDED VALUE



SEGMENT DIVERSIFICATION



GEOGRAPHY DIVERSIFICATION

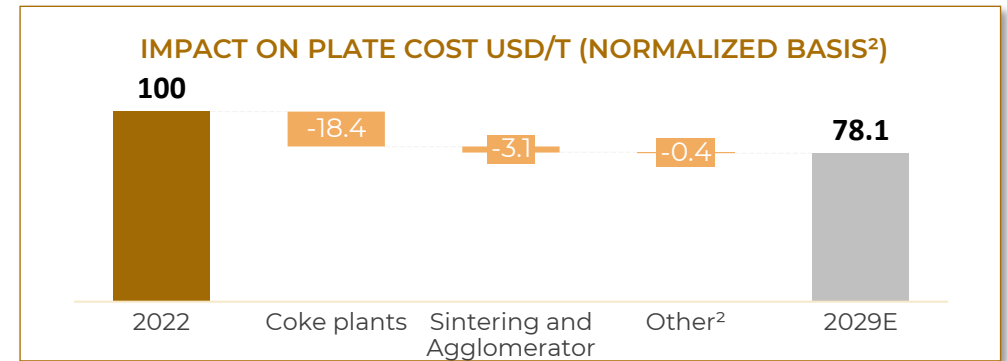
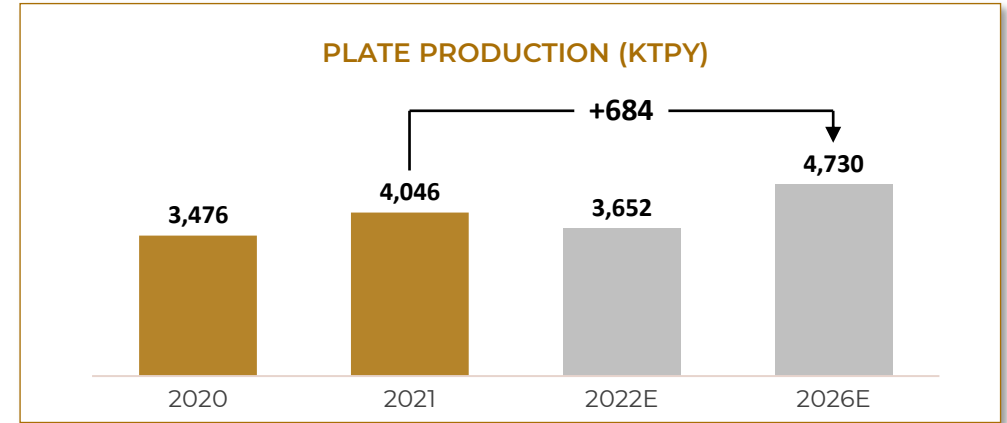


PRIORITY #1: MODERNIZATION OF THE INDUSTRIAL PARK

Investment plan to reduce operational bottlenecks: volume increase and competitiveness gain.



- **2023-2029 – Battery Program**
Recovery and preservation of current batteries. Build new batteries (#3, #2 and *altas*)
- **2023-2027 – Revamp LTQ#2**
Automation system, plate ovens and hydraulic winder (+120ktpy).
- **2024 – Small Renovation AF#2**
Campaign extension and modernization
- **2025 – Sintering and Agglomerator**
Revamp of Sinter and construction of the intensive granulator
- **2025-2026 – AF#3 Regenerators**
Campaign modernization and extension



EXPECTED INVESTMENT: BRL 7.5 Bill (2023-2028)¹

Sources: (1) Actual terms Considers Mfe at USD90/t (Platts 62%), Coal at USD223/t and External Coke at USD445/t.

(2) Others: Refurbishment of AFs/Energy Efficiency.

PRIORITY #1: MODERNIZATION OF THE INDUSTRIAL PARK

Investment plan in progress with the capture of results as early as 2023.



New Battery (#3) – Initial Stage

Jul/22: Demolition of old structure (delivered)



Nova Battery (#2) – Initial Step

Aug/22: Demolition of old structure (in progress)



Invested in 2022:
BRL 280MM

Δ EBITDA Delivered:
BRL 50MM/year

2022

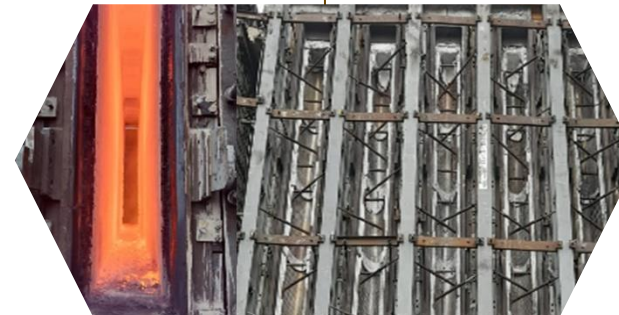
2023



Plate oven 2 LTQ2
Initial Step– Revamp LTQ#2

Jul/22:
3.4% reduction in Mcal Consumption/Ton

December 2022



Battery 1
(furnace repair)

Feb/23:
8 ovens delivered (+18 thousand t/y of coke)

OPPORTUNITIES UNDER STUDY: ADVANCE IN THE VALUE CHAIN

Development of strategic projects, respecting capital discipline.



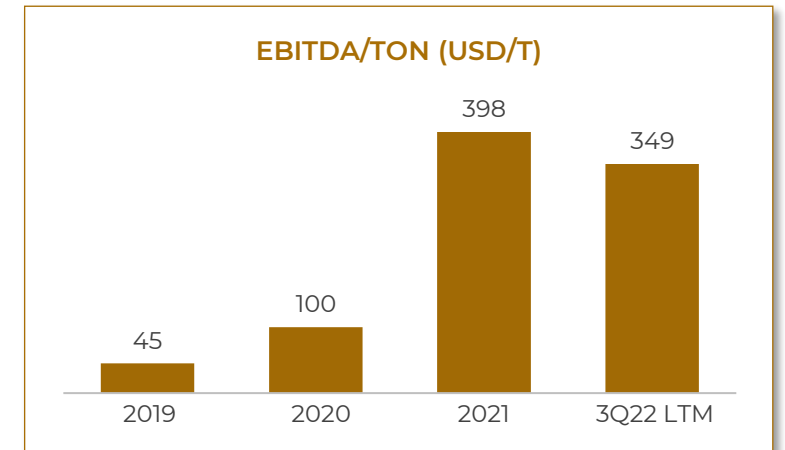
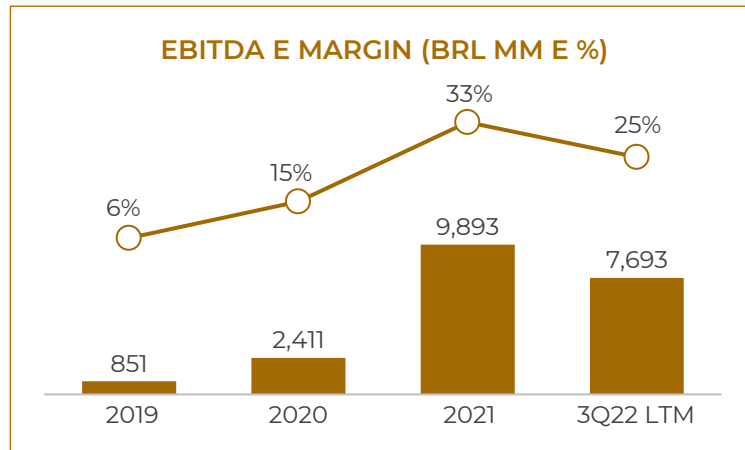
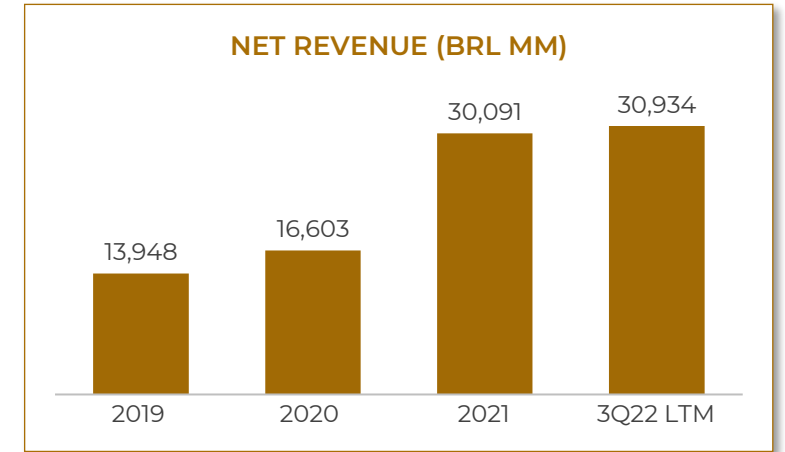
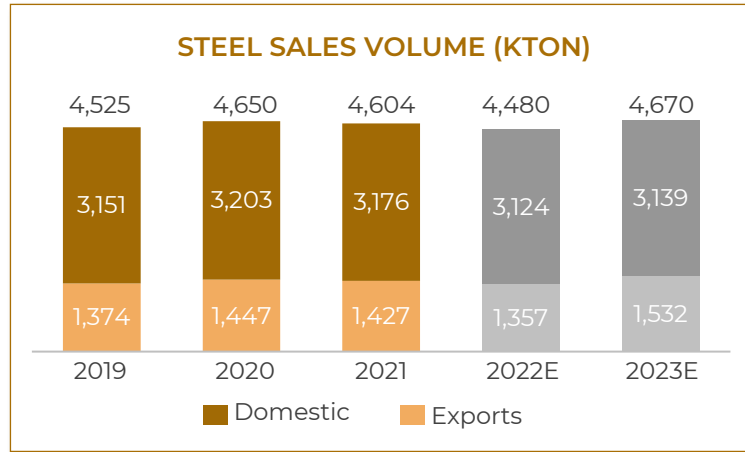
Initiatives

	STRATEGIC RATIONALE				Volume (ktpy)	EBITDA (BRL MM)	Expected Start-up	
	Internationalization	Capacity Expansion	Downstream Advance	Supply Gap				Higher Added Value
Expansion of metal sheet capacity		✓	✓	✓	✓	+130 Ktpy	BRL 150 MM/y	2026
Expansion of Pre-Coated capacity		✓	✓	✓	✓	+111 Ktpy	BRL 200 MM/y	2025
Greenfield Long Steel in the USA	✓	✓	✓			+350 Ktpy	U\$50 MM/y	2026
Forecast investment: BRL 2.4 Bill (2023-2026) – Total Incremental EBITDA BRL 607MM								

OTHER OPPORTUNITIES UNDER STUDY

- Potential M&As
- Chemical brownfield expansion (packaging)
- Brownfield expansion Lusosider (HDG) and SWT (rebar/wire rod).
- Partnerships with customers

PERFORMANCE HIGHLIGHTS



MINING

Growth and Quality

Eneas Garcia Diniz
Superintendent Director

Pedro Oliva
CFO

CMIN
B3 LISTED N2



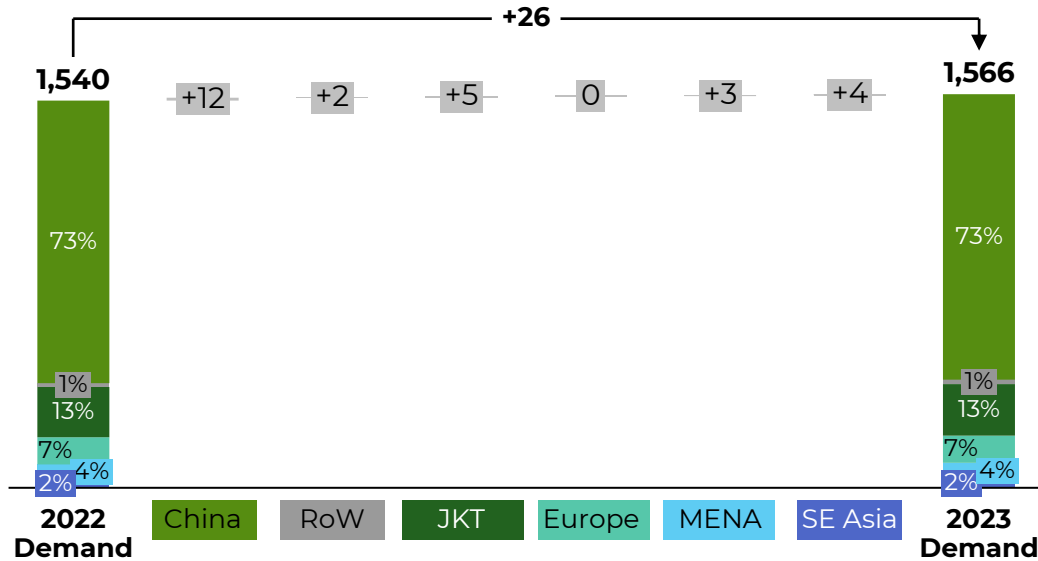


BALANCED MARKET PERSPECTIVES FOR 2023

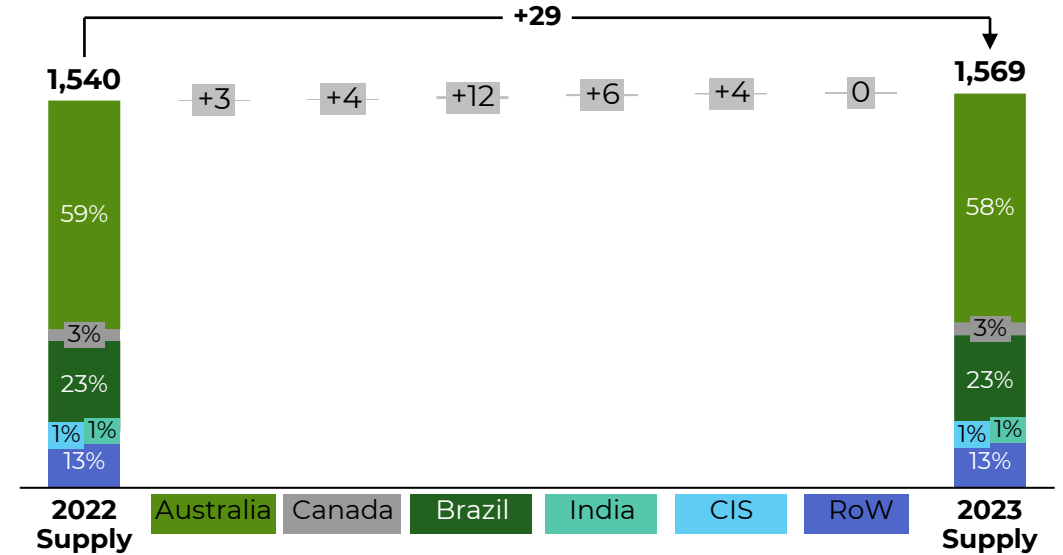
Expectation of a balanced market next year with a potential recovery in the Chinese demand

Balanced Market

TRANSOCEANIC IRON ORE DEMAND (MT)



TRANSOCEANIC IRON ORE SUPPLY (MT)



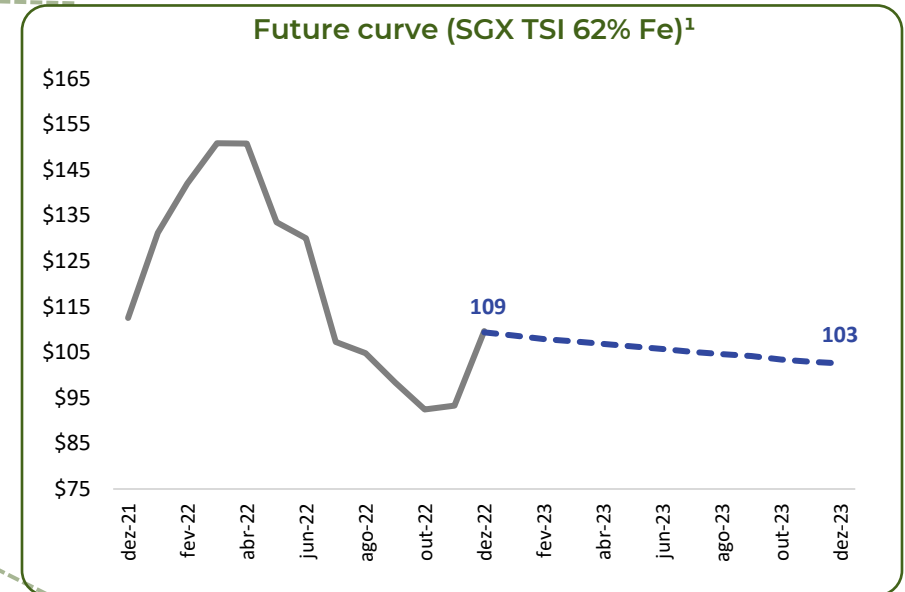
- **China:** Gradual recovery of the real estate market and reduction of COVID-related restrictions
- **Asia (and others):** slight resumption of industrial activity
- **Europe:** still impacted by the energy crisis and inflation

- **Brazil:** production volumes recovery after the 2022 losses
- **Australia and Canada:** increase due to project ramp up
- **India:** supply resumption after elimination of export fares in Nov/22

PRICES IN 2023



IRON ORE PRICE EVOLUTION (62% FE – CFR CHINA, USD/DMT)

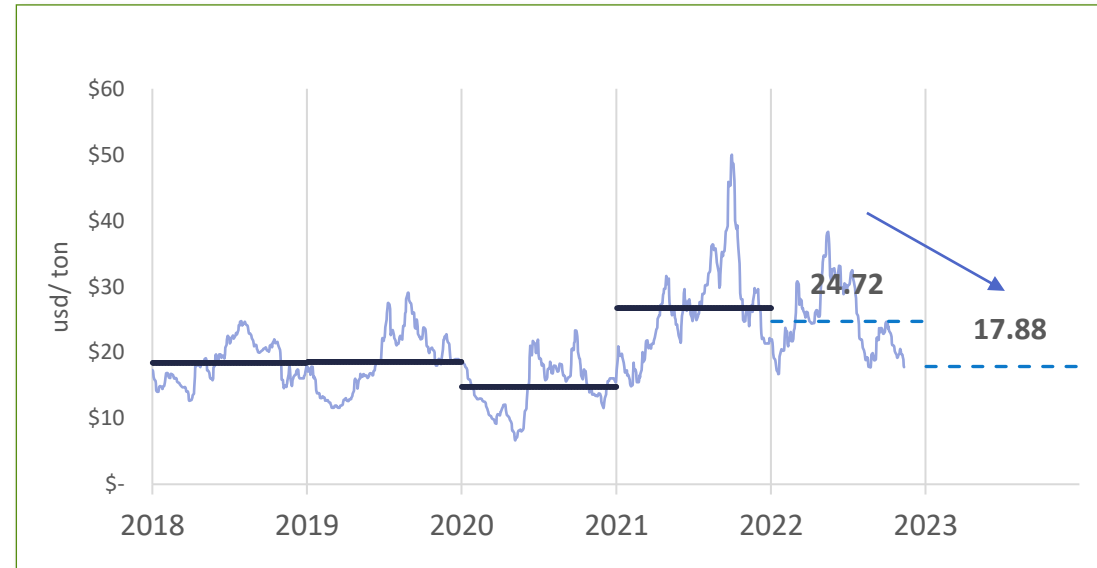


Sources: Platts, SGX and internal analysis
¹in december 14, 2022

SEA FREIGHT

Expected reduction in the freight cost for 2023

PRICE EVOLUTION ON C3 ROUTE (USD/TON)

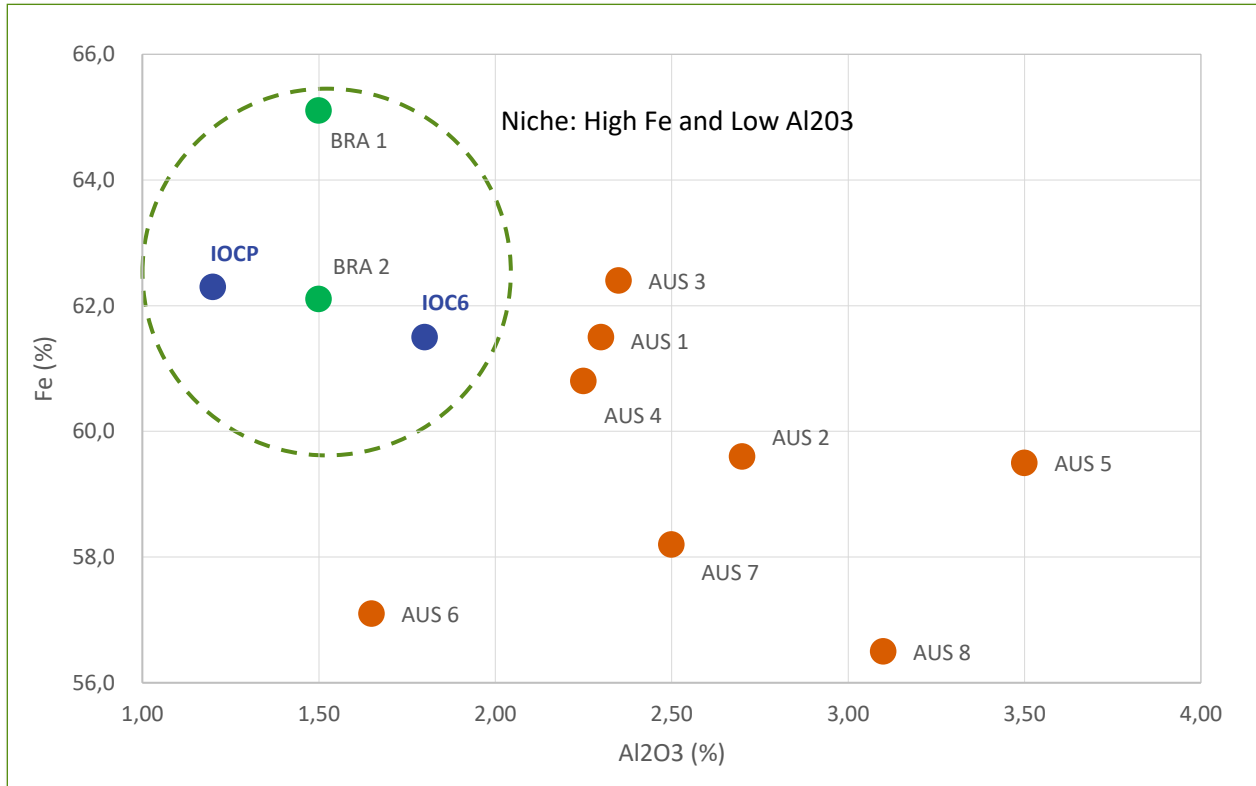


- The change in the Russian coal route, prioritizing nearby markets (India and China), frees up Capesize ships for the Atlantic ore route
- CSN concluded freight negotiations (COA) with prices at USD17.95/t. (1.6Mt)

FOCUS ON QUALITY

Completion of the Central Plant projects will support a quality improvement

CMIN SINTER FEED STANDARD POSITIONING – FE AND AL2O3 (%) - CURRENT



Immediate: Full operation of the Central Plant in 2023 after the ramp up of the Spirals, Recrushing and CMAI III projects (+6Mtpy)



Medium Term: start-up of Phase 1 projects with significant improvement in the quality of the CMIN portfolio (↑ pellet feed DR and BF)

SCHEDULES REVIEW

Focus on reducing risks and maximizing project returns



Main Highlights

● Projects – General:

Risk reduction with advances in engineering
Engineering advancement pace below expectations
Higher capex explained by inflationary pressures in the period

● CMAI Pires:

Capacity reduction from 3.0Mtpy to 1.5Mtpy to maximize project financial return (limited volume of dam resources - better utilization of installed capacity)

● P4+:

Location change in order to share an existing infrastructure

● P5:

Postponement of the project to reduce risks in the interconnection with the Central Plant (execution will be evaluated together with the conversion of the Central Plant - Phase 2)

● B4 and CdP:

De-characterization prioritized before the start of mining

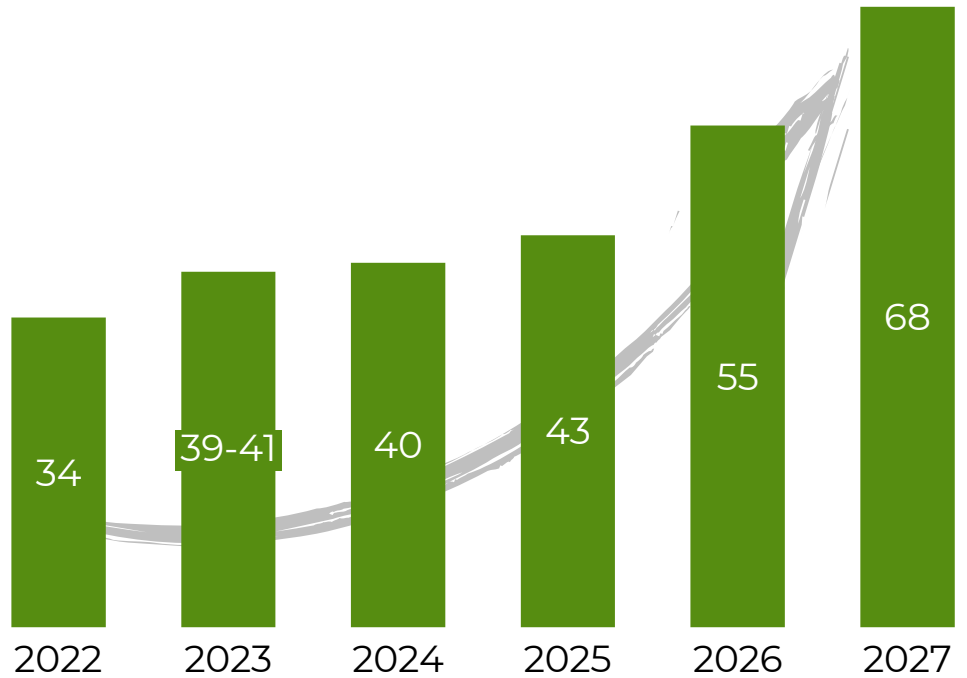
● Ultra-Thin:

Basic engineering completion and critical analysis of the project to reduce risks in the interconnection with the Central Plant

SCHEDULES REVIEW

Focus on optimization and seeking alternatives to maximize project returns

PRODUCTION VOLUME + PURCHASES | MTPY



BRL 13.8 Bi of Investment
Average BRL 2.76 Bi/year

PROJECTS • PHASE 1

PROJECTS	IRON (Fe) CONTENT	VOLUME MTPA	ENTRY YEAR
Rec. of Ultra-Thin	66% Fe	1.0	4Q 2024
Itabirito P15	67% Fe	15.0	4Q 2025
Rec. of Pires Waste	65% Fe	1.5	4Q 2025
Rec. of B4 Waste	66% Fe	2.5	2Q 2025
Itabirito P4+	65% Fe	4.4	3Q 2026
Rec. of CdP Waste	65% Fe	2.5	1Q 2028
Total	66% Fe	26.9	

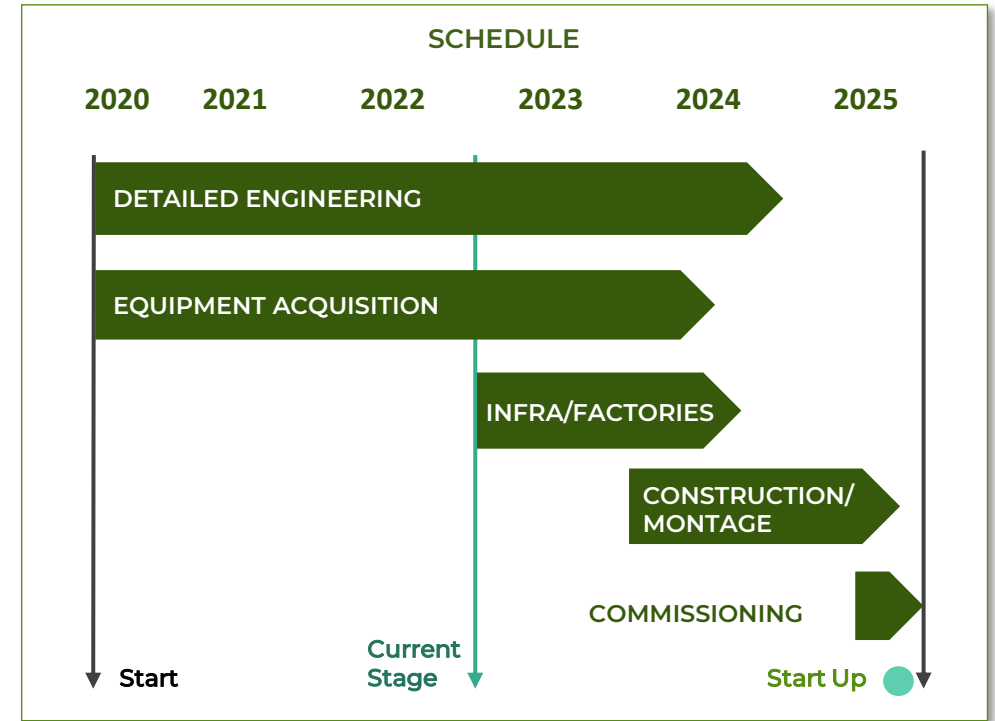
ITABIRITO PLANT 15Mtpy

PROJECT REVIEW BY HATCH:

- Validation of the process route and schedule and capex assessment

MAIN PROJECT MILESTONES:

- Concept and Basic Engineering: concluded
- Detailed Engineering: 63%
- Manufacturing Package 1 equipment : 86%
- Physical Project Progress: 19.1%
- Hiring: final phase of the Infrastructure package hiring and 2nd equipment package

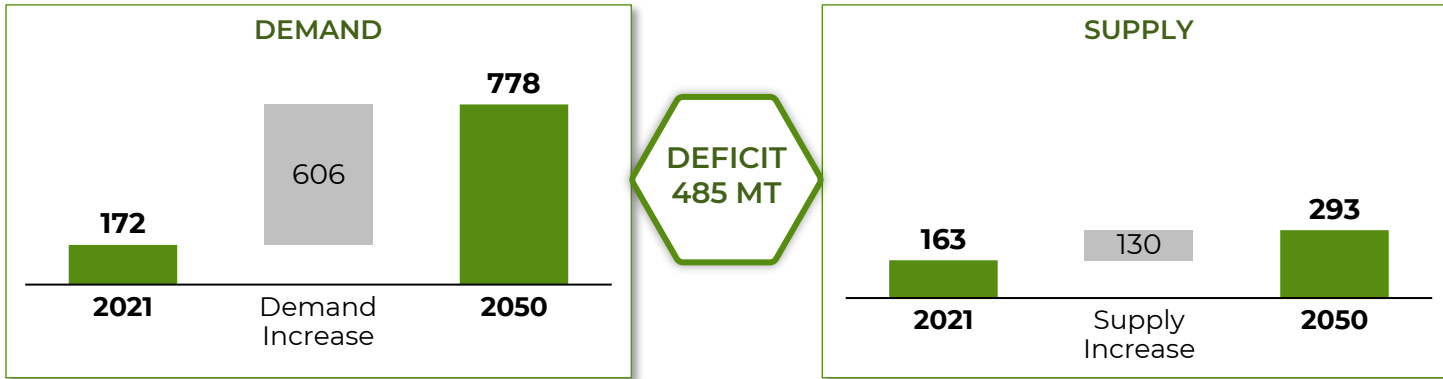


EQUIPMENT IN MANUFACTURING STAGE

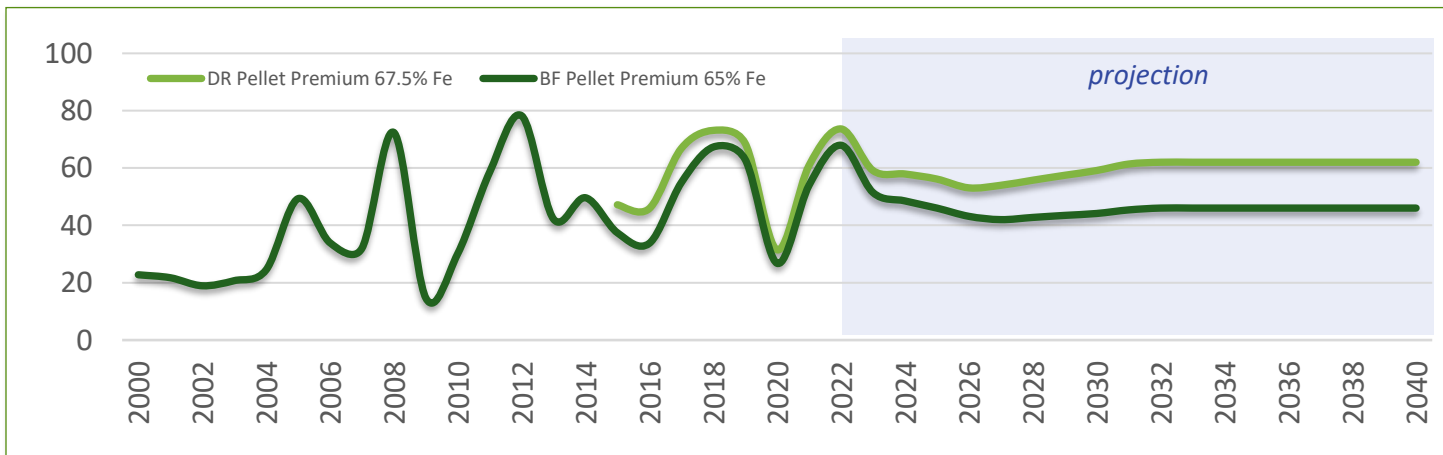


PROMISING FUTURE FOR THE P15 PRODUCT

GLOBAL DIRECT REDUCTION FEED SUPPLY AND DEMAND (2021 - 2050, MT)



HISTORY AND PROJECTION OF RD AND BF PELLETT PREMIUMS (US\$/T)

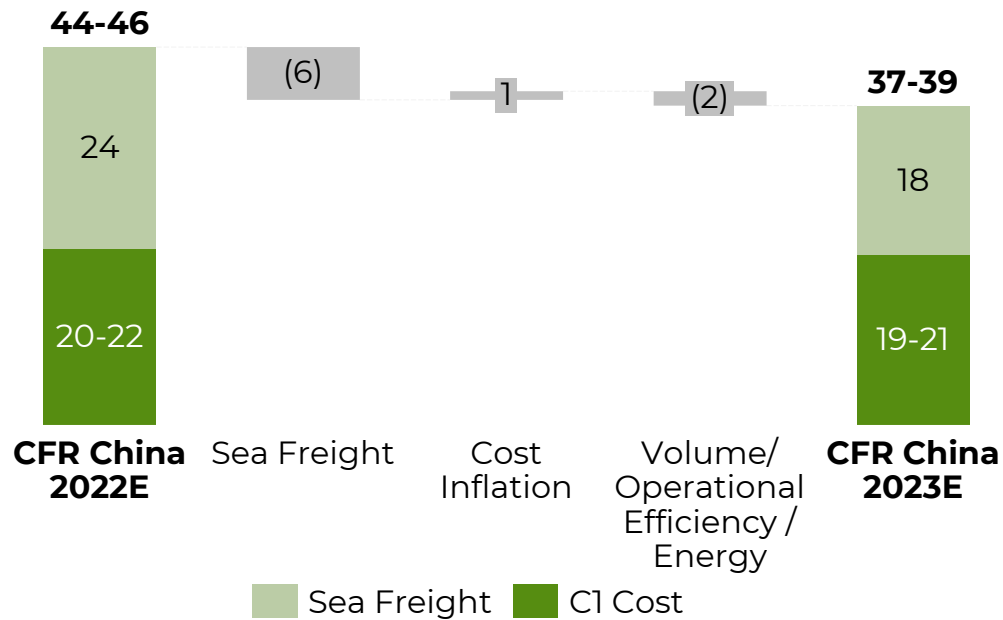


- Increasing premiums (direct reduction route): shortage of high-quality ore to meet the need to decarbonize the production chain
- CSN Mineração has the potential to be a leader in this segment
- Ongoing conversations with potential PFRD customers: progress in green steel production with ~50% reduction in emissions compared to the BOF route.

CFR CHINA COST

Operational efficiency and cost control despite high global inflation

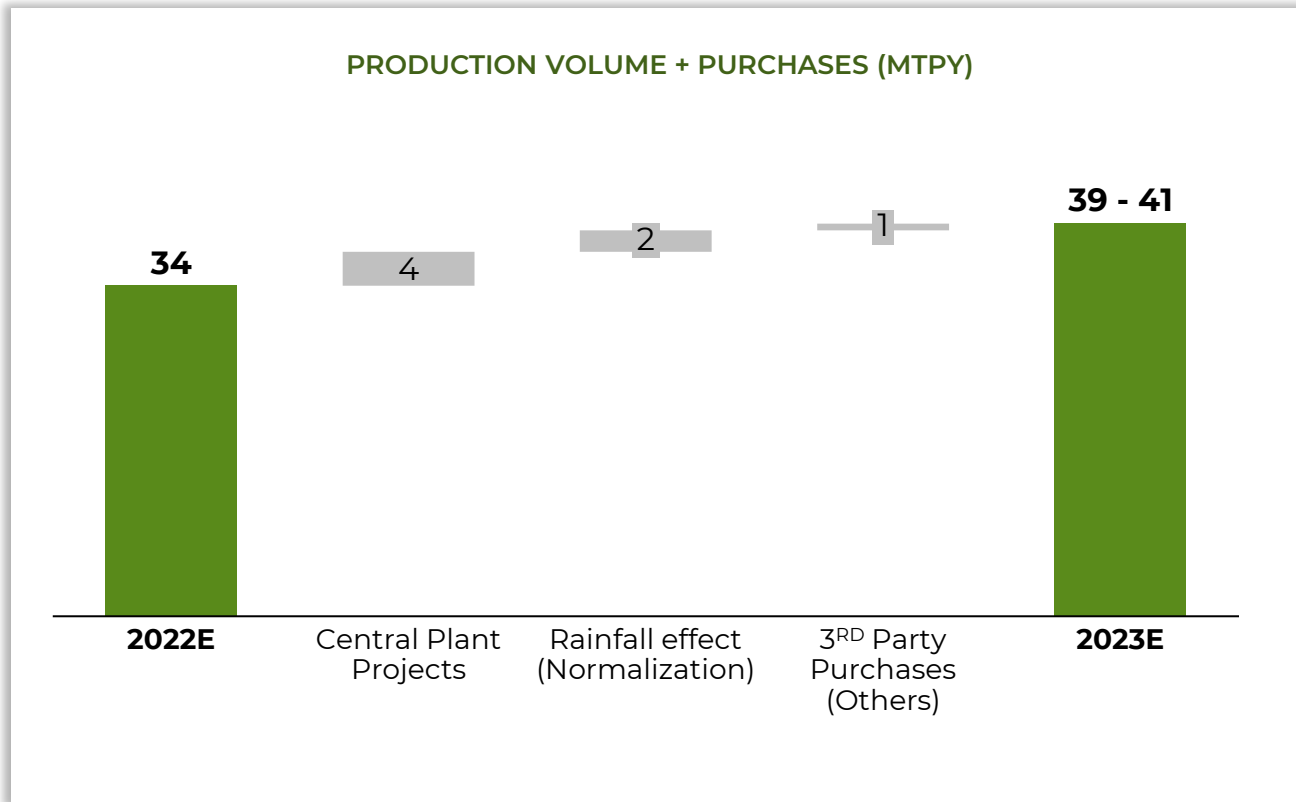
CFR CHINA COST EVOLUTION (USD/T)



- Increase in production volume and dilution of fixed costs
- Reduction of DMTs (average transport distance in the mine)
- Increased productivity: improved operational efficiency and increased fleet size in waste handling
- The acquisition of a renewable energy generation asset will result in a cost reduction of US\$0.4/t

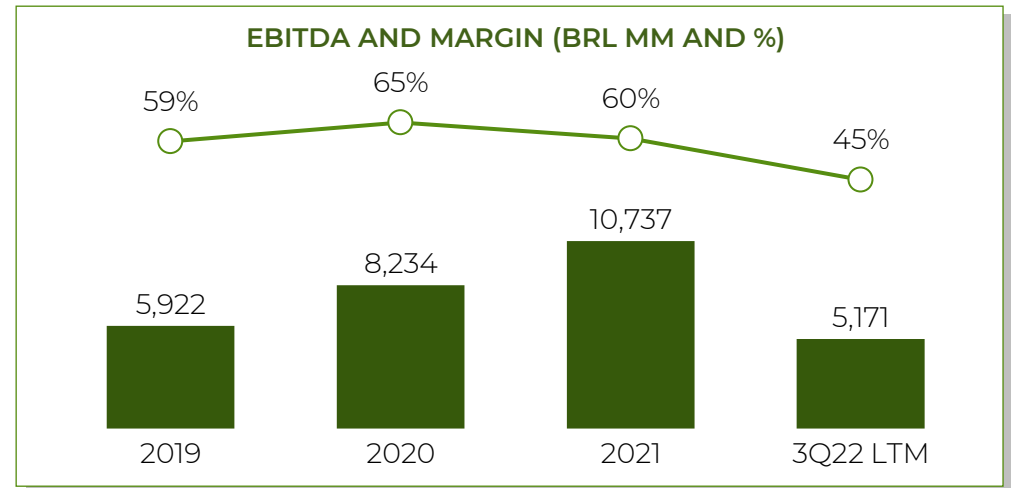
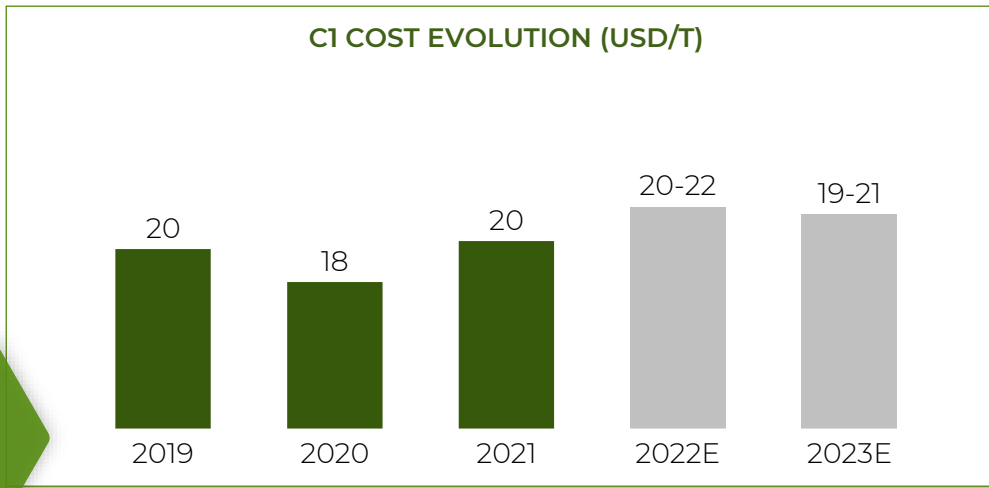
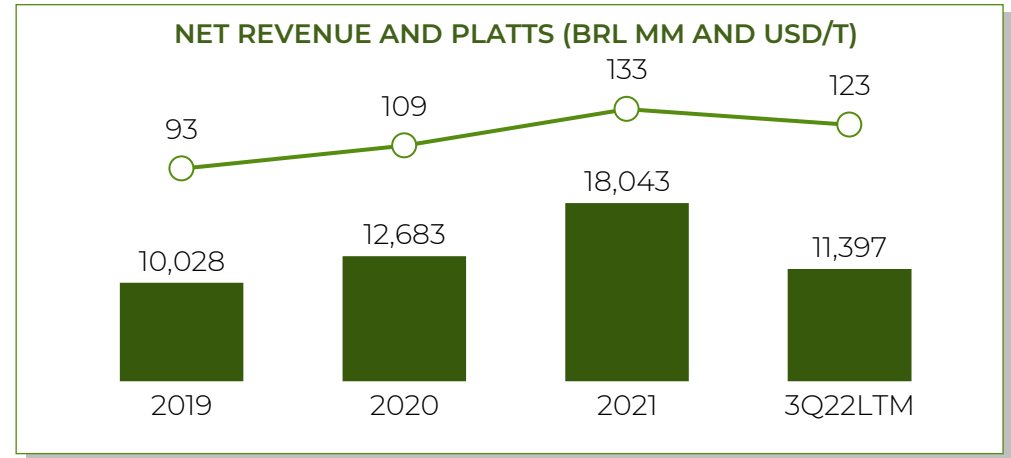
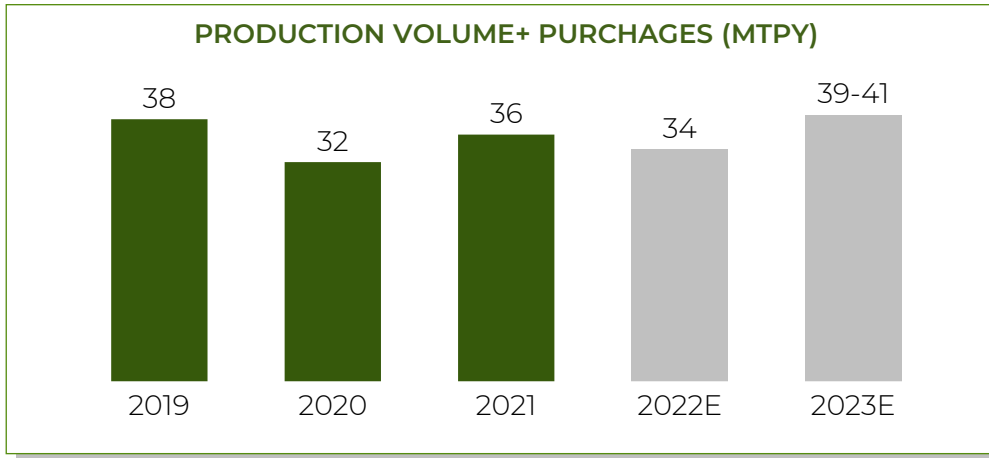
VOLUME 2022 VS 2023

Overcoming non-recurring events faced in 2022



- Rainfall: we do not expect volumes above historical averages and the operation adopted measures to reduce any impacts
- Central Plant Projects: completed ramp up allows the plant to operate at full
- 3rd party purchases: expected higher volume
- Possibility of destocking increasing sales: 41 to 43Mt

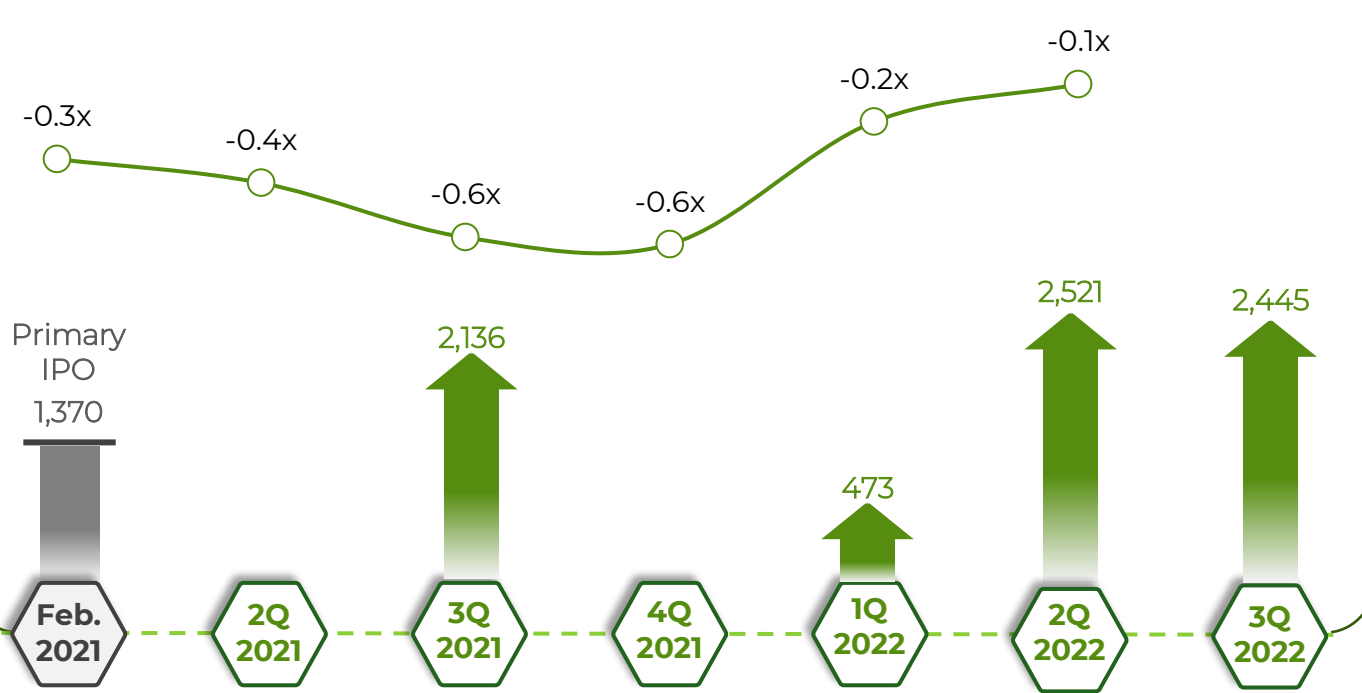
PERFORMANCE HIGHLIGHTS





DIVIDENDS AND CAPITAL STRUCTURE

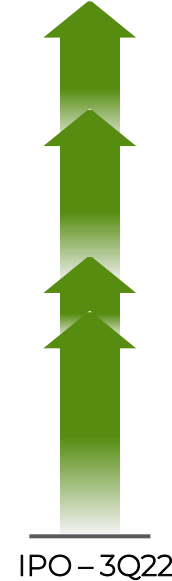
Dividends Payment and Leverage (BRL MM and x)



○ Net Debt/EBITDA (x) ▬ Dividends Payment + IoE

Dividend Yield 18% p.y.

Total Dividends + Accumulated IoE
BRL 7,575 MM



- The company's solid capital structure and its strong cash generation allow the execution of its growth plan while consolidating itself as a major dividend payer

- Dividend distribution policy of 80% - 100% of the net income

- Funding for Growth: Advanced deal with LOI signed by JBIC and Nexi (USD 1.4 Billion)



CSN CEMENT

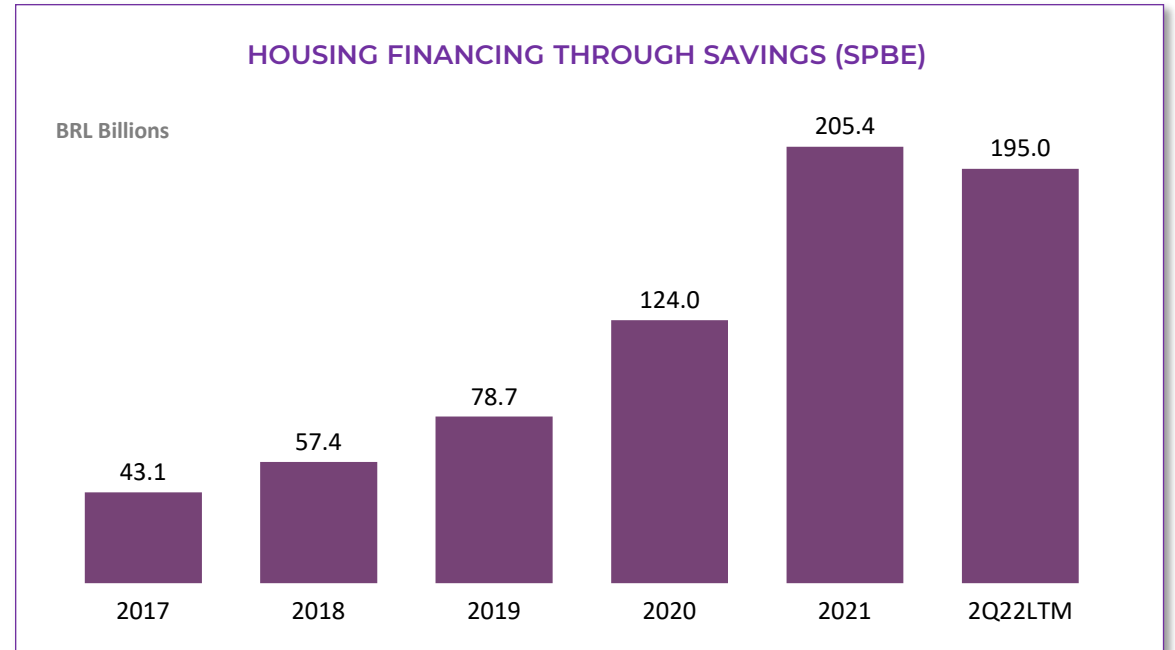
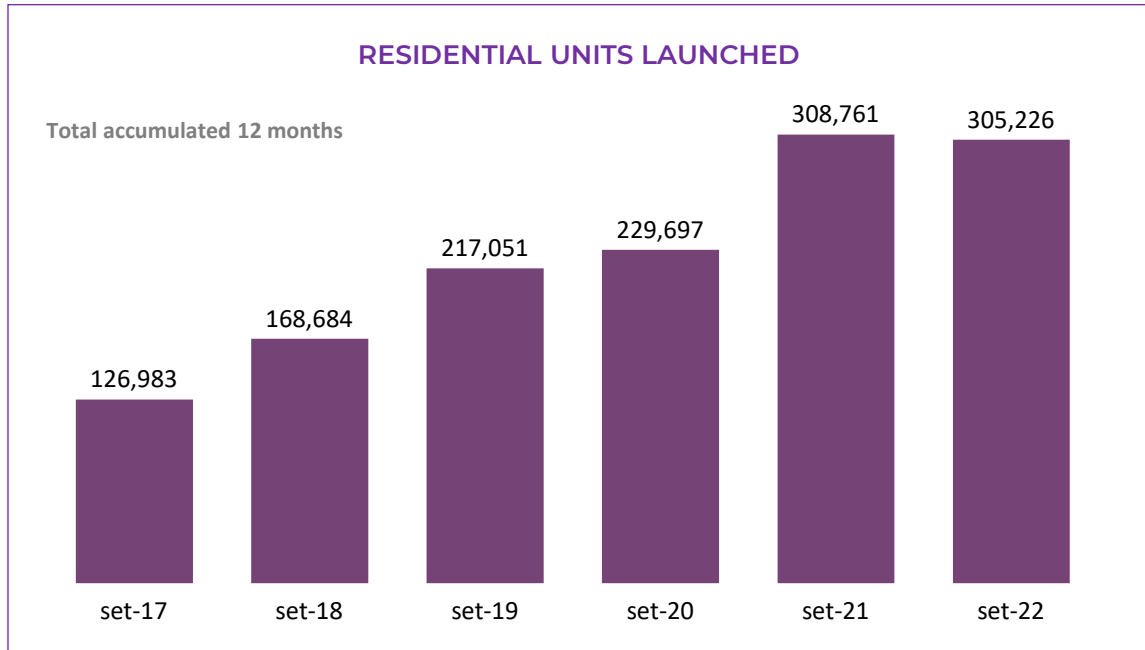
Consolidation as a National Player

Edvaldo Rabelo
Production Director



MARKET PERSPECTIVES FOR 2023

Stabilization at high levels of new real estate launches and SBPE financing, associated with a robust pipeline of infrastructure projects, will sustain the increase in cement consumption in the coming years.



MARKET PERSPECTIVES FOR 2023



Minha Casa
Minha Vida

New investments on the MCMV Program - signs from the new government to increase the resources directed to the program



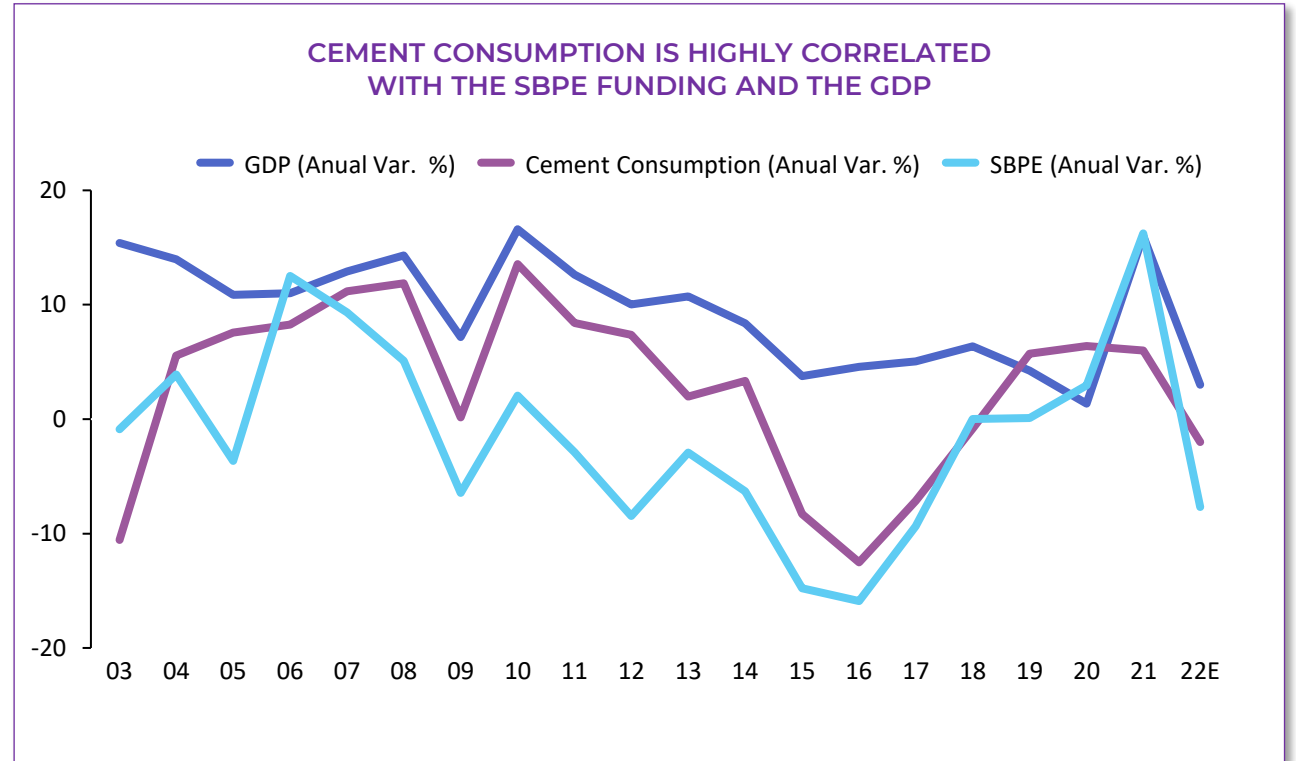
Concessions &
New Auctions

Auctions held since 2019 and planned for the coming years will generate investments of around BRL 173 Bi until 2027



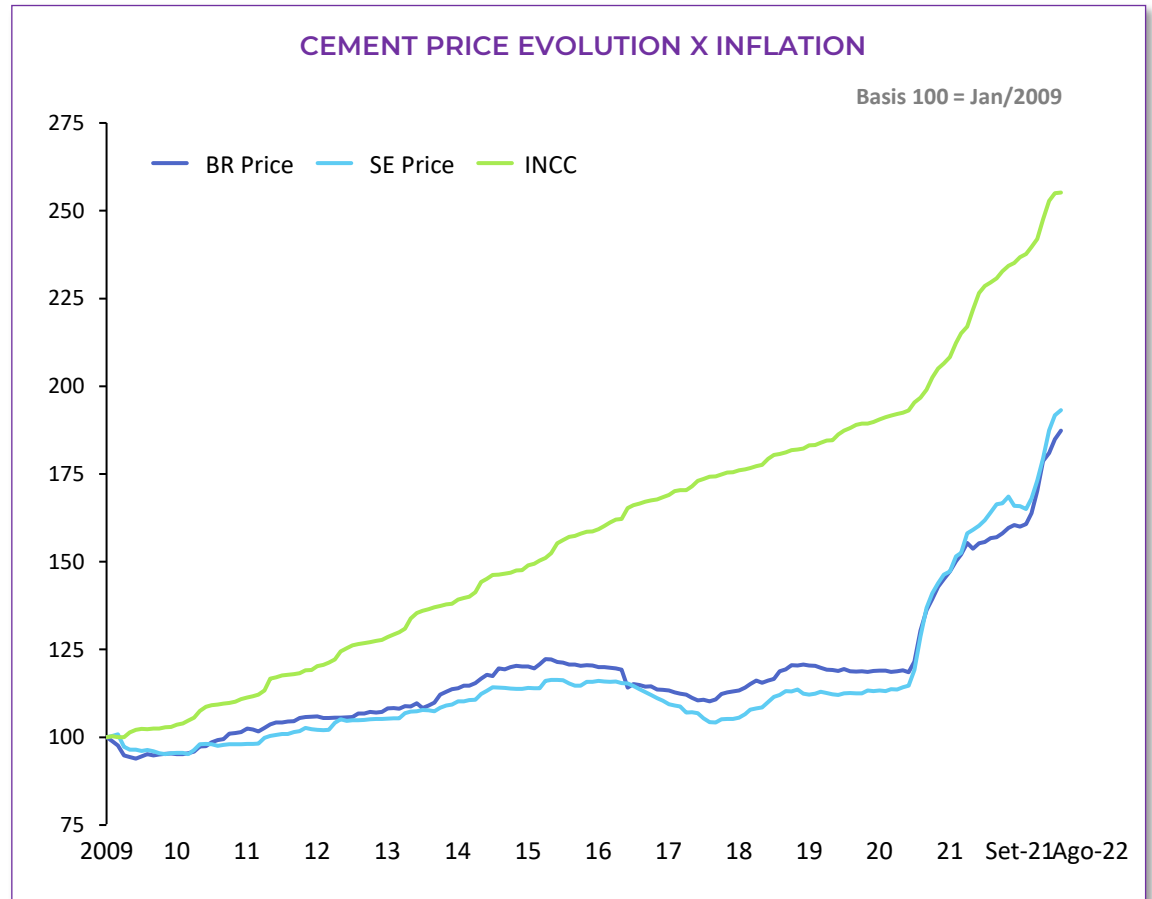
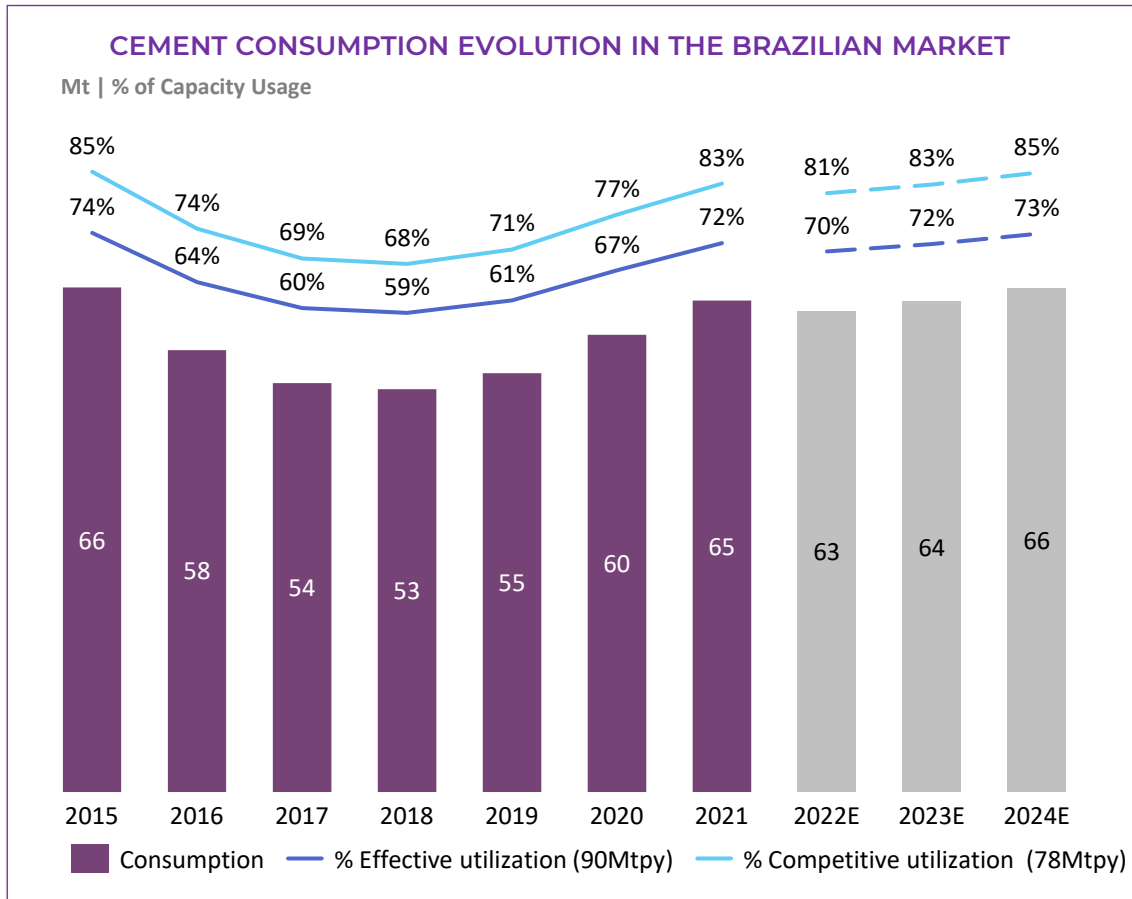
Infrastructure

New PAC - the initiative should begin with BRL 40 Bi in public resources, besides private contributions to projects and concessions.



MARKET PERSPECTIVES FOR 2023

Maintenance of consumption, higher industry utilization rates and lack of new capacity increases in the short term sustain prices at high levels.



THE NEW CSN CEMENT

Consolidation of the national growth and diversification strategy

#2 biggest
CEMENT PRODUCER OF BRAZIL

#31 biggest
CEMENT PRODUCER OF THE WORLD¹

17 mtpy
operational

25 mtpy
Post Expansion

Cement Installed Capacity

7
Integrated Plants

6
Mills

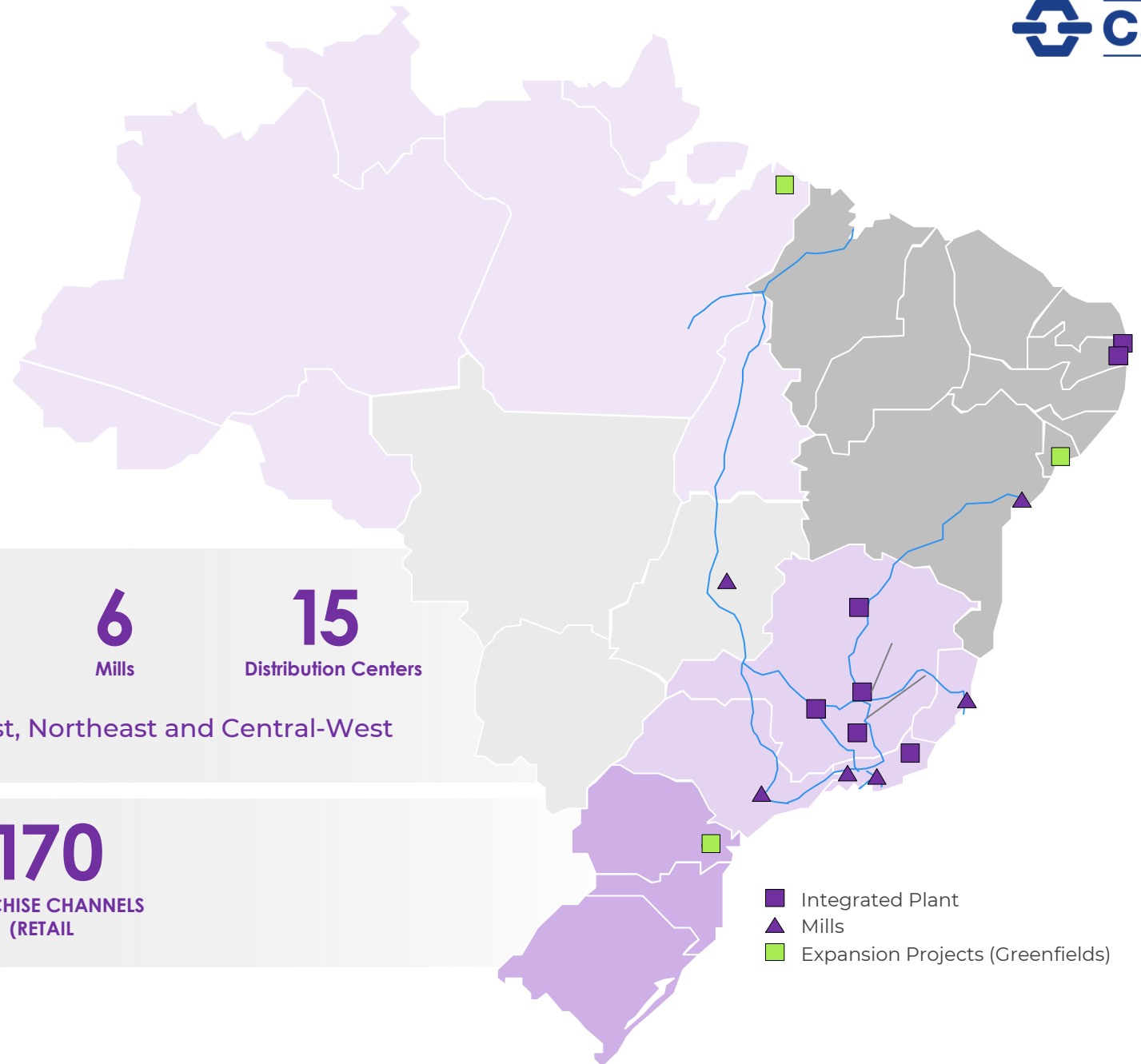
15
Distribution Centers

Southeast, Northeast and Central-West

6
AGGREGATES
PLANTS

19
CONCRETE
FACTORIES

+170
FRANCHISE CHANNELS
(RETAIL)



- Integrated Plant
- ▲ Mills
- Expansion Projects (Greenfields)

Source: Global Cement Review – Dec/22 (on capacity).

THE NEW CSN CEMENT

COMPETITIVENESS PILLARS

Synergies

Integrated operation intensified by capturing post-acquisition synergies

Footprint

National capillarity and leadership in the main markets

Decarbonization

Co-processing and Cement: Robust platform in expansion

Portfolio

Diversified product portfolio and distribution channels

Brands

Leading and traditional brands in the markets where they operate

Expansion

Mature projects in cement, aggregate and concrete



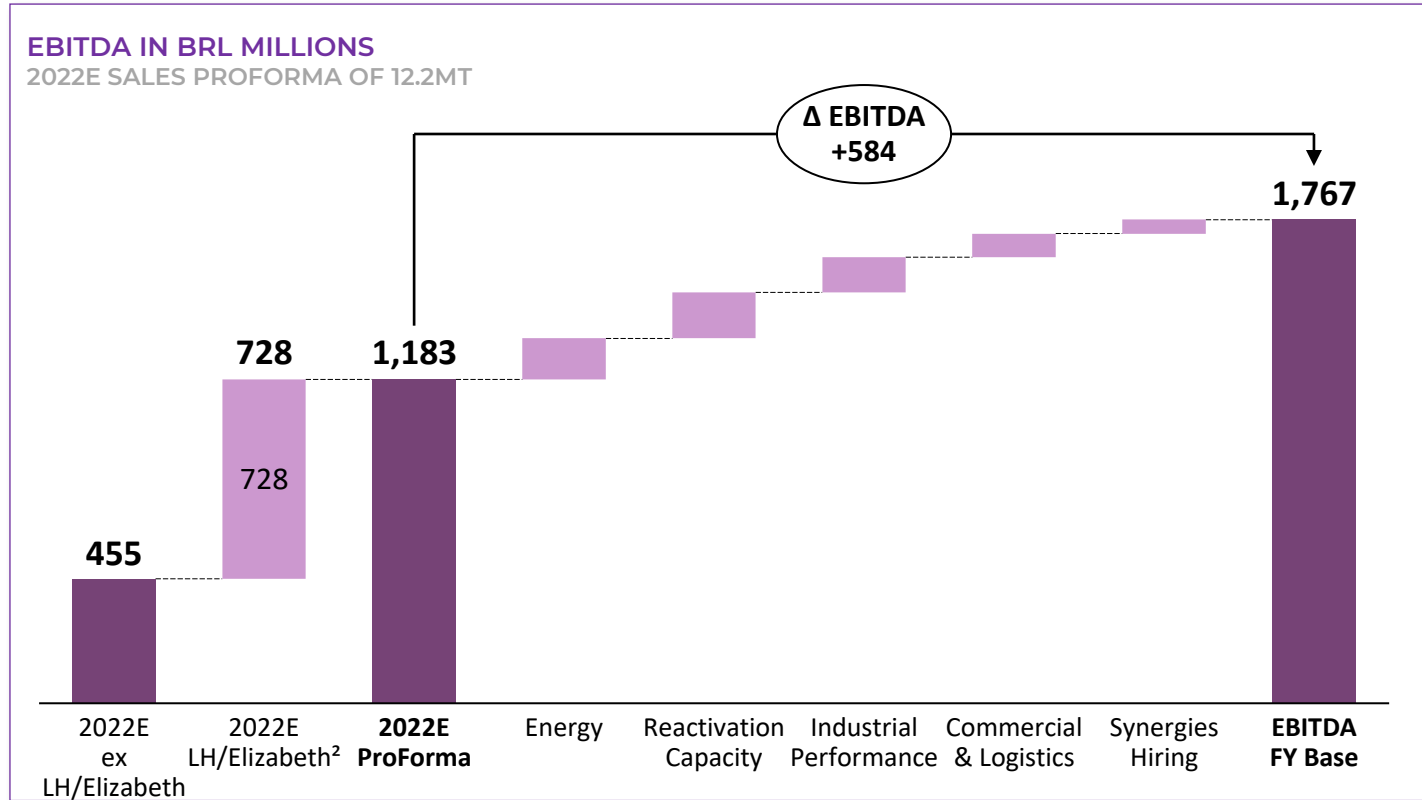


Factories in Cantagalo (RJ)
Pedro Leopoldo (MG)

A MORE COMPETITIVE PLATFORM

Value capture with synergies exceeded pre-acquisition estimates by 30%¹

- Access to the **competitive slag** and **high-quality limestone reserves/longevity**
- **100% self-sufficient in energy** with the benefit of self-production
- **Cement capacity reactivation/debottlenecking**
- Projects for **increased competitiveness and cost reduction**: co-processing, green hydrogen, mineral portfolio development and increased **use of cementitious**
- **Commercial & Logistics**: portfolio optimization, sales channel and inbound/outbound distribution with margin gains
- **Purchase Scale** and hiring synergies

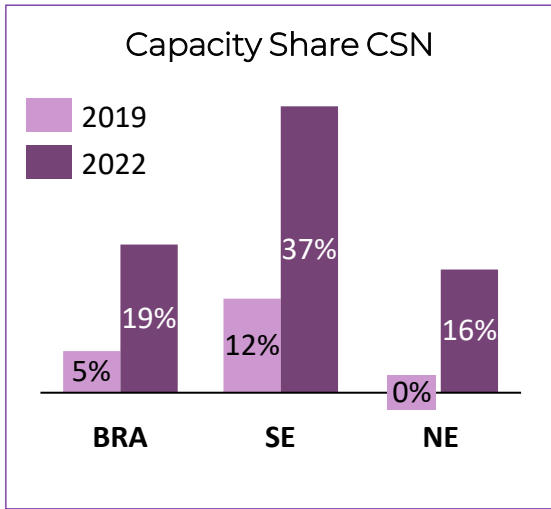
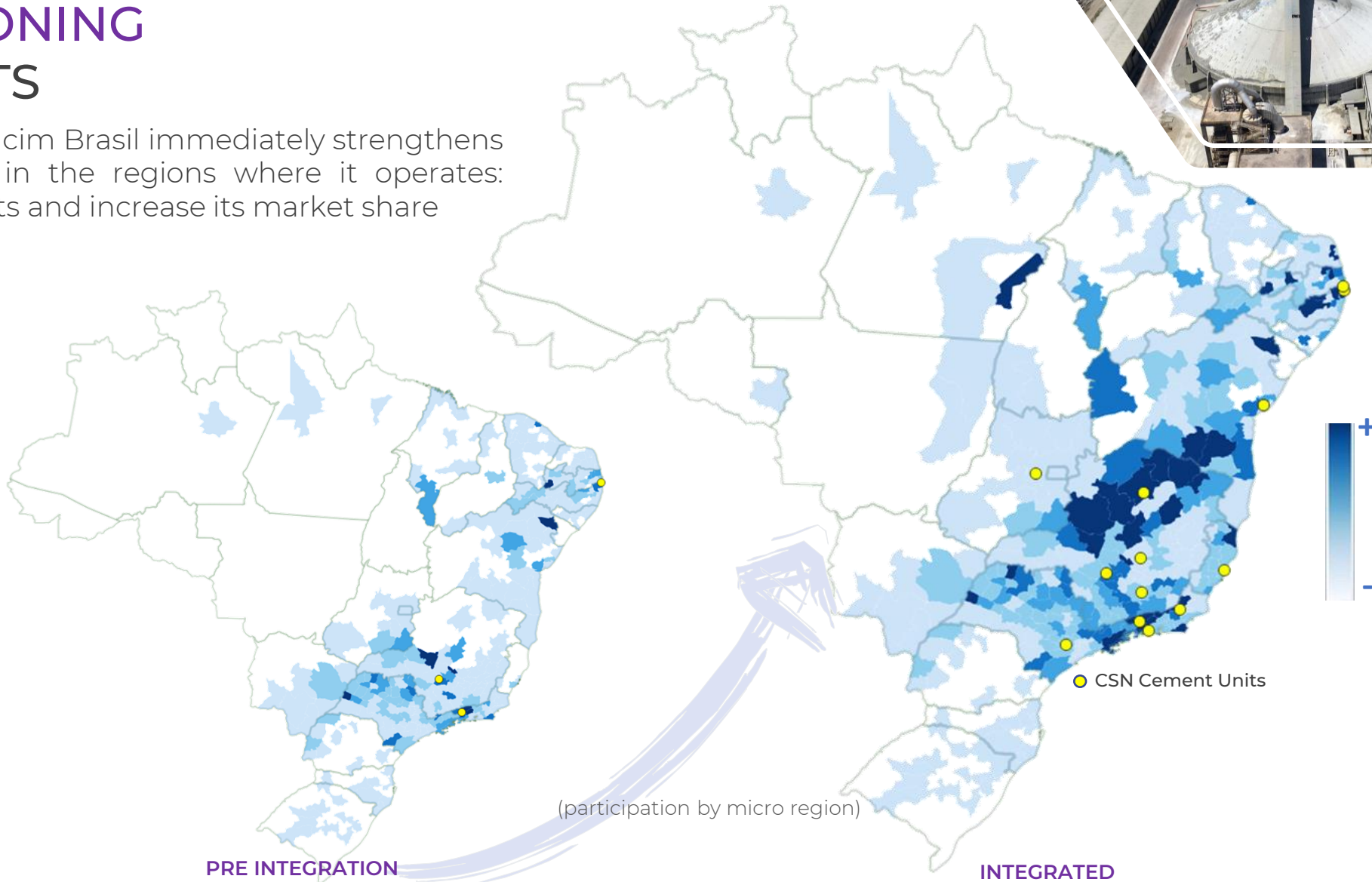


¹ Δ EBITDA previously estimated in BRL 445MM (Elizabeth acquisition + LafargeHolcim).
² Proforma result considers consolidation of CSN Cimentos Brazil results from Jan to Dec/22



UNIQUE POSITIONING ON KEY MARKETS

The acquisition of LafargeHolcim Brasil immediately strengthens CSN Cimentos' positioning in the regions where it operates: opportunity to optimize assets and increase its market share



OPPORTUNITIES OF ADDITIONAL VALUE GENERATION

Arcos Factory, MG



- Expansion of the **coprocessing** and **cementitious** platform
- Optimization of the new **customer base** potential, **portfolio diversification** and **sales channel**
- Integration on **downstream** with an increase in participation on the **aggregates** and **concrete** segments
- **Greenfield** projects, in strategic regions, to increase the **cement capacity**



DECARBONIZATION: INCREASE COMPETITIVENESS

Robust platform, expanding, with pillars aligned with circular economy concepts with the transformation of waste into alternative fuels for use in clinker kilns.

Geocycle Platform

STRATEGIC PILLARS



Alternative fuel to increase the competitiveness of plants.



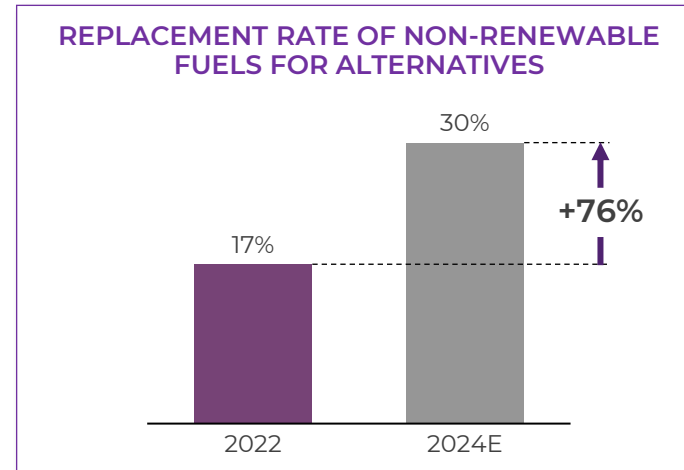
Important lever for reducing CO2 emissions.



Focus on the use of alternative fuel from urban solid waste.



Projects, Solutions and Businesses aligned with the circular economy concept.



IMPACT ON REDUCING THE COST OF CEMENT:

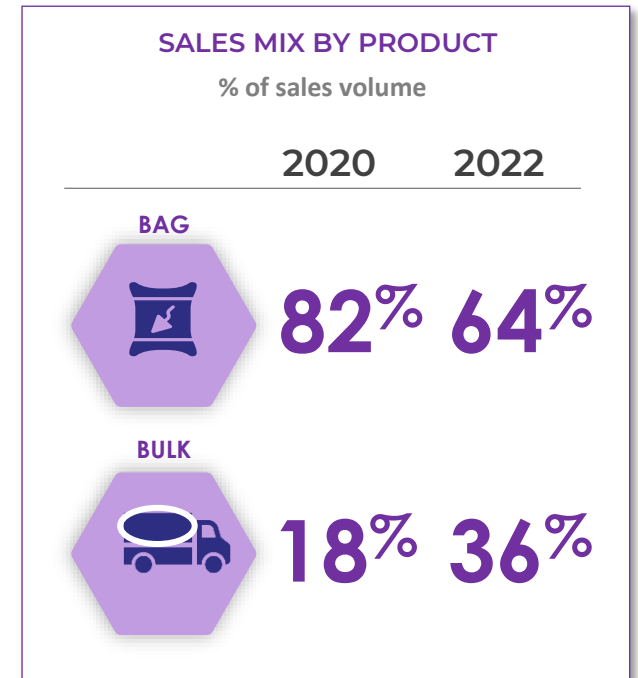
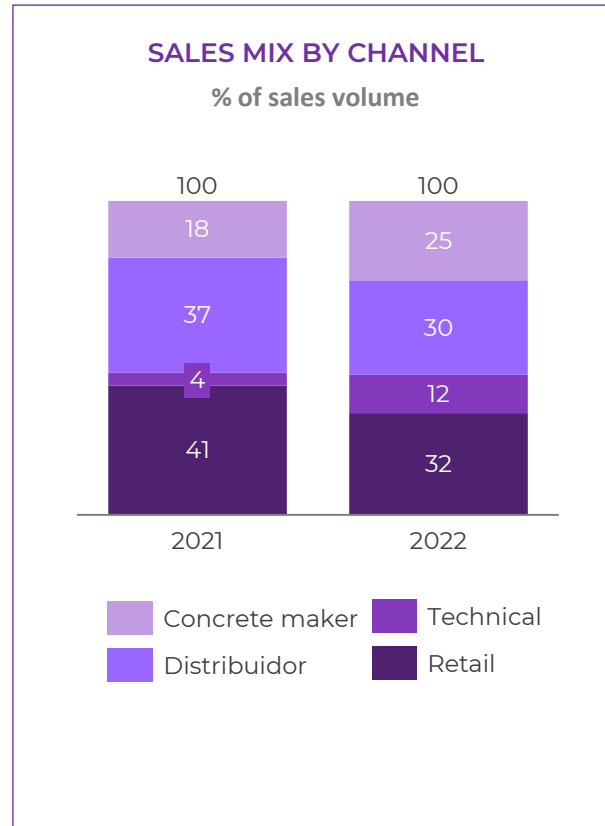
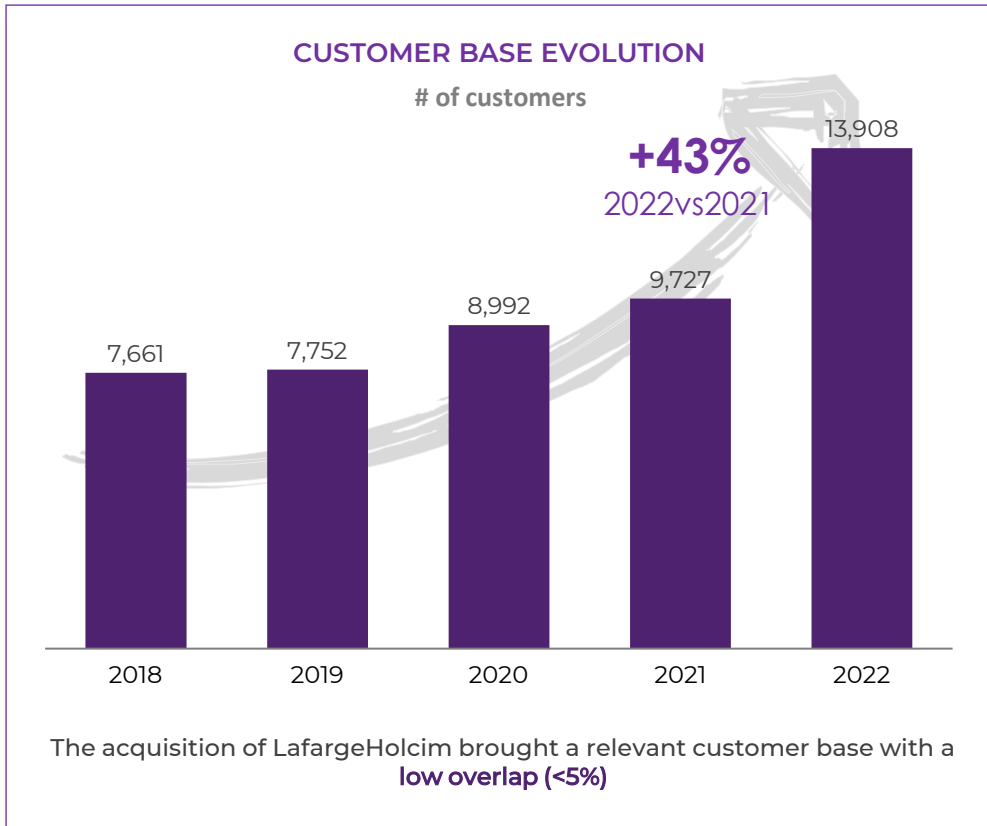
Δ EBITDA¹: BRL 150MM (BRL 12/t)

- **Coprocessing**
 - 2 co-processing projects
 - + 9 projects to increase the use of alternative fuels
- **Maximize the use of cementitious**
 - Adjustment in the product portfolio
 - Search for cementitious alternatives according to the region where the units operate

¹Considers current platform impact + entry of new projects (volume of 12.3Mtpy)

COMMERCIAL OPTIMIZATION

Complementary product portfolio associated with different sales channels to expand the customer reach with diversification and reduced volatility



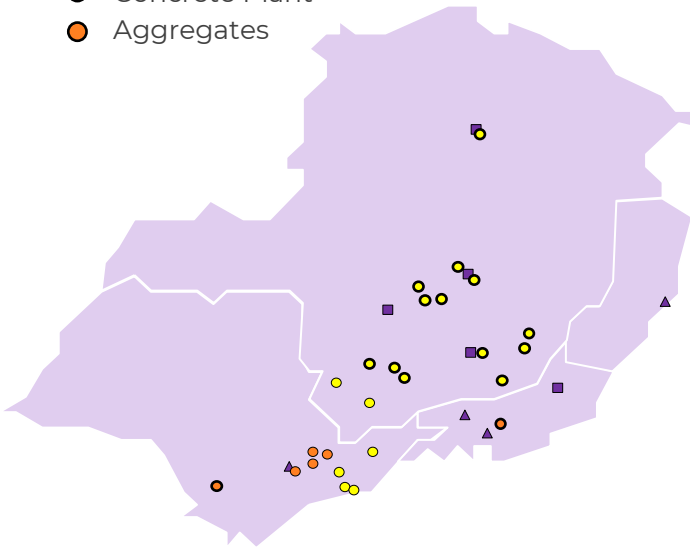
Diversification strategy reducing risks by capturing attractive margins

DOWNSTREAM INTEGRATION

Strategic positioning in the aggregates and concrete segments leverages synergies with cement through differentiation and value creation



- Integrated Plant
- ▲ Milling
- Concrete Plant
- Aggregates



STRATEGIC RATIONALE

Leverage cement growth strengthening the areas of **concrete** and **aggregates**, offering a **complete solution** to customers

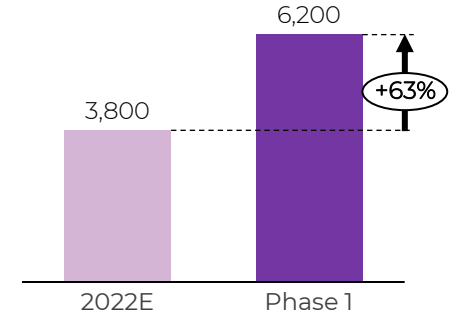
Positioning in the largest and most competitive market of the country (SP Metropolitan Region)

Capacity increase through investments in current plants, resumption of leased units and strategic acquisitions

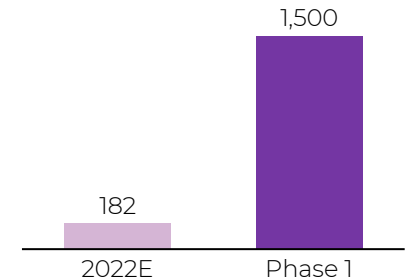
Expansion of the franchise network reinforcing the retail positioning (channel)

SHORT-TERM GROWTH

Aggregates (ktpy)



Concrete (km3/y)

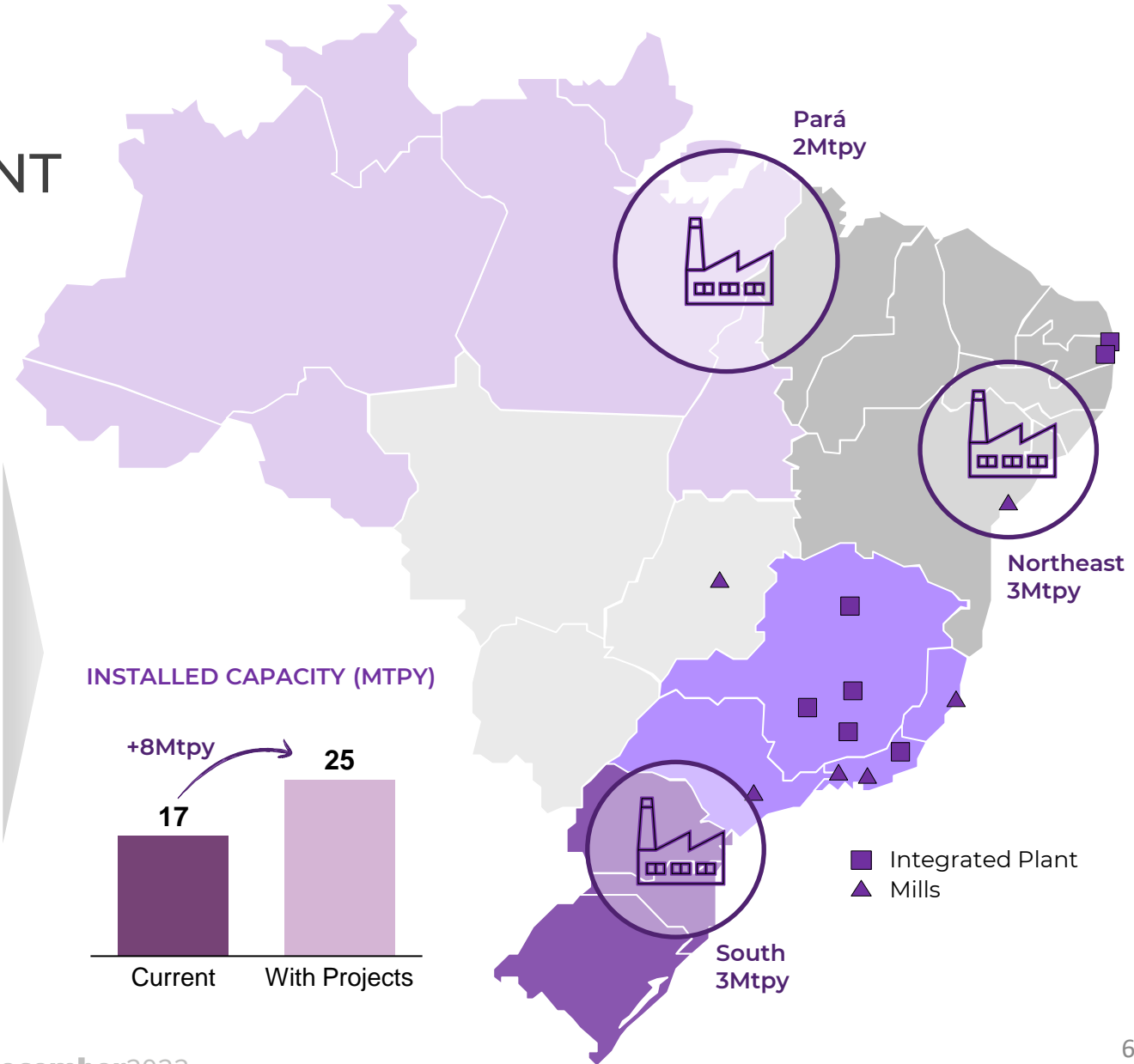


6 AGGREGATE PLANTS
19 CONCRETE PLANTS
+170 FRANCHISEES

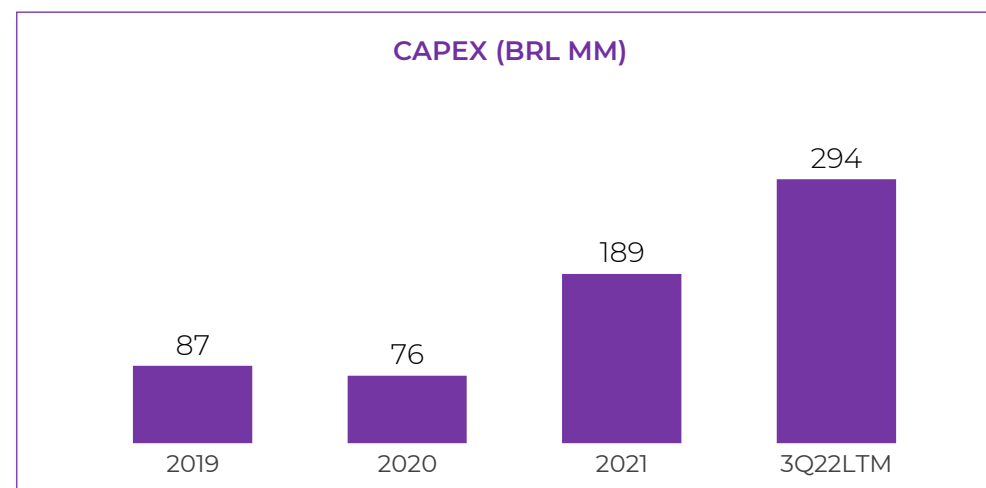
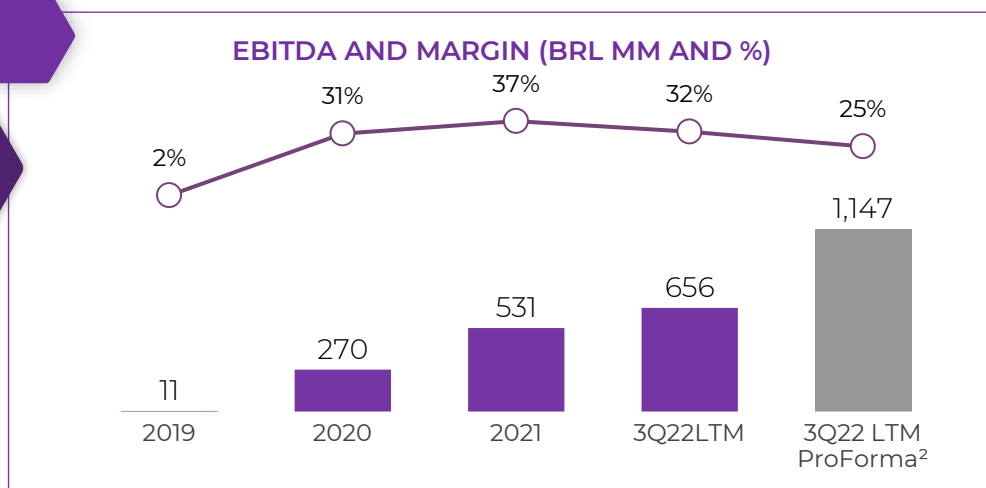
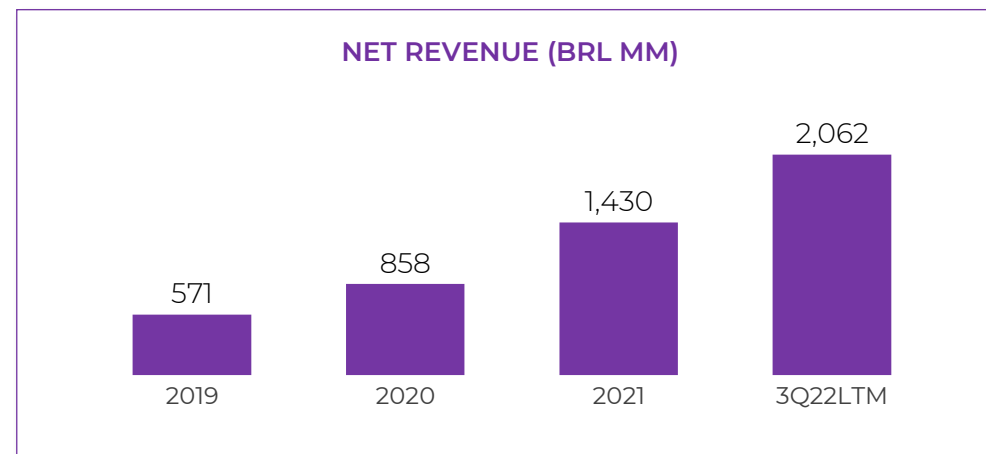
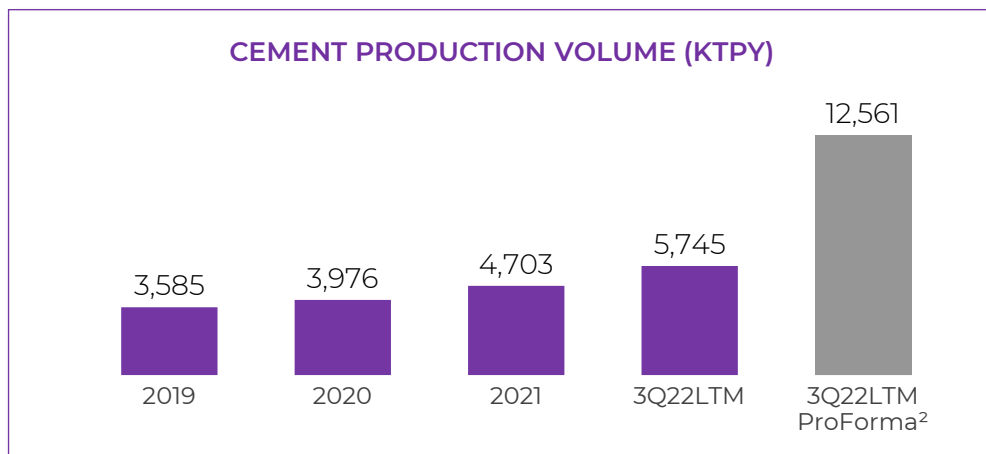
NEXT STEPS: ORGANIC GROWTH COMPLEMENTING THE FOOTPRINT

Greenfield projects at an advanced develop to meet the demand for new competitive capacity in the medium term.

- Growth strategy in **complementary regions** to the actual footprint
- Along with projects with the **capex/ton** and **cash cost more competitive** in the regions where they will operate
- Supported by **relevant limestone reserves** in quantity and quality
- Inside a **project schedule adapted** to the need for an additional capacity
- Taking advantage of a part of **equipment already purchased**, with the latest available technology
- Operating inside the **best practices for CO₂ emissions**, aligned with CSN's ESG strategy



PERFORMANCE HIGHLIGHTS¹



¹ Considers the consolidation of Elizabeth Cimentos as of Sep/21 and LafargeHolcim from Sep/22

² ProForma considers FY of LafargeHolcim's operations

ENERGY

Consolidation as a Business

Marcelo Cunha Ribeiro
CFO



STRATEGIES CONSOLIDATION

Reach **self-sufficiency** to support operations and consolidate CSN as a **solid generation player** with **renewable energy** commercialization.



ATTRACTIVE INVESTMENT



Returns above 20% with upside potential.

Low risks (excellent generation track, with proven performance).

INDUSTRIAL COMPETITIVENESS



Self-sufficiency with self-production:

Cost predictability.
Charges reduction.

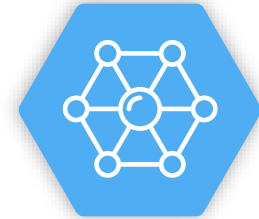
SUSTAINABILITY



CO₂ emission reduction.

CSN with 100% renewable energy.

BUSINESS DIVERSIFICATION



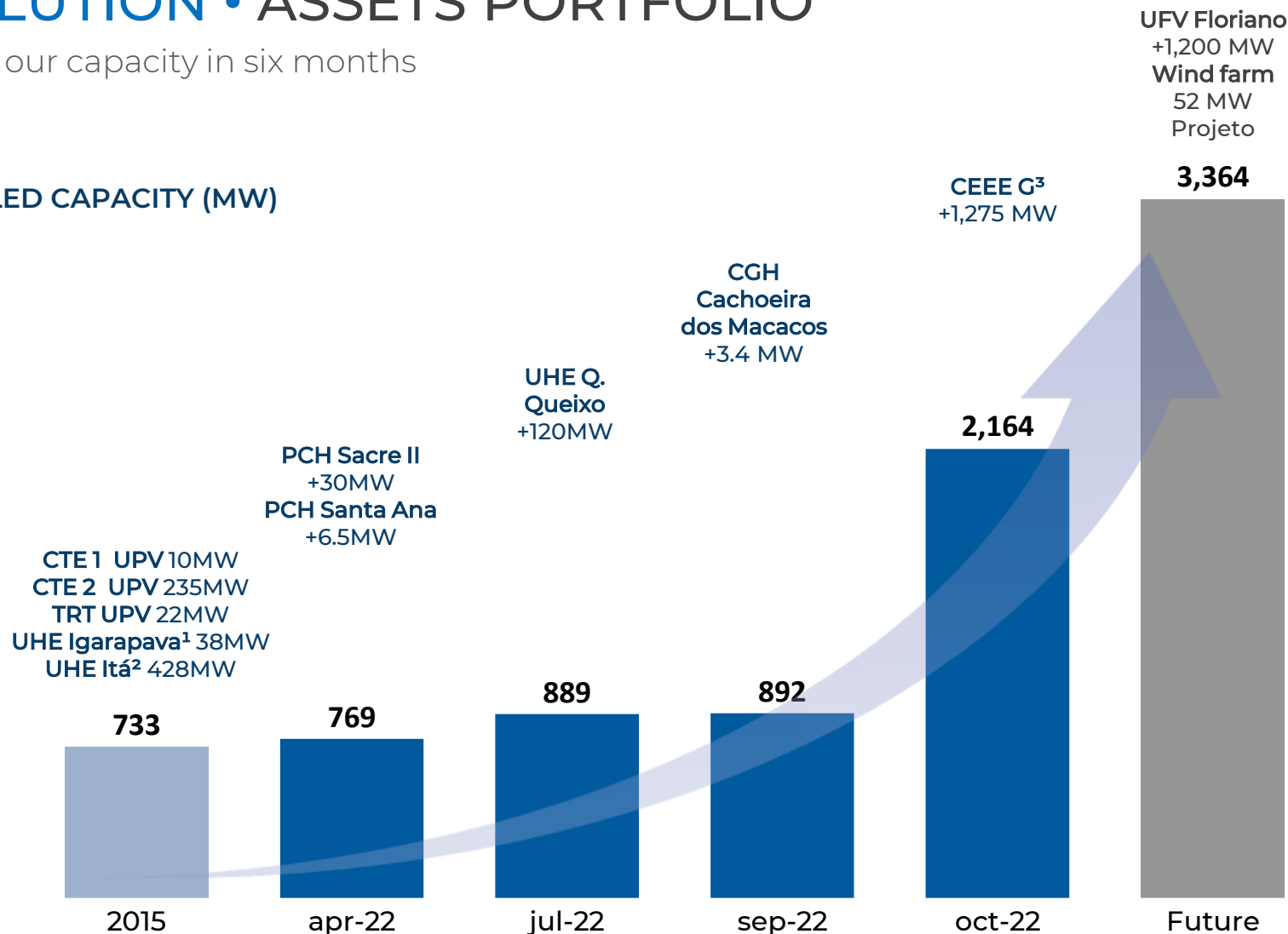
Intensive in cash generation.

Energy as a strategic pillar for CSN.

EVOLUTION • ASSETS PORTFOLIO

Tripling our capacity in six months

INSTALLED CAPACITY (MW)



Considers CSN participation:
¹17.9% | ²48.75% | ³66.23%

ACQUISITIONS • OVERVIEW

INSTALLED CAPACITY (MW)

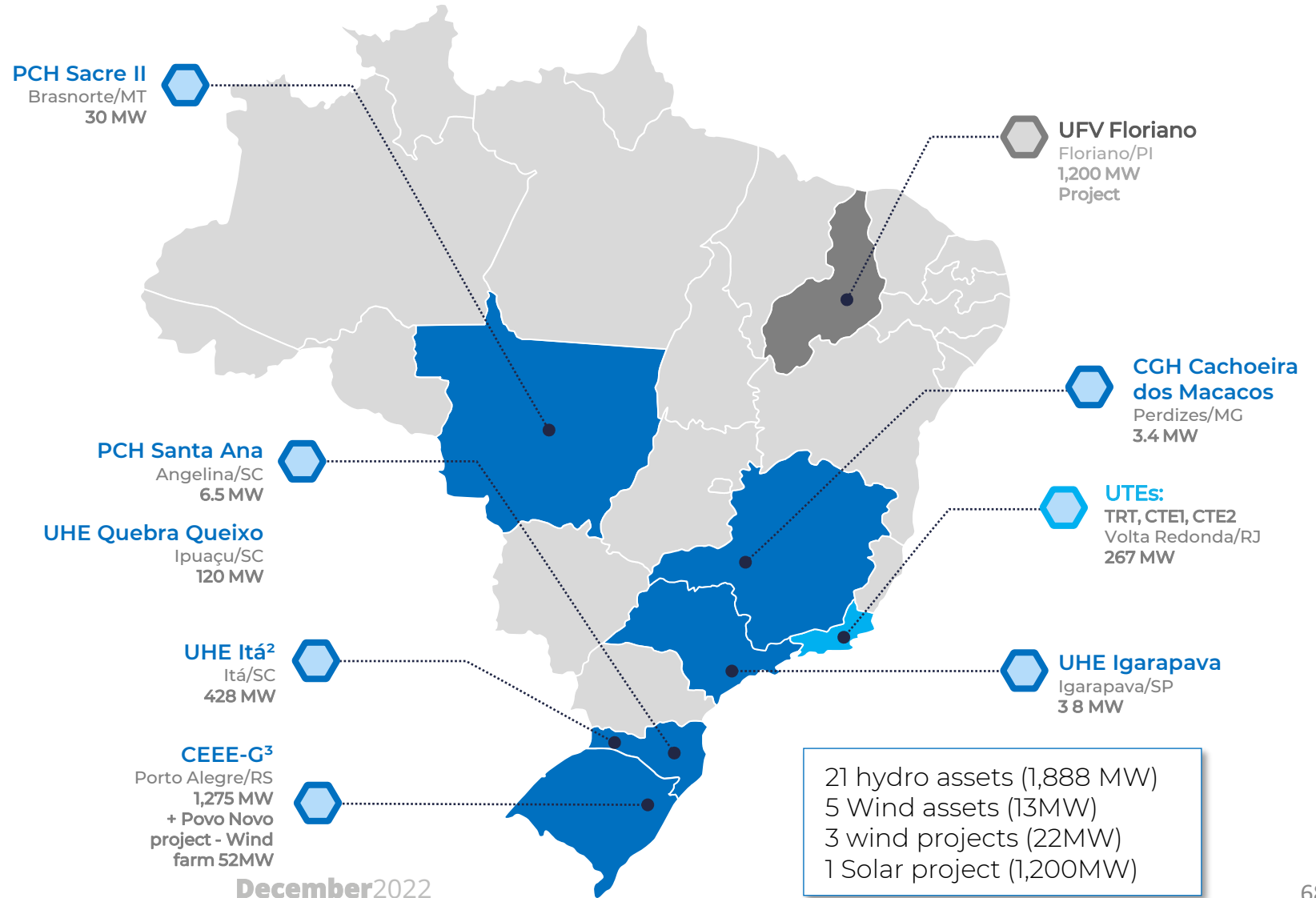
LEGEND

- Cogeneration with steel gases
- Hydraulic Generation (UHEs and PCHs)
- Photovoltaic Solar (grant requested)

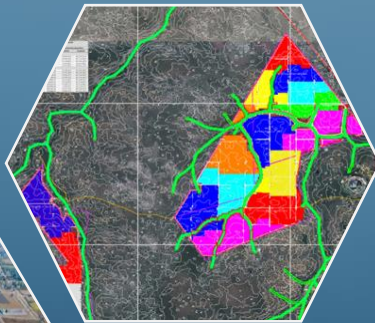
TOTAL: 2,164MW

With potential to reach 3,416 MW

Considers CSN participation:
¹17.9% | ²48.75% | ³66.23%



UFV FLORIANO PROJECT



Located in the state of Piauí, FLORIANO COMPLEX will have an installed capacity of 1.2 GW in one of the best sun exposed regions of Brazil, resulting in the generation of around 370 MW on average



Grant requested in February/22



15 Incentived Energy (50% discount on TUSD/TUST) – implementation within 4 years after the grant issuance

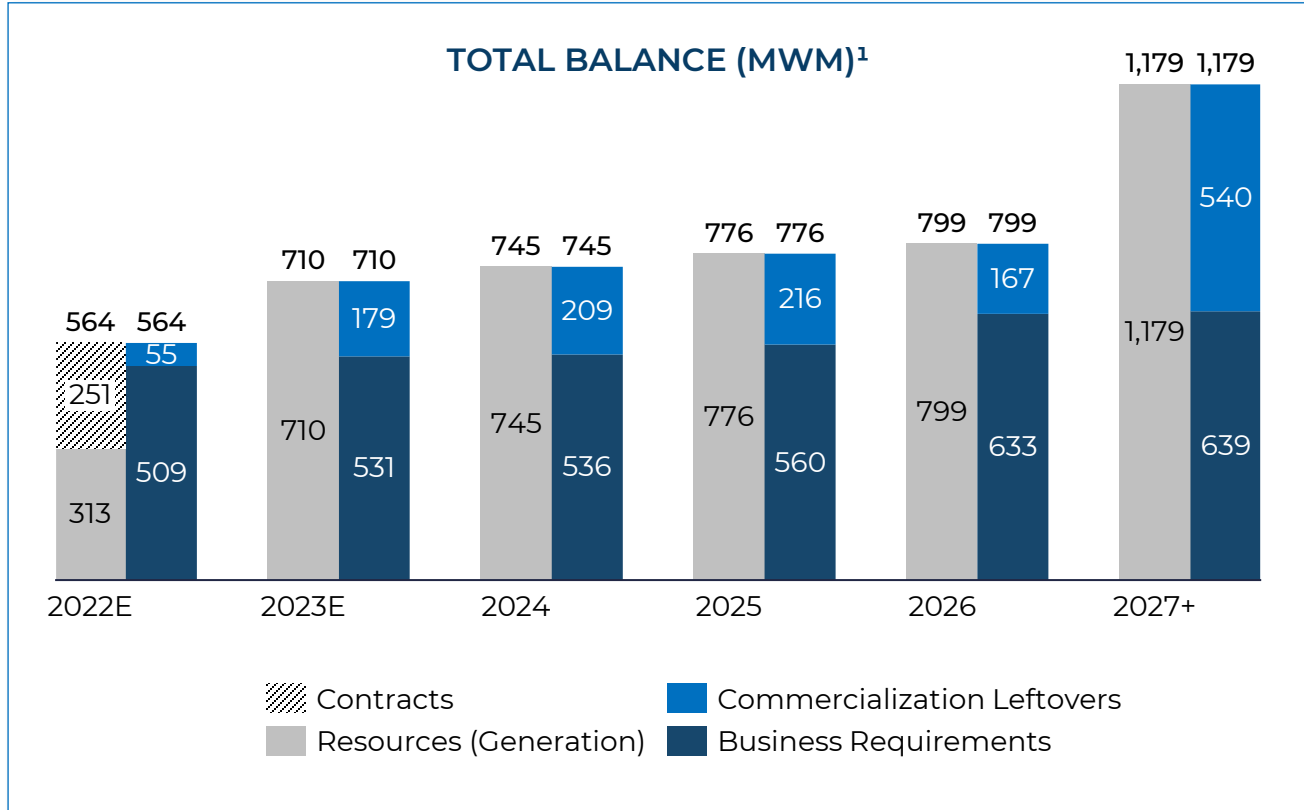


Connection to SIN under study via 500kV LT sectioning



Investment to be implemented in a phased manner and seeking partnerships

ENERGETIC BALANCE



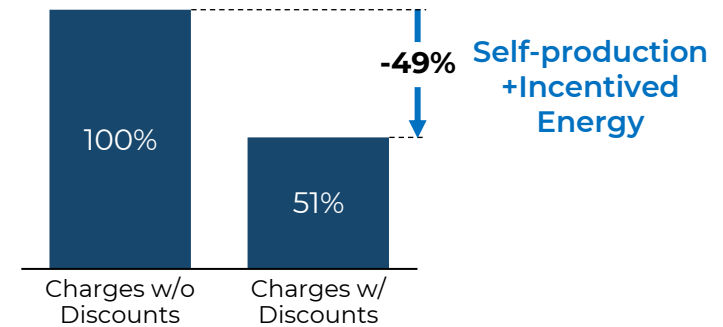
¹Considers GSF effects and Technical Losses.



MAIN HIGHLIGHTS

- Replacement of onerous contracts with own renewable generation with discounted charges

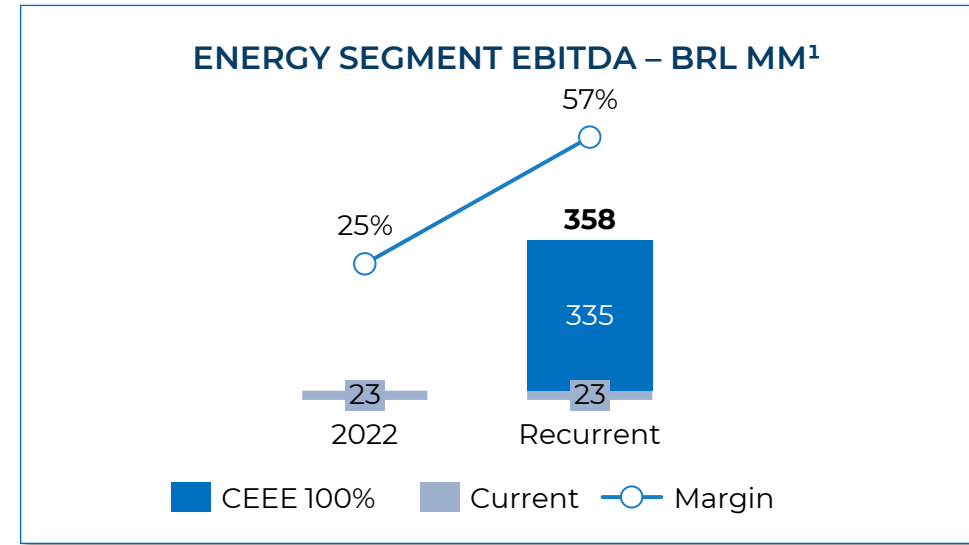
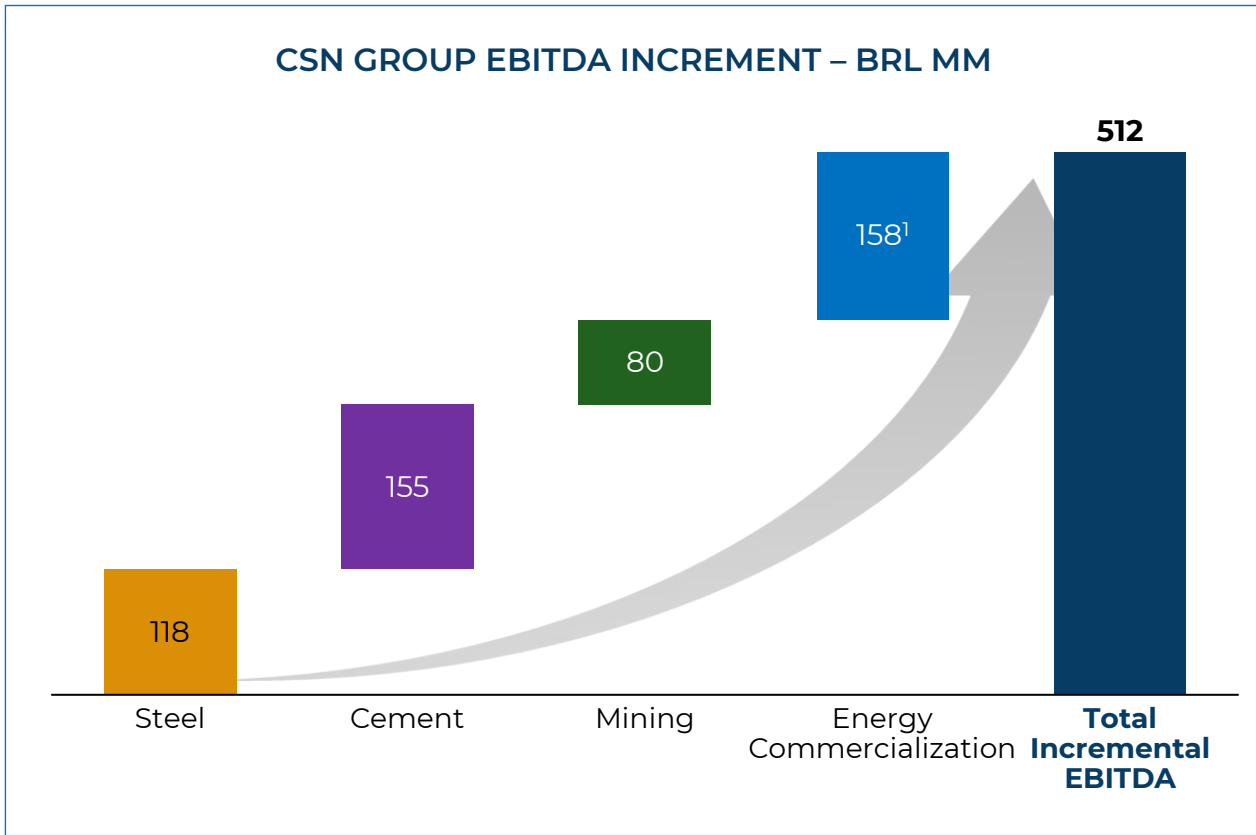
CHARGES 100-BASE INDEX



- Energy leftovers for commercialization

PERFORMANCE HIGHLIGHTS

ENERGY: A PROFITABLE BUSINESS



2022 Pro forma.
¹Disregards the contracts that will be terminated in the upcoming years.



LOGISTICS

MRS Concession Renewal
and Strategic Partnerships

Marcelo Cunha Ribeiro
CFO

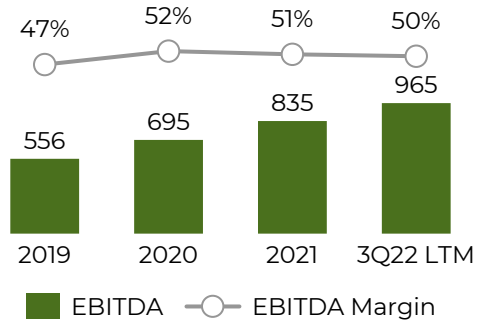




MRS¹

- Renewal of the concession until 2056 with planned investments of R\$11 billion
- Growth in ore volume with project ramp up
- Opportunity for diversification and growth of general cargo (Pulp, Civil Construction and Other Cargo)

BRL MM

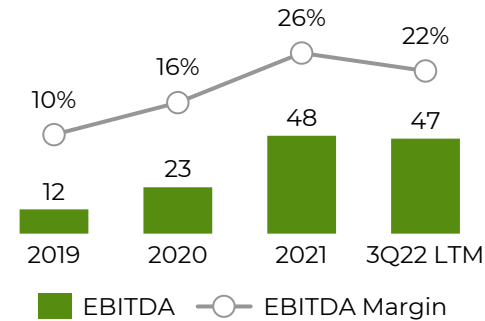


¹Participation of 37.27%

TRANSNORDESTINA

- **Malha Nova:** resolution of the regulatory impasse, about to allow the work to accelerate
- **Operational Mesh (FTL):** rapid growth of results from the modernization of the mesh
- Growth levers: fuel market (modal change and expansions), steel products and cement (volume capture via rail transport)

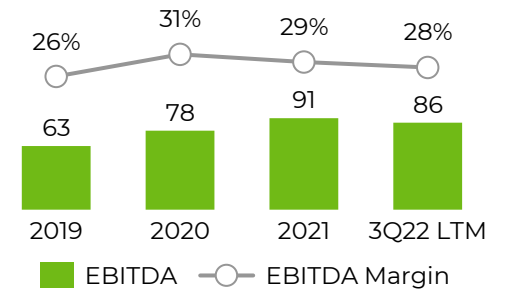
BRL MM



TECON

- Modernization of the park with the acquisition of 9 RTG's: increased productivity and cost reduction
- Cargo diversification strategy and logistics chain verticalization (oil and gas)
- Retroarea as a booster of new business

BRL MM



LOGISTICS BUSINESS

CSN
CMIN DAY 2022



FINANCIAL PERFORMANCE

Discipline in Capital Allocation

Marcelo Cunha Ribeiro
CFO



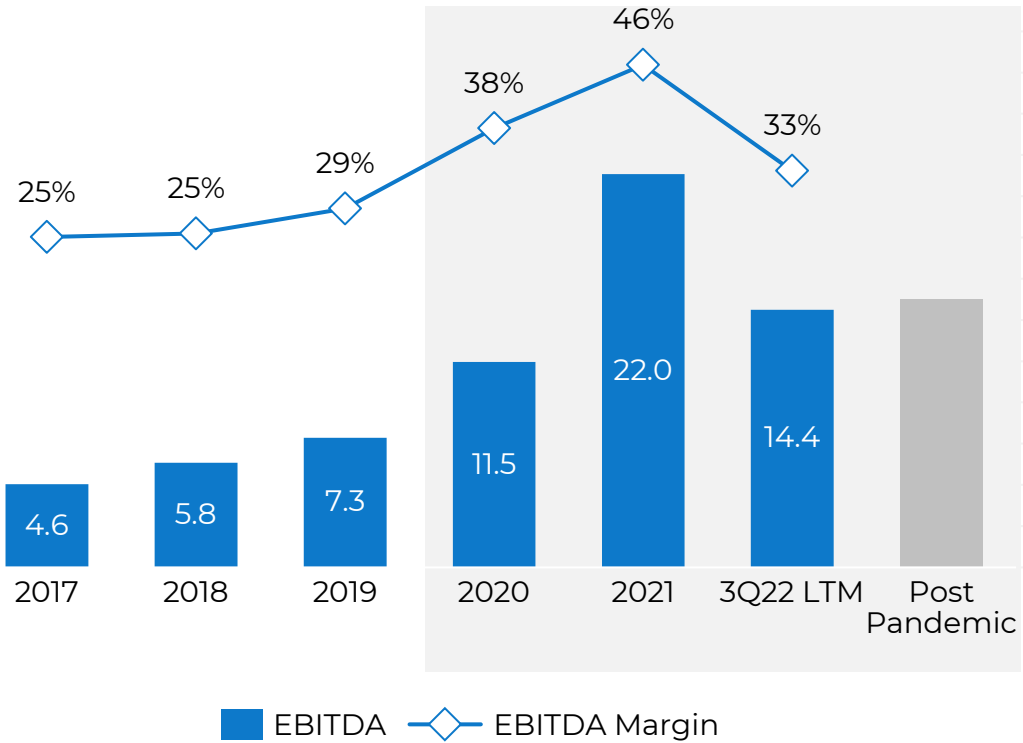
December 2022

NEW LEVEL OF RESULTS

DELIVERING RESULTS



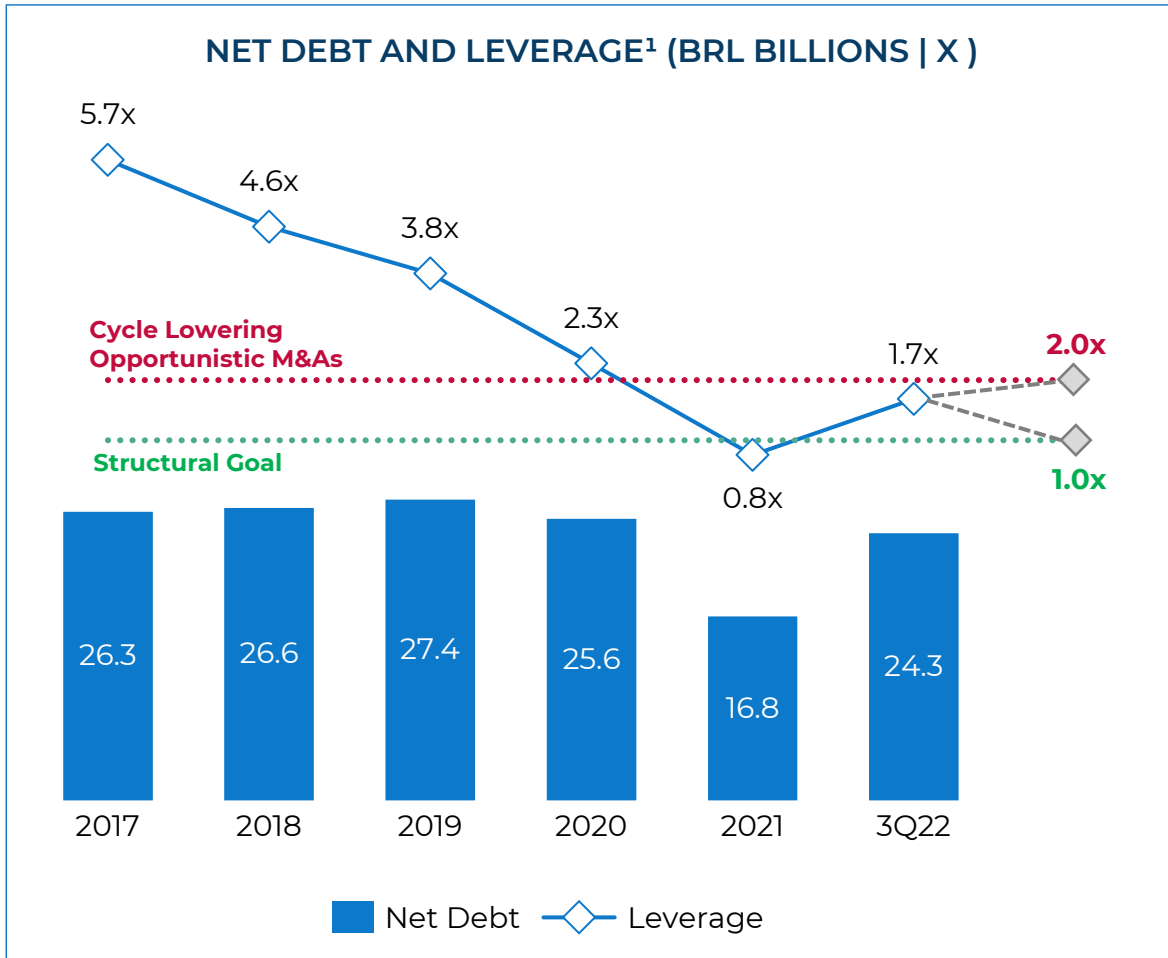
EBITDA AND MARGIN¹ (BRL BILLIONS | %)



(1) Considers participation on MRS (37.27%)

- Volume growth and acquisitions will offset price normalization
- portfolio diversification
- Cost competitiveness mitigates commodity volatility

COMMITMENT WITH THE CONTINUOUS DELEVERAGE

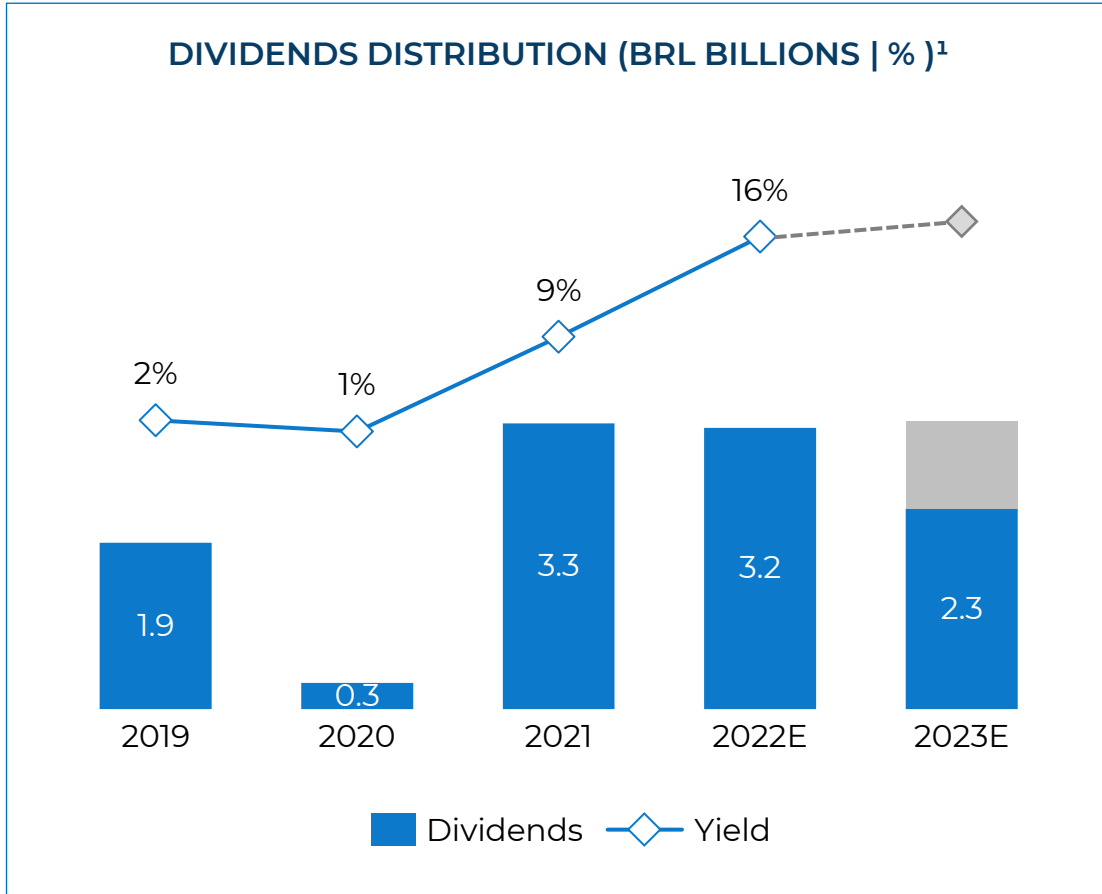


- Strong cash generation allowing continued debt reduction
- Acceleration alternatives: USIM, IPO's, Energy Partnerships



(1) Considers participation on MRS (37.27%)

SHAREHOLDER REMUNERATION



(1) Considers interest on equity and shares buyback

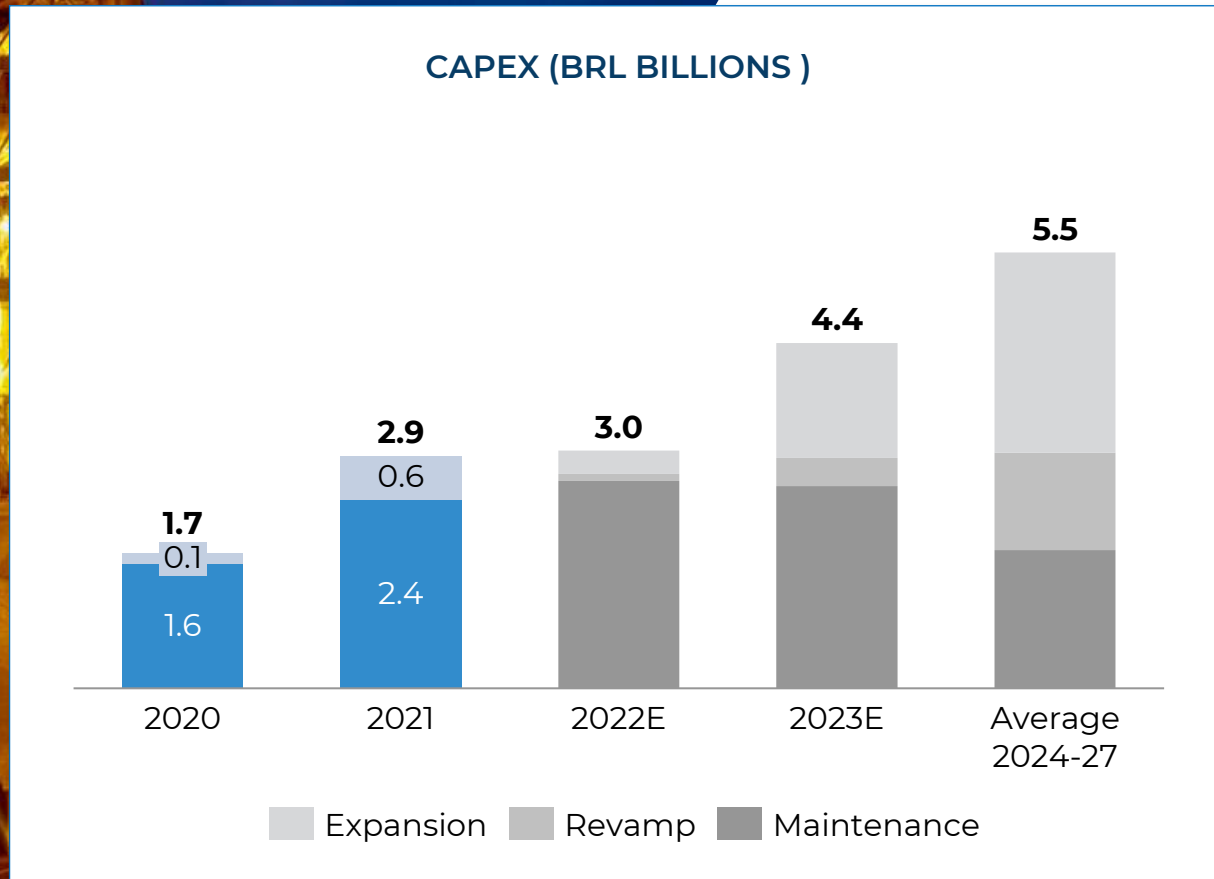


HIGHLIGHTS:

- BRL 8.7 Billion of dividends paid on 2019-22
- Commitment to the minimum distribution of dividends to maintain the targeted leverage.

NEW CYCLE OF INVESTMENTS

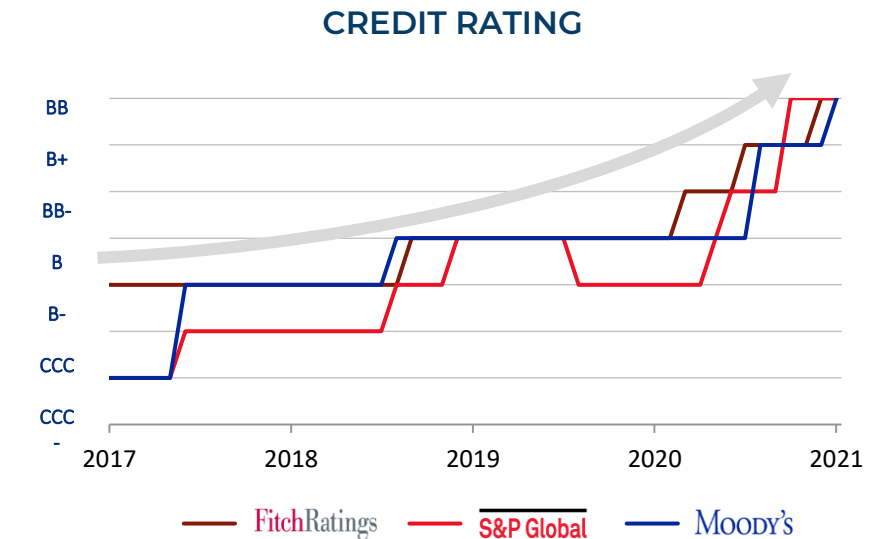
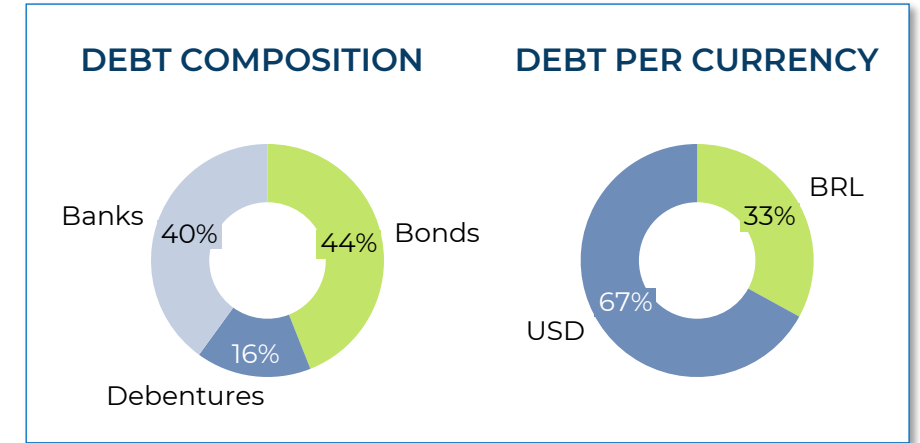
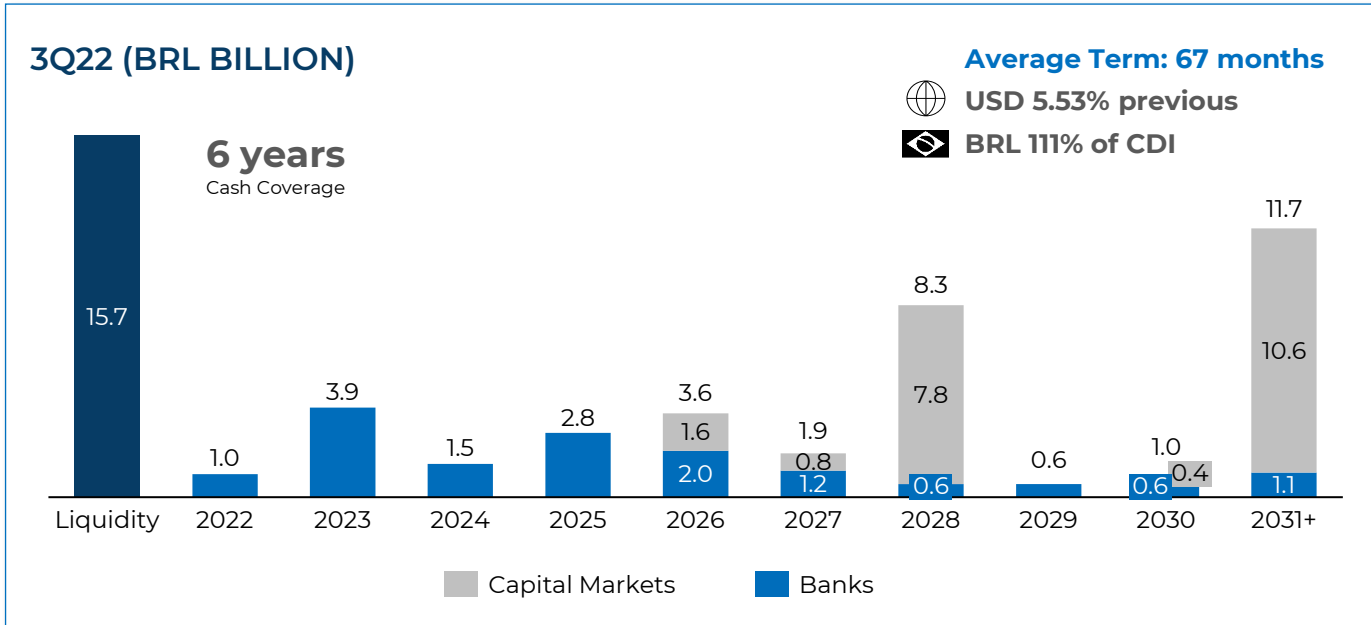
Focus on Investments to maintain operational reliability, competitiveness and growth



HIGHLIGHTS

- P15 stands out as the only relevant expansion project
- Modernization of the park and initiatives to increase productivity and reduce costs
- Sustaining of operations and decarbonization agenda
- Access to competitive capital to aim growth funding

CONTINUOUS IMPROVEMENT OF DEBT QUALITY



MAIN HIGHLIGHTS

BRL 13.7 bi captured in 2022

- Debentures / Bilateral Operations for Acquisitions: BRL 2.2 bi
- Debentures 12,431, ECA (SACE), Finep e CRI para projetos: BRL 4.7 bi
- Term Extension: BRL 4.1 bi (Bond 2032 and 12nd Debentures issuance)
- CEEE-G Bridge Loan BRL 1.9 bi
- Structured Energy Operations BRL 0.8 bi

Next Steps: Cost-effective long-term financing

- Nexi / JBIC - CSN Mineração
- IFC - CSN Mineração
- Infrastructure Debentures: CSN and CEEE-G

• FUTURE COMMITMENTS

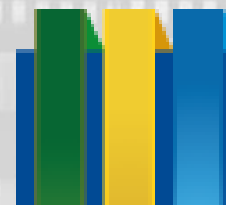
Clear and robust growth agenda for the next three years.





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Fazer bem, fazer mais,
fazer para sempre.

Thank you

