



# 3Q24 – ESG **PERFORMANCE**



# LEADERSHIP IN ESG ISSUES

With great enthusiasm, I share the advances and achievements of Companhia Siderúrgica Nacional in the third quarter of 2024. Each result achieved reflects our constant commitment to sustainability, safety, and social development. I am very proud of the transformations our team has promoted, step by step, contributing to a more solid and responsible future.

Seeking opportunities tied to the Company's decarbonization agenda, this quarter, we signed a contract with Petrobras for the supply of natural gas to the Presidente Vargas Plant, in Volta Redonda (RJ), marking the migration to the free gas market, making us the largest industrial consumer of natural gas in the free market in Brazil.

From this milestone, Petrobras and CSN will seek to develop joint solutions for the use of natural gas in other processes aligned with the decarbonization and energy transition agendas of both companies.

In the cement segment, the operation of the new waste co-processing platform began at the Alhandra Plant (PB), consolidating this fundamental operation to reduce our GHG emissions across all seven integrated CSN Cimentos plants.

As positive results of our efforts to decarbonize our operations, in 2024, we accumulated a 10% reduction in emission intensity in Steelmaking, 8% in emission intensity in Mining, and 2% in emission intensity in Cement production, compared to the baseline results for each target year.

At CSN Mineração, to address the prolonged dry season and as a form of adaptation to climate change, particulate material control actions at the Casa de Pedra unit were intensified. We acquired 17 new water trucks, doubling our spraying capacity, and initiated tests of an innovative spraying system using drones.

In workplace safety, because of the AGIR Program for the prevention of fatalities and high-potential accidents, we celebrated a

year without fatalities and a significant 58% reduction in the Accident Severity Rate compared to 2023. This quarter, we also reinforced our commitment to safety through the SipatMA, which this year focused on how each of our employees has a responsibility for their own safety as well as the collective's.

In the social sphere, we launched the "First Leadership Program," focused on developing potential successors for Supervisory positions. The program includes the "Empower" initiative, dedicated to increasing women's representation in leadership roles, boosting women's professional growth within the CSN group.

This quarter, we reached a 23.6% mark in female representation within the CSN Group, bringing us closer to our target of 28% of women in the workforce by 2025, a 6% growth compared to the same period in 2023.

These are just a few highlights of our ESG performance this quarter of 2024. I invite everyone to explore the following pages of this release for more details on our initiatives and results.

**Enjoy your Reading!**

*Doing well, Doing more, Doing it forever*

**Helena Brennand Guerra**

Health, Safety, Environment and Sustainability Director of the CSN Group

# ABOUT THIS REPORT

Since the beginning of 2023, CSN has started publishing its actions and performance, making its ESG performance and indicators available individually. This model allows stakeholders to access the main results and indicators quarterly, enabling effective and even faster tracking.

The information included in this release was selected based on relevance and materiality

to the Company. Quantitative indicators are presented in comparison with the period that best represents the metric for tracking.

More detailed historical data on CSN Group's performance and initiatives, as well as performance on other ESG targets, can be found in the Company's Integrated Report, available at [Integrated Report - CSN](#). ESG indicator assurance is conducted annually

for the completion of the Integrated Report; thus, information contained in quarterly releases may be subject to adjustments resulting from this process.

It is also possible to monitor CSN's ESG performance on our website: <https://esg.csn.com.br/>.

# ESG RATINGS

External recognitions in indexes and ratings highlight the Company's continuous progress, demonstrating our commitment to transparency regarding key practices and indicators aligned with sustainable development.

In the third quarter, CSN Group maintained its BB rating in MSCI and submitted its response to the CDP on Climate Change and Water Security, and is now awaiting its evaluation.

## Evolution in External Evaluations

	2020	2021	2022	2023	2024
SUSTAINALYTICS	50.1	39.1	26.0	26.7	28.1
MSCI	CCC	CCC	B	BB	BB
S&P Global Ratings	34	44	55	51	TBD
ISS ESG	D	D+	D+	C-	C-
CDP DISCLOSURE INSIGHT ACTION	C	B	B	A-	TBD
Transition Pathway Initiative	2	3	3	3	TBD
FTSE4Good			2.5	3.4	3.4
Programa Brasileiro GHG Protocol		✓	✓	✓	TBD



# Main ESG Goals<sup>1</sup>

“OUR AMBITION IS TO PROVIDE ESSENTIAL CARBON NEUTRAL MATERIALS TO THE SOCIETY BY 2050.”

## ESG goals

### Climate Change

- ✓ 20% reduction in CO<sub>2</sub>e emissions per ton of crude steel by 2035, WSA<sup>2</sup> methodology compared to the base year 2018
- ✓ Reduce CO<sub>2</sub>e emissions per ton of cement by 23% by 2030, reaching 392 kgCO<sub>2</sub>e/t cement, GCCA<sup>3</sup> methodology compared to the base year 2020
- ✓ 30% reduction in CO<sub>2</sub>e emissions per ton of ore produced by 2035 (scopes 1 and 2), base year 2020.
- ✓ Carbon neutral by 2044 in scope 1 and 2 emissions by CSN Mineração.

### Natural Capital



### Atmospheric Emissions

- ✓ Reduce 40% of particulate matter emissions per ton of crude steel produced at the UPV (steelworks) by 2030, base year 2019.

### Water Use Efficiency and Effluent Management

- ✓ By 2025, systematize and transparently present the volumes of water permitted, captured and released from CSN Group units, relating them to the risks of water scarcity in the basins in which they are located.

### Management and De-characterization of Dams

- ✓ Carry out the complete de-characterization of dams built upstream of CSN by 2030.

### Biodiversity

- ✓ Seek to achieve no net loss in biodiversity and, whenever possible, net positive impact (net gain).



## ESG goals

### Intellectual Capital



### Governance, Ethic and Compliance

- ✓ Maintain 100% of active employees trained in compliance, covering the code of conduct and anti-corruption policy.
- ✓ Continuously increase our Compliance Index with the best governance practices provided for in CVM Resolution No. 80/2022 (considered “Practice” and “Partially Practice”).

### Human and Social Capital



### Occupational Health and Safety

- ✓ Continually achieve the zero-fatality rate across the CSN Group (own employees and third parties).
- ✓ Reduce the accident frequency rate (LTI+NoLTI – own and third parties) by 30% by 2030 in the CSN Group in relation to the base year 2020 (factor of 1 million hours worked).
- ✓ Reduce the number of days lost due to accidents with own employees by at least 30% by 2030, base year 2021

### Diversity, Equity and Inclusion

- ✓ Achieve 28% female representation in the CSN Group by 2025 (base year 2020).

### Human Rights

- ✓ Implement the Stakeholder Engagement Plan (SEP) at the Alhandra and Arcos units by 2025.









1. The Company has other ESG goals that are published in its Integrated Report. Monitoring the performance of all the Company's goals can be carried out annually through this document.

2. World Steel Association.

3. Global Cement and Concrete Association.



# Performance on the main ESG Goals

	Indicators	Unit	Base-Year Indicator	6M24	Δ%	Status	Goal	Year-Goal
<b>Environmental</b> 	Emission Intensity Steel <sup>1</sup>	tCO <sub>2</sub> e / t crude steel	2.1 (2018)	1.9	-10		1.68	2035
	Emission Intensity Cement <sup>2</sup>	kgCO <sub>2</sub> e / t cementitious	509 (2020)	499	-2		392	2030
	Emission Intensity Mining (GHG) <sup>3</sup>	kgCO <sub>2</sub> e / t ore	7.10 (2020)	6.51	-8		4,97	2035
<b>Social</b> 	Accident Frequency Rate <sup>4</sup>	LTI + NoLTI	2.46 (2020)	1.95	-20		1.72	2030
<b>Governance</b> 	Diversity (women on staff)	%	14.3 (2020)	23.6	65		28%	2025



1. Considers emissions according to the WSA methodology and production from the UPV and SWT units.
2. GCCA Indicator 62 - Specific gross CO<sub>2</sub> per ton of cementitious product (kgCO<sub>2</sub>e/t cementitious). The target of a 23% reduction in emission intensity by 2030 compared to 2020 emission levels was approved by SBTi in the 2nd quarter of 2024. This target covers the Cement segment of CSN.
3. Considers emissions only from the mobile combustion category of Scope 1 emissions from CSN Mineração, which represent 95% of CSN Mineração's Scope 1 emissions, noting that Scope 2 emissions are zero due to 100% renewable energy consumption.
4. The rate considers accidents with and without lost time of own and third-party employees per 1 million hours worked from all Company units located in Brazil.

# ESG PERFORMANCE

## GOVERNANCE

- ✓ CSN Cimentos achieves GPTW (Great Place to Work) certification
- ✓ Exclusive event for investors in New York during Climate Week
- ✓ CSN and Petrobras sign agreement for natural gas supply in the free market in RJ
- ✓ CSN Cimentos obtains its first EPD (Environmental Product Declaration) at the Montes Claros unit

## SOCIAL AND DIVERSITY

- ✓ +65% increase in female representation in the CSN Group compared to 2020 (baseline year)
- ✓ +11% increase in female representation in leadership positions in the CSN Group compared to 9M23
- ✓ +269% increase in employees trained compared to 9M23
- ✓ Launch of the First Leadership program

## HEALTH AND SAFETY

- ✓ Zero fatalities in 2024
- ✓ AGIR Program contributes to a 58% reduction in accident severity rate compared to 2023
- ✓ -73% reduction in the number of days of absence due to accidents with own employees compared to 9M23
- ✓ 3,000 readiness tests conducted daily in the Company's operations

## ENVIRONMENTAL MANAGE

- ✓ -10% reduction in tCO<sub>2</sub>e emissions per ton of steel compared to the baseline year (2018)
- ✓ -8% reduction in KgCO<sub>2</sub>e emissions per ton of ore compared to the baseline year (2020)
- ✓ -2% reduction in KgCO<sub>2</sub>e emissions per ton of cement compared to the baseline year (2020)
- ✓ Implementation of co-processing in all integrated CSN Cimentos plants
- ✓ -12% reduction in water withdrawal intensity per ton of steel produced compared to 2023

## DAM MANAGEMENT

- ✓ Declarations of stability condition renewed in September 2024 with all dams considered stable





# NAVIGATE THE DOCUMENT



ENVIRONMENTAL DIMENSION



SOCIAL DIMENSION



GOVERNANCE DIMENSION





# ENVIRONMENTAL DIMENSION



## DECARBONIZATION PROJECTS

### CSN and Petrobras sign contract for natural gas supply in the free market in RJ

CSN signed a contract with Petrobras to supply natural gas to the Presidente Vargas Plant in Volta Redonda (RJ), focusing on transitioning the operation to the free natural gas market. With this, CSN becomes the largest industrial consumer of natural gas in the free market in Brazil. From this agreement, Petrobras and CSN will work to develop joint solutions for using natural gas in other processes aligned with the Company's decarbonization agenda, potentially projecting a reduction of up to 110 ktCO<sub>2</sub>e per year in emissions at the UPV following the implementation of these projects.



## BIO - Biodiversity Index

In Q3 2024, we completed the implementation of the Biodiversity Index (BIO) for operations at the Caaporã and Alhandra units in Paraíba. The BIO is an index that measures the level of biodiversity conservation in our operations located in sensitive ecosystems. The development of this indicator was based on the Biodiversity Indicator and Reporting System (BIRS) methodology from the International Union for Conservation of Nature (IUCN).



## CO-PROCESSING

In August, CSN Cimentos' Alhandra plant began operating its waste co-processing platform. This initiative, which uses industrial waste as alternative fuel to replace fossil fuels in cement production, is part of CSN Cimentos decarbonization strategy and could reduce between 10 to 13 kgCO<sub>2</sub> per ton of cement annually at the plant. The installation includes a complete system for storing and transporting waste and biomass. With the start of co-processing operations in Alhandra, CSN Cimentos now co-processes waste at 100% of its integrated plants.



## EPD (Environmental Product Declaration)

In the third quarter, CSN Cimentos obtained its first Environmental Product Declaration (EPD) for the CP ARI V product, manufactured at the Montes Claros - MG unit.

This milestone reinforces CSN Cimentos' commitment to transparency and reducing the environmental impacts of its products. With the EPD, we present detailed and comparable data on the environmental impact throughout the product's life cycle. This data is verified by an independent entity, ensuring its reliability and contributing to the Company's environmental commitment to reducing environmental impacts for the benefit of society.

Access the complete document through the QR code on the side:



## PARTICULATE MATERIAL CONTROL

As a form of adaptation to climate change, CSN Mining has been continuously improving its various actions for controlling particulate material emissions. In addition to operating with fixed spraying systems at the mine and plant, a mobile spraying system with water trucks, the application of polymers and nylon screens on pit slopes, laterite application on product piles, and revegetation by hydroseeding on waste and tailings piles, this year, 17 new water trucks were acquired, doubling the spraying capacity of the existing fleet.

Additionally, an innovative drone spraying system is also being tested. Another highlight is a technology that will enable the prediction of areas most prone to emitting particulate material through temperature and wind analysis, allowing for even faster preventive actions by the Company. In total, actions for slope and pile protection are planned to cover over 440 hectares in 2024.







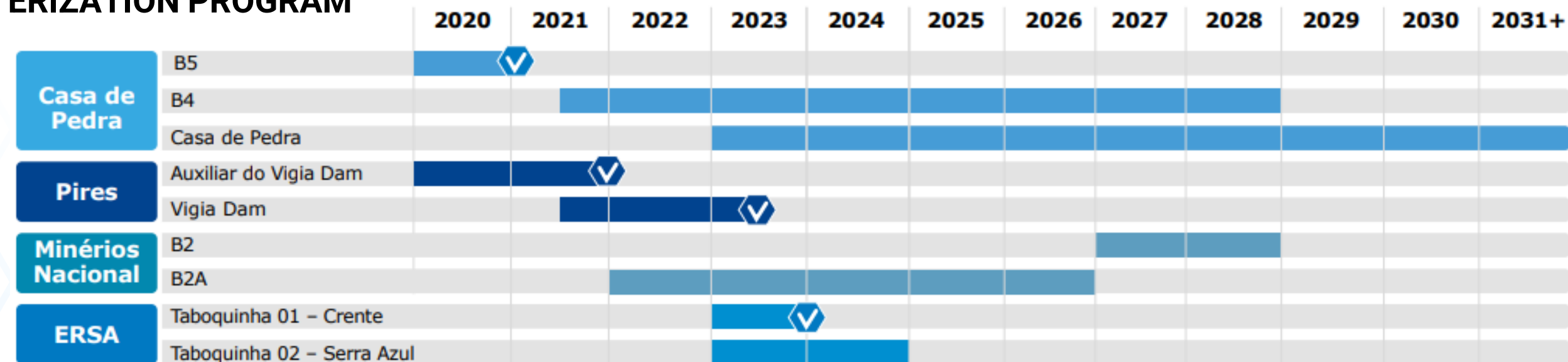
# DAMS MANAGEMENT

In September 2024, all dams of CSN Mineração, Minérios Nacional (MIPE), and Estanho de Rondônia (ERSA) – companies controlled by the CSN Group – had their stability assured by an independent external auditor, as required by current national legislation.

Continuing the schedule for de-characterization the Company's dams, the de-characterization of the Vigia, Auxiliar do Vigia, B5, and Taboquinha 1 dams has been completed so far. The decommissioning of the Vigia Dam has been recognized by FEAM, with only monitoring remaining for the legally required period before it can be delisted as a dam by ANM. The works on the B2A, B4, and Taboquinha 02 dams are ongoing, with completion expected according to the bellow schedule.

All Dams with  
**stability  
Certified**  
*(September.2024)*

## DECHARACTERIZATION PROGRAM



External audits carried out twice a year



Cross-checking (peer review) of audits and projects



New projects in progress for the reuse of mining tailing

# ENVIRONMENTAL PERFORMANCE

Atmospheric Emissions – Steel	Unit	9M23	9M24	Δ%
NOX Emission	t	1,536	1,650	7
SOX Emission	t	1,491	1,076	-28
PM Emission	t	2,226	1,567	-30

Air Quality – Steel <sup>1</sup>	Unit	9M23	9M24	Air quality index
UPV – Vila Santa Cecília – Automatic Station	µg/m <sup>3</sup>	22	21	99% Good 1% Moderate
UPV – Retiro – Automatic Station	µg/m <sup>3</sup>	28	32	90% Good 10% Moderate
UPV – Belmonte – Automatic Station	µg/m <sup>3</sup>	37	34	90% Good 10% Moderate

Atmospheric Emissions <sup>2</sup> - Cement	Unit	9M23	9M24	Δ%
NOX Emission	t	6,615	8,615	30
SOX Emission	t	5,535	6,409	16
PM Emission	t	1,068	628	-41

Water Management	Unit	9M23	9M24	Δ%
Water withdrawal	Megaliters	70,689	74,073	5
Water disposal	Megaliters	56,605	59,280	5
Water consumption	Megaliters	14,084	14,793	5

Water Intensity	Unit	2023	9M24	Δ%
Intensity per steel production	M <sup>3</sup> / t steel	21.50	19.01	-12
Intensity per cement production	L/ t cement	0.19	0.22	18
Intensity per ore production <sup>3</sup>	M <sup>3</sup> / t ore	0.26	0.27	2

Waste Management	Unit	9M23	9M24	Δ%
Hazardous waste generated	t	27,505	73,065	166
Non-hazardous waste generated	t	2,514,296	2,371,610	-6
Percentage sent for sustainable treatment	%	97%	96%	-1

Climate Change	Unit	2023	9M24	Δ%
Emissions intensity per steel production <sup>4</sup>	tCO <sub>2</sub> /t	2.1	1.9	-10
Emissions intensity per cementitious production <sup>5</sup>	kgCO <sub>2</sub> /t	485	499	3
Emissions intensity per iron ore production <sup>6</sup>	kgCO <sub>2</sub> /t	7.0	6.5	-7

1. Referring to UPV. Considers monitoring carried out at automatic stations and presents the annual average of emissions. Air quality was classified as "good" in more than 90% of measurements.

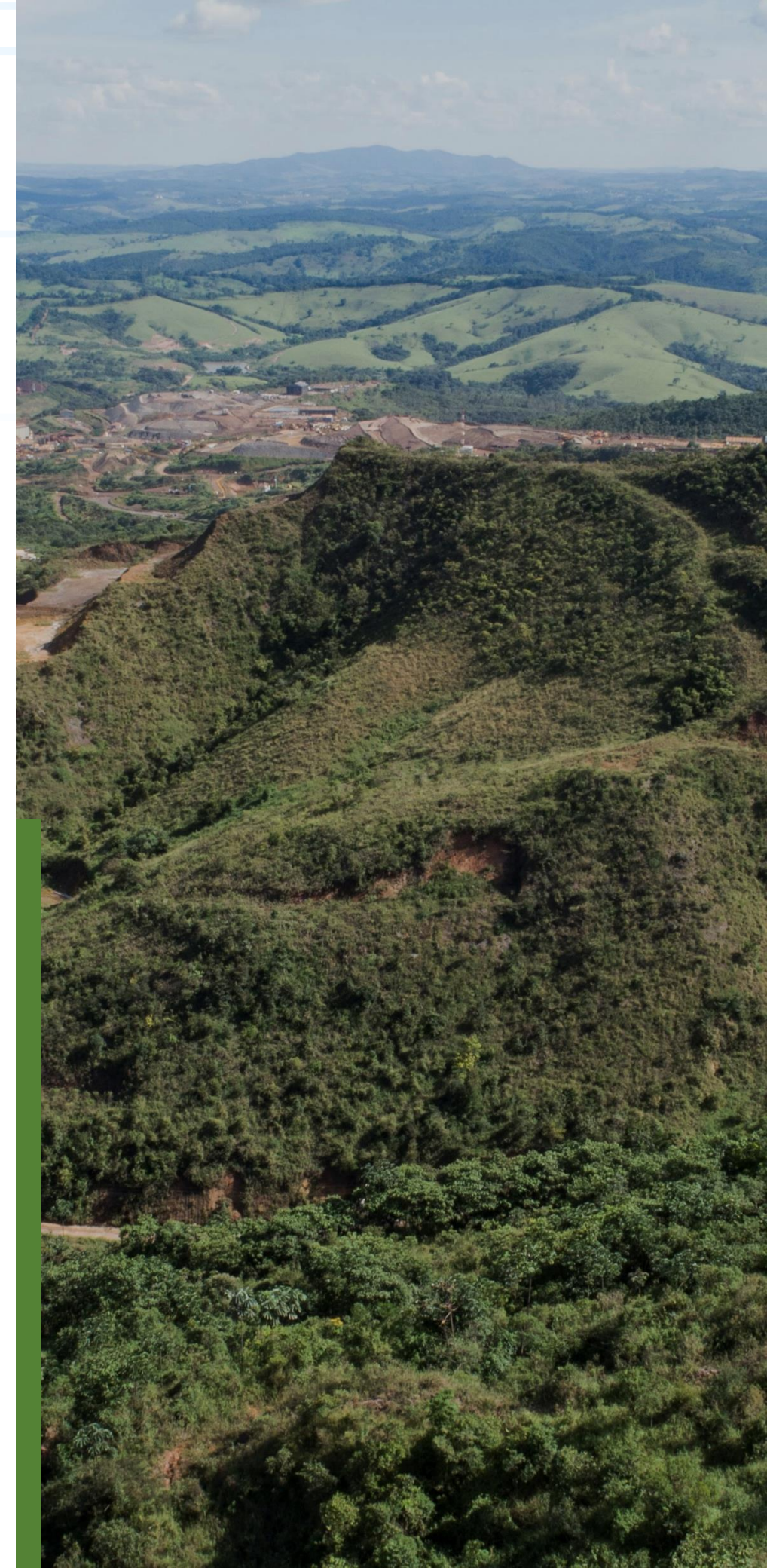
2. The variation in NOx and SOx values in the Cement segment is due to variations in the combustion process in clinker furnaces. The significant reduction in Particulate Matter occurred due to maintenance on the filter at the Barroso unit.

3. Considers the capture of water from the production process of the central plant of Casa de Pedra, the production process of Pires and drinking water.

4. Considers emissions according to the WSA methodology and production of UPV and SWT units.

5. GCCA 62 indicator - Specific gross CO<sub>2</sub> per ton of cementitious product (kgCO<sub>2</sub>e/ton cementitious).

6. Considers emissions only from the mobile combustion category of CSN Mineração's Scope 1, which represent 95% of CSN Mineração's Scope 1 emissions, emphasizing that Scope 2 emissions are zero because electricity consumption comes 100% from renewable sources.





# SOCIAL DIMENSION

## OCUPATIONAL HEALTH AND SAFETY

### SIPATMA

From September 23 to 27, CSN Group held SipatMA 2024, marked by various activities that reinforced the commitment of operations to the prevention of workplace accidents, occupational illnesses, environmental awareness, and the fight against sexual harassment and other forms of violence in the workplace.

With the theme "Health and Safety Start with Me," the corporate program of SipatMA 2024 included discussions aligned with programs developed throughout the year by CSN Group's Sustainability, Environment, Health, and Workplace Safety Directorate.

Among the highlights was the AGIR Program, which directly influenced local activities, serving as a foundation for actions focused on Critical Risk Management. New this year was the "SipatMA 2024 Moment," featuring podcasts led by Business Directors and the Communication team, discussing topics on Critical Risks, further enriching the debates of SipatMA 2024.

Throughout the week, over 37 thousand people participated in nearly 500 activities held at the Company's units, demonstrating CSN Group's commitment to Workplace Safety, reaffirmed as a non-negotiable value across all its operations.

Simultaneously, the Sustainability area presented employees with an overview of the responsible management of water resources and investments in technologies to reduce and reuse water in the group's operations. This initiative was an invitation to reflect on conscious water consumption, both for the Company's operations and for the planet.

The week also celebrated Tree Day, observed on September 21, with activities at all group units focused on the protection and preservation of forests and habitats surrounding their operations.

### READINESS TEST

The readiness test is an online tool that assesses work readiness and predicts possible changes in attention and response levels that could increase accident risk due to personal factors. The test is conducted daily with employees performing critical tasks at all operational units of the CSN Group. In the third quarter, approximately 3,000 users were tested daily throughout the Company.

**3,000** employees take the readiness test daily.





# SOCIAL DIMENSION

## HUMAN DEVELOPMENT

### DIVERSITY, EQUITY AND INCLUSION (DE&I)

#### Mover Hello Program:

CSN, in partnership with Education First (EF), awarded scholarships for English courses through the Mover Hello Program, aimed at the development of self-identified Black employees.

The objective is to expand career opportunities for these professionals through language training. With more than 1,400 applicants, the course, 100% online and free, will last one year and is available for all proficiency levels, with no age restrictions. This initiative aims to support continuous development and accelerate the careers of these employees.

#### Inclusion Census:

In August 2024, CSN Cimentos, in partnership with the Somar Diversidade consultancy, launched an Inclusion Census to map employees with disabilities or reduced mobility, aiming to promote a more inclusive work environment and ensure compliance with quota legislation. The census, conducted via an online questionnaire, achieved nearly 80% participation, demonstrating high engagement. This initiative reinforces CSN's commitment to inclusion and equitable employee development.

### 2024 DEVELOPMENT PATHWAY

In the third quarter, workplace health and safety training was the primary highlight of CSN Group's development pathway, with more than 80% of employees trained. Additionally, the 2023 Integrated Report Quiz was launched, covering results, goals, and ESG practices across all CSN Group segments as part of the mandatory pathway for all leadership.

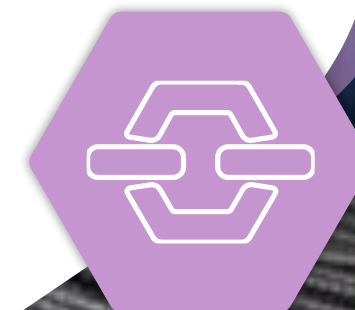
### FIRST LEADERSHIP

In July, the First Leadership Program was launched to develop employees identified as potential successors to supervisory positions, benefiting more than 590 people. Lasting about 10 months, the program offers training to accelerate their development and prepare them for future challenges. Within this initiative, the EMPODERA program was created exclusively for women, offering an additional training pathway to promote women's professional growth and increase their representation in leadership positions within CSN Group.

### INTERNATIONALIZATION 2024

Continuing the Internationalization Journey, in August, 12 employees traveled to the United States and Switzerland, divided into two groups, with the aim of advancing strategic projects for the Company. Launched in 2023, this initiative seeks to expand CSN's presence in international markets, strengthen local business partnerships, and implement new practices and processes that bring greater efficiency to the Company's daily operations.

**CSN Cimentos was ranked among the top 20 companies to work for in the state of Rio de Janeiro by the global consultancy Great Place to Work.**





# SOCIAL DIMENSION

## SOCIAL RESPONSABILITY



### TRAINING

In the third quarter of 2024, the CSN Foundation conducted "Project Development" training sessions for local organizations in Montes Claros (MG) and Cantagalo (RJ). The initiative aimed to strengthen the positive impact of local organizations by providing tools to help them develop structured projects that meet community needs and to improve strategies for more efficient fundraising. A total of 59 people from 25 institutions participated in these activities.

### AWARENESS

In recognition of July 13th—the anniversary of the enactment of the Child and Adolescent Statute (ECA)—students from all 14 units of the Garoto Cidadão project engaged in activities to promote awareness of human rights and the comprehensive protection of children and adolescents. Activities included interventions and debates in schools, leaflet distribution, discussion circles, and awareness campaigns emphasizing the importance of the ECA for families. More than 4.3 thousand people were impacted by these actions.

### DIVERSITY ENGAGEMENT

The Cultural Center has always positioned itself as an open space committed to inclusion and respect for diversity, particularly in supporting the LGBTQIA+ community. Highlights include partnerships in the Municipal Council for LGBT Rights Inauguration Ceremony, the "Pride Yourself" Award, and the "Rainbow Warriors" exhibit. In the third quarter of 2024, the "Cine Escada" initiative gained attention by hosting open-air documentary screenings followed by discussion circles with filmmakers and artists. Featured films included "Limiar"—following a teenager's gender transition, and "Rainhas da Noite"—exploring the world of drag queens in São José do Rio Preto, sparking meaningful discussions on identity, art, and resilience.

### ENVIRONMENTAL EDUCATION

CSN's Environmental Education Programs, organized by the CSN Foundation, held events in September in honor of National Tree Day on September 21. Through interactive activities, lectures, and field visits, participants learned about the essential role of forests in maintaining ecological balance. These initiatives, held in Arcos (MG), Congonhas (MG), and Volta Redonda (RJ), engaged over 3.5 thousand people.

	9M24
Young people benefited <sup>1</sup>	5,531
Young employed <sup>2</sup>	1,460
Public served <sup>3</sup>	86,431

<sup>1</sup> Young people benefited by the Garoto Cidadão, Capacitar, Young Apprentice, Internship, Steel Drums and Soccer projects.  
<sup>2</sup> Young employees from the Foundation's programs: Young Apprentice, Internship Integration, Citizen Mentoring, Theater Scholarship, Capacitar Hotelaria e Serviços.  
<sup>3</sup> Public present at the public presentations, carried out by the projects: Garoto Cidadão, Caminhão, Tambores de Aço, Centro Cultural and Histórias que Ficam.



Access the 3st  
2023 Impact Report of FCSN



# SOCIAL PERFORMANCE

Occupational Health and Safety	Unit	9M23	9M24	Δ%
Number of accidents with and without lost time (own employees)	Number	67	74	10
Number of accidents with and without lost time (contractors)	Number	57	80	40
Number of lost and debited days (own employees)	Number	23,514	6,420	-73
Number of lost and debited days (contractors)	Number	4,150	7,575	83
Fatalities (own employees)	Number	2	0	-100
Fatalities (contractors)	Number	2	0	-100
Accident frequency rate for mandatory reporting (200k hours factor)	Rate	0.36	0.39	10
Accident frequency rate for mandatory reporting (1M hours factor)	Rate	1.78	1.95	10
Accident severity rate (200k hours factor)	Rate	77	36	-54
Accident severity rate (1M hours factor)	Rate	384	177	-54

Sustainable Value Chain	Unit	9M23	9M24	Δ%
Purchases from local suppliers	%	34.9	40.1	15
Purchases from local suppliers (Services)	%	35.8	49.7	39
Purchases from local suppliers (Materials)	%	34	32	-6

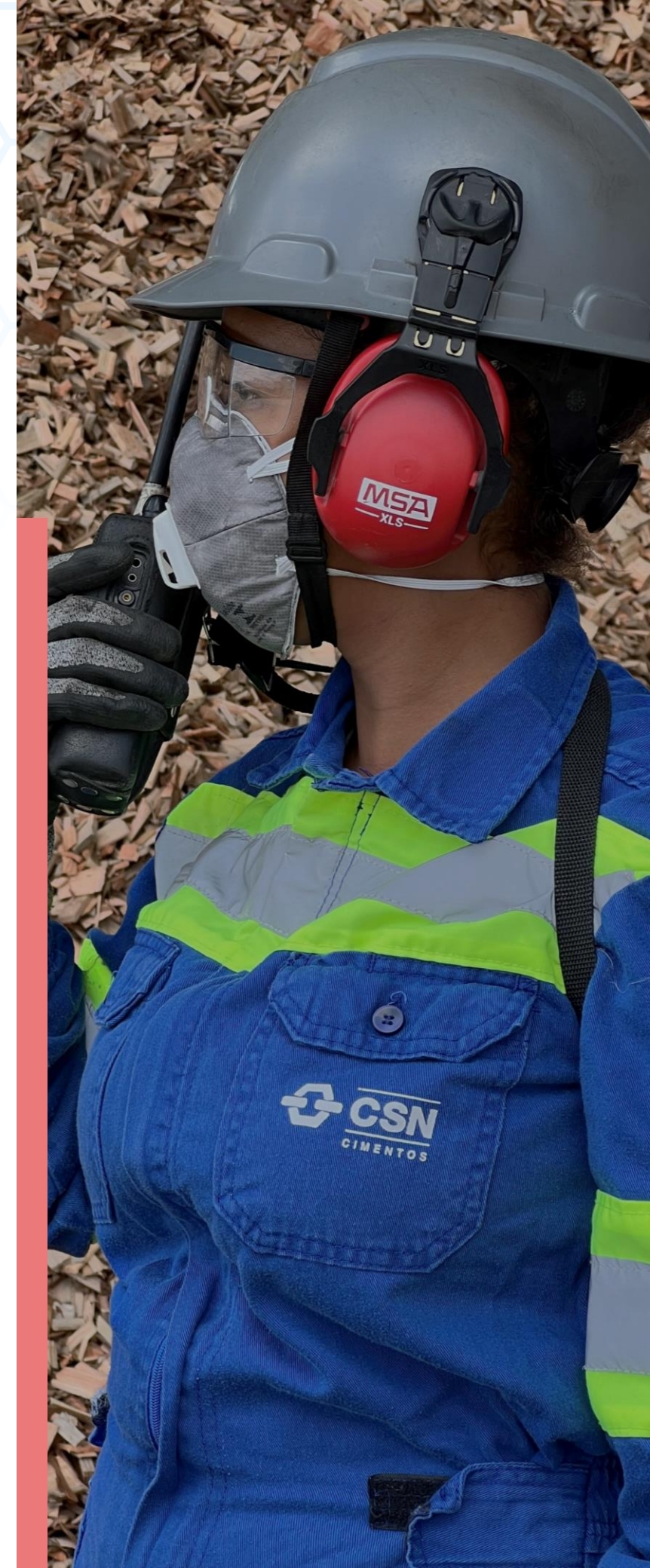
Training	Unit	9M23	9M24	Δ%
Training hours <sup>1</sup>	Hour	153,158	564,601	269
Trained employees	Number	21,704	30,693	41
Investment in training	R\$	4,350,710	3,965,762	-9

Employment <sup>2</sup>	Unit	9M23	9M24	Δ%
Women in the workforce	%	22.2	23.6	6
Women in leadership positions	%	13.4	14.9	11
People with disabilities	%	1.5	1.7	13
Racial Diversity				
• Yellow	%	1.4	1.3	-7
• White	%	41.2	41.8	1
• Indigenous	%	0.3	0.3	-
• Black	%	15.1	14.9	-1
• Brown	%	39.2	39.2	-
• Not informed	%	2.8	2.5	-11
Turnover <sup>3</sup>	%	2.3	3.0	30

<sup>1</sup> The increase in training hours is due to the growth of the Corporate University within the CSN Group.

<sup>2</sup> Diversity data excludes Board members and non-full-time employees.

<sup>3</sup> Turnover data only considers CLT and non-CLT programs and excludes non-full-time staff.





# GOVERNANCE DIMENSION

## Continuous Improvement Program

The CSN Group's Continuous Improvement Program is held semiannually and aims to drive the company's results by aligning with strategic goals through identifying opportunities, standardizing, optimizing, and ensuring sustainability of processes. Methodologies like Kaizen, CCQ, and Lean Six Sigma are applied as essential tools for structured continuous improvement projects across the pillars of Productivity, Quality, Costs, and ESG. Currently, the program is implemented in seven Group units, with expansion planned for 2025, and is open to all employees. This initiative reinforces the company's commitment to ongoing program enhancement, strengthening its dissemination, and fostering a culture of continuous improvement among all employees. The program holds awards through events known as Lab Day or Lab Week, which took place in September.



**+25% Projects compared to the previous cycle.**

In the third quarter of 2024, CSN Cimentos held the first Lab Day cycle at its Arcos unit. This cycle was marked by a significant increase in the number of registered projects, totaling 36, representing a 25% increase over the previous cycle. Employee participation also saw a substantial rise, with 75 participants—a 56% increase from the previous cycle. The reach of Lab Day expanded to cover 11.3% of the unit's workforce, a 4.8-point percentage increase. CSN Cimentos also implemented a Visible Management Board, highlighting the top 10 awarded projects in each cycle and encouraging an open and collaborative feedback environment.



**+1.2K Suggestions Received**

In the first cycle of 2024, the program received over 1,200 employee suggestions, of which 372 have already been implemented, resulting in significant improvements in performance, quality, safety, environmental sustainability, cost reduction, as well as in fostering inclusion and diversity within the company. Over 90 of these ideas were recognized as highlights and presented during Lab Week. The 21 best suggestions were awarded at the event.



**+3,000 Improvements Implemented**

CSN Mineração completed its first Continuous Improvement Cycle of 2024, implementing over 3 thousand improvements throughout the year. This cycle included direct participation from over 4 thousand employees, representing 56% of the total workforce, in projects that generated over R\$140 million in financial gains, validated by budget management. During Lab Week, employees presented their initiatives, with 18 projects awarded in the categories of Kaizen ESG, Kaizen Productivity, Quality and Costs, PDCA, and Lean Six Sigma. Lab Week showcased improvements from the Mine to the TECAR Port, celebrating five years of the CMIN Continuous Improvement Program.





## GOVERNANCE DIMENSION

### Research Center Celebrates 75 Years

The CSN Research Center, located in Volta Redonda (RJ), has played a fundamental role in technological advancements that have shaped not only CSN's development but also Brazil's steel industry.

Founded with a commitment to innovative and sustainable solutions, the Research Center stands out for its achievements and its ongoing contributions to new product development, innovation, and quality.

So far this year, through the third quarter, 40 products have been developed or are in development by the Research Center, with over 1,500 service requests for development or technical analyses. The Research Center also provides vital support to CSN's internal processes and customer relations, with over 120 technical supports conducted this year alone.



Employee at the  
Research Center

### Risk and Internal Controls Management

The Risk and Internal Controls Management team conducted the "Charting the Path of Internal Controls" training to strengthen organizational culture, promote practices ensuring compliance, and mitigate potential risks to which the CSN Group, as a parent company, is exposed daily.

The training, which involved teams from Logistics, Integrated Management Center (CIG), HR, Accounts Payable/Treasury, Accounts Receivable/Billing, Tax, and Controllership, reinforced CSN Group's commitment to integrity and transparency, empowering staff to identify and manage risks more effectively. These training sessions are essential for consolidating organizational culture, promoting practices that ensure compliance, and mitigating daily risks, thereby fostering a robust internal control environment.







**Companhia Siderúrgica Nacional**

