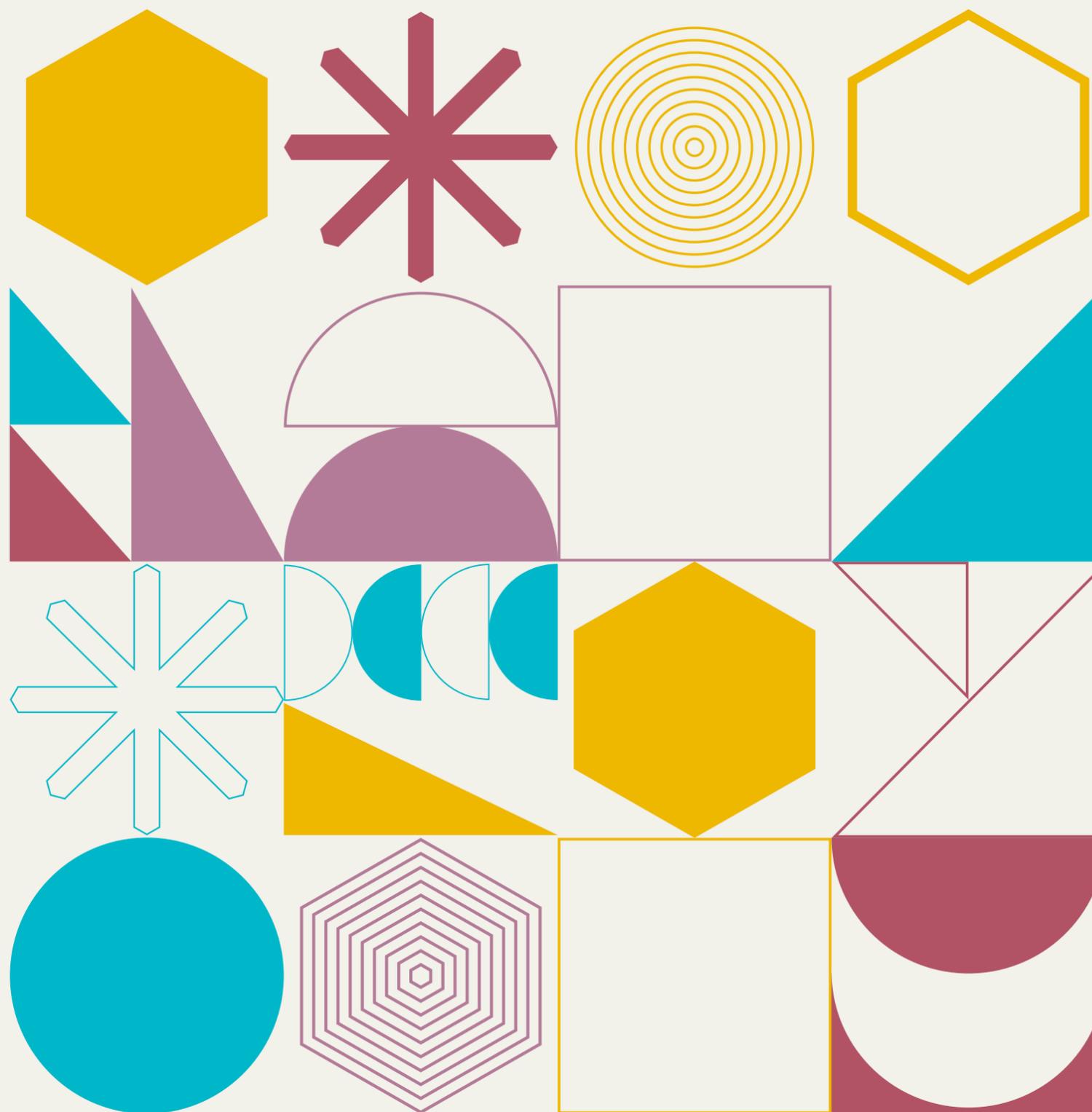


Impact Report 2022

transformando vidas e comunidades





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Welcome

We are very proud to present our 2022 Impact Report. In the following pages, we have gathered highlights of our performance over the last year and a little more about our origin, our trajectory and our look at the future.

The preparation of this publication was a process of much reflection and learning for our team. More than bringing the results of 2022 in our pillars – **culture**, **education**, **articulation** and **curatorship** – the objective was to translate in this material the way we see the impact of our performance and what we believe in: transforming lives and communities.

This transformation is the result of more than six decades of partnership with society and the communities where we are present. This story is not just ours. And that's why we decided to tell it also from the point of view of those who are the protagonists of the transformation: people who join or joined our projects and who are illustrations of the positive impact we generate. Throughout this publication, you will be able to read the accounts and stories of these people.

With this document, we also reinforce our contribution to the CSN Group's ESG vision and strategy, especially in the Social pillar, which covers topics such as community relations, diversity and health and safety. We add to CSN's initiatives, working in partnership with CSN's



"Garoto Cidadão" in Volta Redonda (RJ)



Institutional Relations, People and Management and Sustainability areas, in addition to CSN Inova, supporting the construction of a legacy of transformation in the territories in which CSN is present and benefiting people inside and outside the Company.

Committed to transparency, we intend to release our Impact Report annually. So that this disclosure is also built together, we rely on your participation. We wish to know your opinion and listen to questions,

criticism, suggestions and opinions to improve this disclosure. Write to our team at fundacao@csn.com.br.

Enjoy your reading!



How to navigate

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Navigate through the menu on the left side to access the chapters that interest you.

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CSN Foundation Cultural Center in Volta Redonda (RJ)



CSN Group Message

Partnership to generate positive impacts on communities and transform lives

It is with great joy that I share with all employees, partners, investors, communities and society in general the story that we will tell in the next pages of this CSN Foundation Impact Report. This story goes beyond the results achieved in 2022, as it goes through the entire trajectory of this institution that for more than six decades has strengthened our relationship with the communities in the territories where we are present, transforming lives and families.

More than the numbers presented in this document, I invite you to know the history of the young people who learned with the CSN Foundation the taste for art and found in music an opportunity for profession and income; of the girls who dreamed of expanding their horizons and are now pursuing undergraduate degrees in the

United States; of the professionals who discovered their vocations in one of our schools and are now part of our team after joining the Young Apprentice program; of the communities that, through education, have resignified the relationship with the environment; among many other stories of transformation.

We are a business group that stands out in all the sectors in which we operate: steel, mining, cement, logistics and energy. We get to where we are with planning and discipline, looking to the future and acting in the present. If there's something we don't agree with, we work to transform. And this is what the CSN Foundation also does around our operations: transform inequality into opportunity, vocation into income, dreams into reality.

The CSN Foundation strengthens our ESG agenda through constant dialogue and community activities. The Foundation works in partnership with our Sustainability, People and Management and Institutional Relations departments, in addition to CSN Inova, to strategically meet defined objectives that reinforce our purpose as a CSN Group in doing well, doing more and doing forever.

I wish you all enjoy your reading!



Benjamin Steinbruch

CEO and Chairman of the Board of Directors at the CSN Group



Message from the leadership

Stories we build together while experiencing the transformation in each of us

The year 2022, as well as the last 62 years, was a year of hard work for us at the CSN Foundation. Work that is always rewarded by the thousands of smiles we awaken on the faces of those who begin to dream of a more just and egalitarian future.

Through **culture**, we provoke debates and reflections, as well as provide that the communities where we are present can express themselves, bringing to light the multiplicity of perspectives, dialogue and broad access to cultural production. Through **education**, we encourage young people to discover their vocations and empower them to have employment and income opportunities or to be able to undertake, generating development in the communities in which they live. Through the **articulation**, we join with other institutions, especially the public power, to potentiate positive impacts in favor of the development of public policies. And, through **curatorship**,

we support CSN for allocating resources through incentive laws to further stimulate culture and education, as well as sports, leisure and health, through support for other social organizations.

We believe in the power of transformation and how these changes of reality are driven not only by the generation of opportunities and knowledge, but also by the transformation itself. The story of one connects with that of the other and then awakens something new and different for everyone. We, at the CSN Foundation, promote this meeting of stories, which are transformed together with ours into a movement of deep exchange and partnership.

We look back on our journey with great pride in how we got here and plan for the future with enthusiasm for all that lies ahead. Whether to know our past or to

understand what we want in the future, I invite everyone to read our first Impact Report, a material made by different areas of our team and that presents the results of our performance.

To all employees, partners and supporters, my sincerest gratitude. You are key to the transformation that we wish to leave as a legacy to all who cross our path and are part of this history.

Thank you very much!



Mônica Fogazza

Chairwoman at the CSN Foundation



Manifest

The world has changed. Brazil has transformed. In sixty years of existence, we have also transformed. Because only those who transform can awaken changes around them. And awakening change, in people's lives, in the reality of our communities, is the reason we exist.

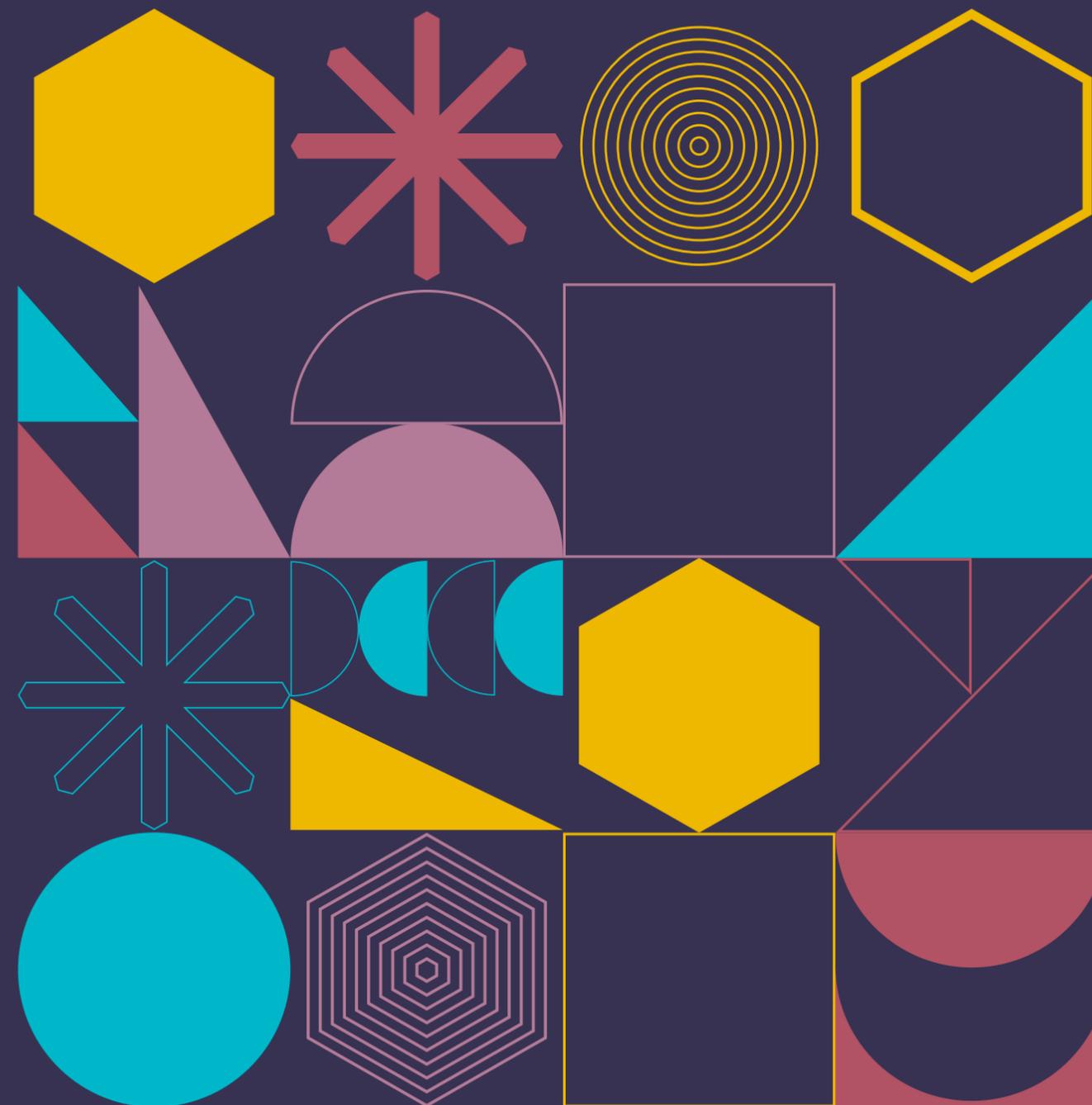
We are present in six states. In thirty-two municipalities. We know our country. And we thirst to learn and to promote knowledge wherever we go. Knowledge truly is an infinite territory, with new landscapes with each stretch traveled. Knowledge transforms. Knowledge integrates and brings together, because every discovery wants to be shared. Every light on brightens what is near. Some, when given the opportunity, grow and shine so brightly that they light up far away.

Generating opportunities is what we do. Through education, training initiatives and the promotion of cultural projects; curating projects from other institutions; the articulation with the public power and

the partnership with entities that already operate in the regions in which we are. Thousands of lives have already been transformed. Children and young people have gained new perspectives. Our arts were encouraged. And everything we did was driven by the desire to contribute to building a better society. We look to the future. We act now.

We are those who believe in the power of people and communities, in collaboration, in sharing, in integration. We are the ones who reinvent themselves, the ones who never tire of learning and always seek to improve. We are the ones who wish and seek reduced social inequalities. We are responsible citizens for each other and for our destiny as a society.

**We are the CSN Foundation.
We transform lives and communities.**





Our achievements in 2022

The "Tambores de Aço" presentation at the Illuminated Christmas



The "Tambores de Aço" presentation at the Congonhas (MG) Museum

Culture in 2022

2,533 children and adolescents were assisted by **"Garoto Cidadão"**, an initiative that has served more than **10,000 young people** since its creation

19 scholarship musicians at **"Tambores de Aço"** toured 11 cities and reached an **audience of 23,087 people**

189 actions at the **CSN Foundation Cultural Center**, welcoming an audience of 93,063 people **in the city of Volta Redonda (RJ)**

22 collectives and artists selected in the **"Ocupa 2022!"** notice from the CSN Foundation Cultural Center

The documentary named **"Assexybilidade"** was awarded at **"Histórias que Ficam"**, which has already supported the development of **14 films** since the onset of the program





"Capacitar Hotelaria e Serviços" at the Bela Vista Hotel-school

Education in 2022

1,495 young people employed from our Young Apprentice, Internship Integration, "Mentoria Cidadã", Theater Scholarship and "Capacitar Hotelaria e Serviços" programs

64% of the **1,007** students contemplated by Scholarship Programs in Formal Education at the **Technological Education Center (CET)**, in Congonhas (MG), and at the **Pandiá Calógeras Technical School (ETPC)**, in Volta Redonda (RJ)

136 young people prepared by "Capacitar" in our two hotels: Bela Vista Hotel-school and Vila Business. The program has trained more than **1,600** young people

1,296 young people trained in 10 hubs of the **Young Apprentice and Internship Integration** in the states of Minas Gerais, Rio de Janeiro and São Paulo

66,761 people impacted by the **Environmental Education Program (PEA)** in seven municipalities of Minas Gerais and Volta Redonda (RJ)



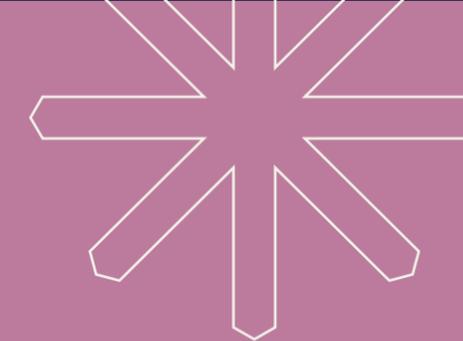
Articulation in 2022

Conclusion of the
**CSN Group's
Theory of Change**
and onset of the work in Territorial
Economic Development

Training
of **115 guardianship counselors,**
civil servants and educators in the
state of Mato Grosso do Sul



*"Garoto Cidadão" participation
in the 3rd Municipal Conference
on the Rights of Children and
Adolescents in Congonhas (MG)*



© Cris Oliveira

Curatorship in 2022

R\$ 26 million

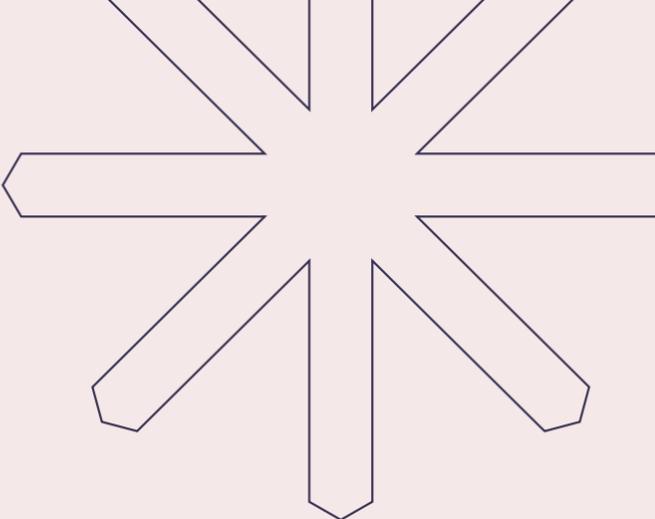
invested in **74 initiatives** of **18 cities** in **7 Brazilian states**

Among the initiatives supported are the Swimming with Thiago Pereira project, the Hospital de Amor (Barretos, SP), UNIBES Cultural and the Association of Parents and Friends of the Physically Handicapped of Volta Redonda (APADEFI)

CSN recognized with the commendation of **Sports Incentive by the Ministry of Citizenship**, for being among the five companies that invested the most in the Sports Incentive Law (LIE) throughout 2021



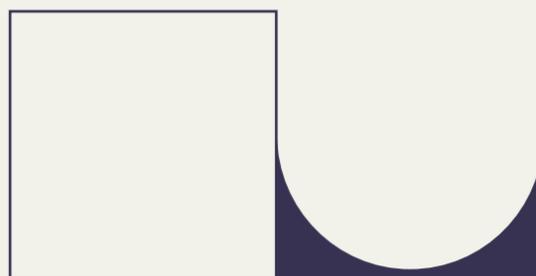
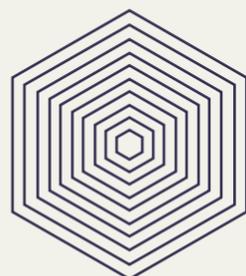
Swimming with Thiago Pereira project in Volta Redonda (RJ)



*"Tambores de Aço"
presentation at the
Helipa Music Festival in
São Paulo (SP)*

We are the CSN Foundation

We transform lives and communities



With the purpose of transforming lives and communities, we act through education, culture, articulation and curatorship reducing inequalities, promoting social development and positively impacting the people who join our history.

We began our activities in 1961 in the municipality of Congonhas, Minas Gerais, focusing on education and professional training to promote technical education and thus prepare professionals to work in the region, especially in CSN Mineração. At the time, we were known by the name Fundação General Edmundo de Macedo Soares e Silva, a private foundation that

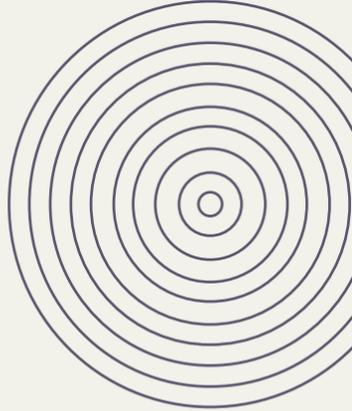
already acted as a training link between CSN and society.

In 1998, we changed our name to the CSN Foundation, as a way to get even closer to the CSN Group and intensify our operations in the communities where the Company is present. During this period, we established strategies for a prosperous relationship between CSN's operations and society. This work was carried out in partnership with the Company's Institutional Relations Department. Since then, we have been expanding our presence in the cities where the CSN Group operates, as well as strengthening the relationship with the government and other social organizations.

We are committed to transforming a fairer and more inspiring future so that the dreams of more and more people may come true



"Garoto Cidadão" in Congonhas (MG)



PEA
Programa de Educação Ambiental

fundação csn educação

CSN MINERAÇÃO

17 PARCERIAS E MEIOS DE IMPLEMENTAÇÃO

16 PAZ, JUSTIÇA E INSTITUIÇÕES EFICAZES

VIDA TERRESTRE

14 VIDA NA ÁGUA

13 AÇÃO CONTRA A MUDANÇA GLOBAL DO CLIMA

OBJETIVOS DE DESENVOLVIMENTO SUSTENTÁVEL

Environmental Education Program in Congonhas (MG)

1 ERRADICAÇÃO DA POBREZA

2 FOME ZERO E AGRICULTURA SUSTENTÁVEL

3 SAÚDE E BEM-ESTAR

4 EDUCAÇÃO DE QUALIDADE

5 IGUALDADE DE GÊNERO

6 ÁGUA POTÁVEL E SANEAMENTO

7 ENERGIA LIMPA E ACESSÍVEL

8 TRABALHO DECENTE E CRESCIMENTO ECONÔMICO

11 CIDADES E COMUNIDADES SUSTENTÁVEIS

10 REDUÇÃO DAS DESIGUALDADES

9 INDÚSTRIA, INOVAÇÃO E INFRAESTRUTURA

The reflection of our transformation in more than 60 years is reinforced in 2022, when the CSN Group continued to expand throughout the national territory with the acquisition of Companhia Estadual de Geração de Energia Elétrica (CEEE), in Rio Grande do Sul, and the Brazilian operations of LafargeHolcim, whose production units are located in Minas Gerais, Paraíba, Rio de Janeiro and São Paulo. During this growth movement, we are faced with new challenges and opportunities, studying possibilities of integration and synergy with the initiatives carried out by the Force and Light Foundation and the LafargeHolcim Institute.

Our operating model connects CSN Group's social investments to the Global Compact guidelines and the Sustainable Development Goals (SDGs) principles of the United Nations (UN). In a targeted way, we generate impact in line with six SDGs:

- 1** NO POVERTY

No poverty
- 4** QUALITY EDUCATION

Quality education
- 5** GENDER EQUALITY

Gender equality
- 8** DECENT WORK AND ECONOMIC GROWTH

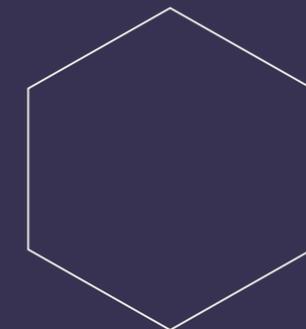
Decent work and economic growth
- 10** REDUCED INEQUALITIES

Reduced inequalities
- 17** PARTNERSHIPS FOR THE GOALS

Partnerships for the goals



"Garoto Cidadão"
in Coxim (MS)



Our action fronts

- **Culture**
We develop initiatives that aim to transform society through cultural expression
- **Education**
We seek to provide young people with quality training
- **Curatorship**
We establish and maintain harmonious relationships for teamwork with different social actors
- **Curatorship**
We support the CSN Group with the selection of projects from other entities to expand the social performance of the Group's companies through tax incentive laws



Our activities

This map is interactive.



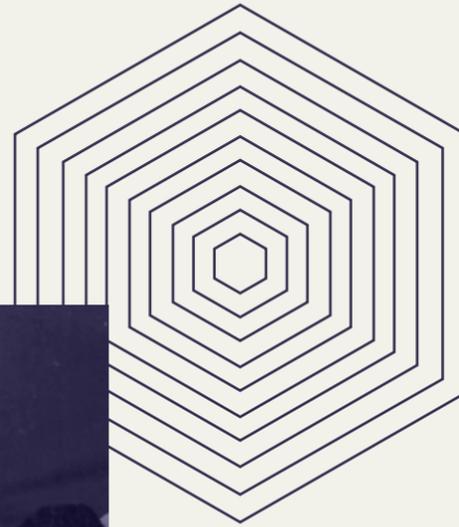
Click on the “Education” and “Culture” boxes to find out where our activities are located.

The activities in the pillars of articulation and curatorship are transversal and cover all the areas in which we are present





Our trajectory



CSN – Technological Education Center – Foundation Collection

1943

Foundation of Companhia Siderúrgica Nacional (CSN) and inauguration of the Bela Vista Hotel, on April 9, to support the construction of the Presidente Vargas Power Plant, in Volta Redonda (RJ).

1944

Onset of the activities of the Pandiá Calógeras Technical School (ETPC), in Volta Redonda (RJ), which consolidates CSN's ambition as a successful example of professional training for Brazil, including students in the labor market, especially in the Group's steel operations.

1961

We started our activities in Congonhas (MG), with the name of General Edmundo de Macedo Soares e Silva Foundation. Our initial objective was to promote the improvement of technical education and thus prepare qualified professionals for the region. Therefore, we also inaugurated the Technological Education Center (CET) and started the projects in learning, a front that evolved and, from 2010, became our Young Apprentice program.

1992

We took over the management of ETPC in Volta Redonda.

1991

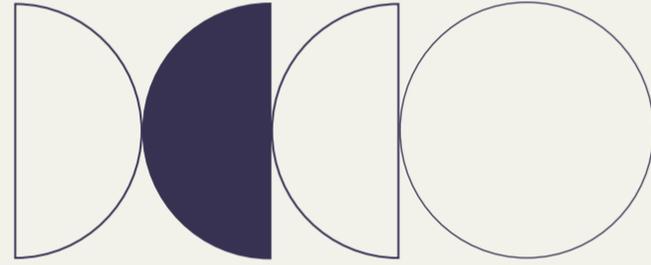
Still with the name of General Edmundo de Macedo Soares e Silva Foundation, we moved our headquarters to Volta Redonda and expanded our social objective, which began to include, in addition to professional training, activities of social interest in the areas of education and personnel selection, health, social assistance, housing, culture, sport and recreation, among others.

1998

We changed our name to CSN Foundation in order to link to CSN and work on the Group's image in the communities.

1999

The Casa da Banda CSN, in Volta Redonda, becomes the CSN Foundation Cultural Center, a space for cultural diffusion and encouragement so that the community itself can express and develop artistically. During this period, we started "Garoto Cidadão" in Volta Redonda, at the time referred to as "Meu Guri" Project, serving 160 children and young people in situations of social vulnerability.



2002

Our social objective becomes more focused on the current themes of work, starting to include the preservation of the environment and taking out of the scope the areas of selection, staff training, research and housing.

2006

We started the project "Capacitar Hotelaria e Serviços" at the Bela Vista Hotel-school and inaugurated a "Garoto Cidadão" unit in Congonhas, thus expanding the service to 800 children and adolescents.

2008

We inaugurated a "Garoto Cidadão" unit in Itaguaí (RJ).

2009

We expanded the performance of "Garoto Cidadão" to Araucária (PR) and Arcos (MG).

2010

We updated the methodology of "Garoto Cidadão", following the evolution and ensuring alignment with trends in the cultural sector. This change strengthens our alignment with UNESCO's educational policy, based on four pillars: learning to know, learning to do, learning to live together and learning to be. Moreover, we have consolidated our apprenticeship program as Young Apprentice.

2011

We launched the first edition of "Histórias que Ficam".

2013

We strengthened the "Tambores de Aço" project, still in the context of "Garoto Cidadão" in Volta Redonda, and started the Environmental Education Program (PEA) in the mining municipalities of Congonhas and Arcos and in the cities of the regions.

2003

We reformulated our focus, mission, vision and values through a decentralized and participatory process. As a result, we direct all our actions to further strengthen the link between CSN and the communities where the Company operates through education, health, sports and culture, making us an important agent of social transformation. We also took over the management of the Hotel Bela Vista, which now has the purpose of serving as a hotel-school.





"Garoto Cidadão" in Heliópolis (SP)



2014

We changed the CSN Foundation Cultural Center methodology to the current model, configuring itself as a space of cultural diffusion that houses different types of language.

2018

Creation of the Learning department, separating the Young Apprentice program from the CET. Also that year, a "Ganhar o Mundo" 100% scholarship student went to Barnard College in New York.

2016

We started the "Ganhar o Mundo" program and launched the 2nd edition of "Histórias que Ficam".

2017

We inaugurated the Vila Business Hotel, in Volta Redonda.

2019

Expansion of "Garoto Cidadão" to Heliópolis, in São Paulo (SP), totaling 2,330 children and adolescents attended. That same year, another "Ganhar o Mundo" scholarship student joined the Barnard College.

2020

Growth of "Tambores de Aço" as an individual program, no longer within "Garoto Cidadão", constituting itself as a musical group composed of young scholarship holders and incorporating the stage-truck of the CSN Foundation as a means of cultural diffusion.

2021

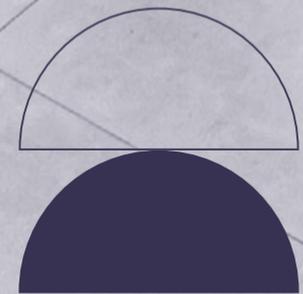
We inaugurated "Garoto Cidadão" units in the municipalities of Coxim, Bonito and Porto Murinho, in Mato Grosso do Sul. We also started the Internship Integration program, conducted along with the Young Apprentice program. Later that year, we launched the 3rd edition of "Histórias que Ficam", with the notice "Documentaries Transform". The year was also marked by a rebranding process, updating our positioning and our visual identity.

2022

We started the "Mentoria Cidadã" program and the offer of scholarships in theater for young graduates of "Garoto Cidadão". We also implemented the PEA in Volta Redonda. We consolidated the Articulation Management and started the development of the Theory of Change in Territorial Economic Development with CSN Inova.



How we operate

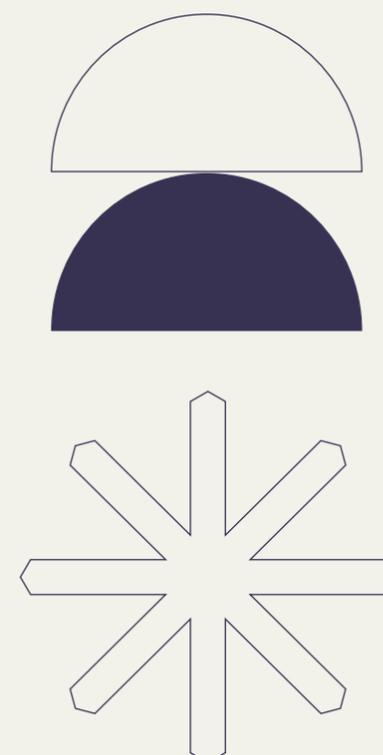
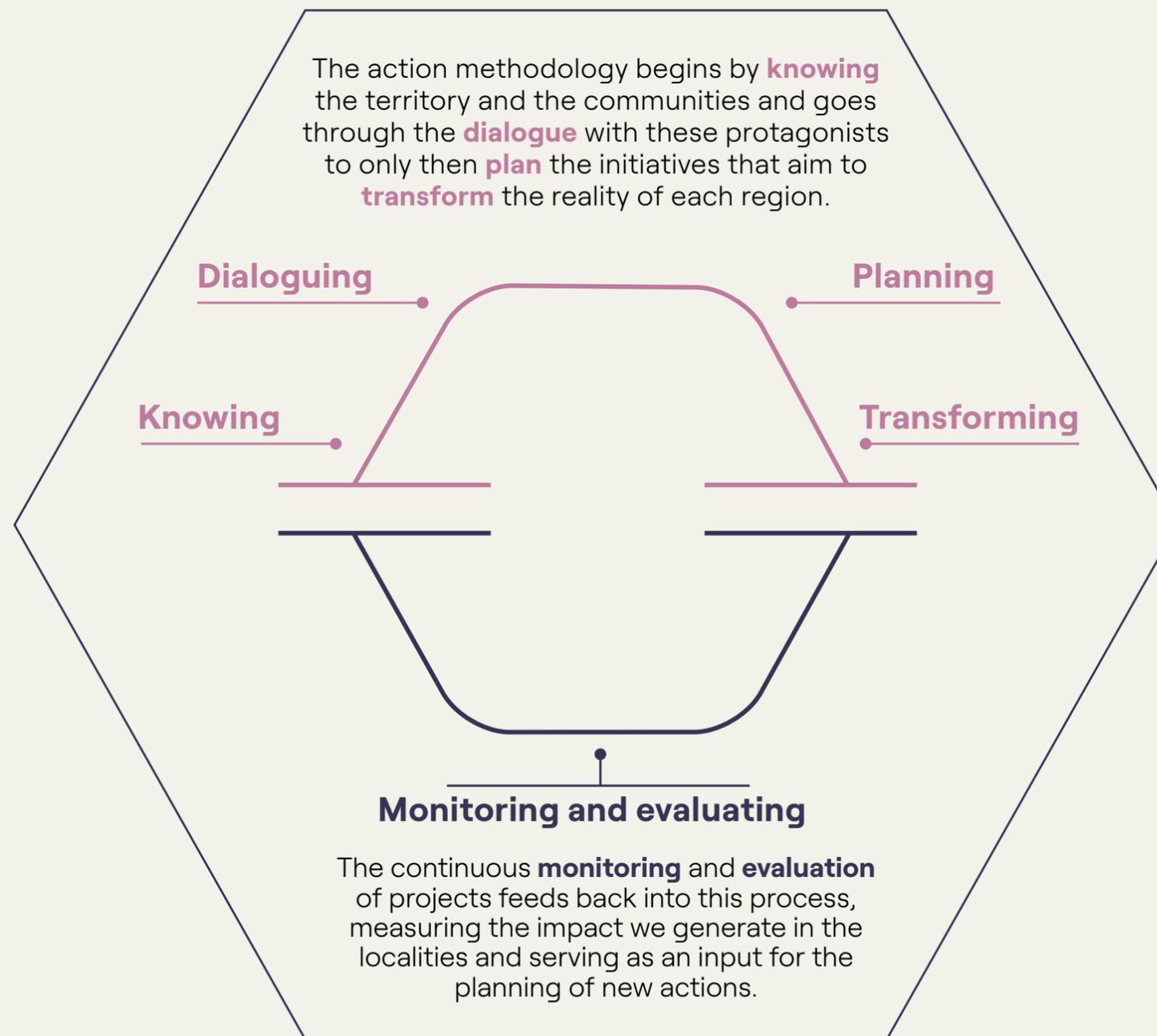




Methodology

Six principles

guide the initiatives developed on our four fronts. Through this approach, we strengthen knowledge, synergy and partnership to generate opportunities and transform lives and communities.



1

Territorial view

The totality of the territory comprised from its spaces, economy, politics, culture and community relations.

2

Integration

Strengthening our relationship with the government and the local community.

3

Interdisciplinarity

Articulation of approaches, knowledge and areas of expertise.

4

Collective construction

Networking, participatory practices and partnerships.

5

Innovation

Seek solutions through partnerships that generate social transformation.

6

Sustainability

Articulation and balance between the social, environmental, governance and economic dimensions of the proposed relations.



CSN Group's social responsibility

We are the vector of social, economic and cultural development in the territories in which the CSN Group is present. With more than eight decades of operation, CSN has production units in 16 Brazilian states, in the steel, mining, cement, logistics and energy segments, bringing together a team of more than 25,000 employees throughout Brazil.

We are the link between the Company and the surrounding communities and we work in partnership with CSN's Institutional Relations, People and Management and Sustainability areas, in addition to CSN Inova. In this way, we contribute to the evolution of the ESG agenda (acronym in English for environmental, social and governance issues) in the CSN Group, especially in the Social pillar,

which brings together aspects such as the relationship with local communities and the promotion of a safe, diverse and inclusive work environment for employees.

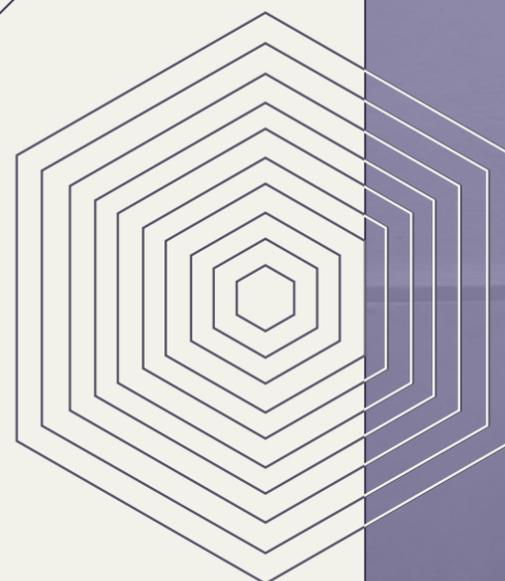
The results of these fronts of action are reflected in prosperous relationships for the generation of positive and lasting impacts, which remain as a legacy for future generations and transform the lives of people inside and outside the Company.

Throughout 2022, we participated in this joint action for the construction of the Theory of Change in Territorial Development with CSN Inova. Through this process, the CSN Group defined a thesis of impact on economic development, which contains its main objectives, territories, SDGs, assumptions, monitoring indicators and logical framework for implementation (see more on page 77).

As a partner in the selection of projects of other social agents to contribute with funds from the CSN Group through incentive laws, we support the targeting of R\$ 26 million in 74 projects. Added to its own resources, the Company's social investments totaled R\$ 35.5 million.

R\$ 35.5 million

in CSN Group's social investments in 2022



"Garoto Cidadão" in Aracária (PR)



CSN Group's social goals

Supported by its business strategy, CSN has set goals that guide the journey towards an even more efficient, innovative, inclusive, integrated and sustainable management. In this context, we currently contribute to the following goals of the Company.



Goals Achieved

Theme	SDG	Segment	Goal	Indicator (base year)	Indicator (target year)	Indicator in 2022	Performance in 2022	Status
			In 2022, we developed a pilot project based on the Theory of Change for the Company's main operating units	2021	2022	Two pilot projects developed	Deployment planned for 2023	
Local communities	 	CSN Foundation and CSN Inova	By 2022, having trained guardianship counselors of six municipalities and their regions in which we are present, as well as a refresher course at the institutions of Congonhas, Arcos, Bonito and Coxim	2021	2022	Accomplished	In 2022, two courses were held on public policies, project development and fundraising, with the presence of 115 attendees from the following cities: Bonito, Coxim, Bodoquena, Bela Vista and Jardim	

Short-Term Goals

Theme	SDG	Segment	Goal	Indicator (base year)	Indicator (target year)	Indicator in 2022	Performance in 2022	Status
Local communities	 	CSN Foundation	Increasing by 39% the attendance of children and adolescents by the "Garoto Cidadão" project	2,300 (2020)	3,197 (2023)	2,533 children assisted	+11% over the base year 2020. The target has been postponed to be achieved in 2023	



Long-Term Goals

Theme	SDG	Segment	Goal	Indicator (base year)	Indicator (target year)	Indicator in 2022	Performance in 2022	Status
Health and safety		CSN Group	Reducing by at least 30% the accident frequency rate (CAF+SAF – own and third parties per 1 MM hht)	2.46 (2020)	1.72 (2030)	1.79	-26.5% over the base year	
		CSN Group	Reducing by at least 30% the number of days of absence due to accidents with own employees	2,541 (2021)	1,779 (2030)	24,827 days lost	-	
		CSN Group	Continuously achieving the zero fatality rate throughout the CSN Group (own and third parties)	2020	Continuous	4	4 fatal accidents involving own employees and third parties	
		CSN Mineração	Reducing by at least 30% the accident frequency rate (CAF+SAF – own and third parties per 1 MM HHT)	1.96 (2021)	1.37 (2030)	1.30	-33% over the base year	
Diversity and inclusion		CSN Group	Achieving 28% female representation in the CSN Group	14.3% (2020)	28% (2025)	20.5% of the female representation	+43% over base year	
		CSN Mineração	Doubling the percentage of female representation in CSN Mineração	13% (2019)	26% (2025)	21.8% of the female representation	+67% over base year	



Click here to learn more about the ESG agenda and CSN Group's performance in the Company's 2022 Integrated Reporting

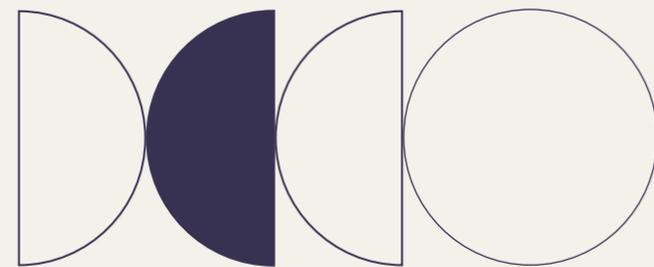


ESG Committee

Our track record of performance and intelligence with a focus on social development also contributes to the good governance practices of the CSN Group on sustainability issues. To this end, we actively participate in the **ESG Committee**, which is composed of 17 members, including our Chair.

The ESG Committee defines CSN's ESG strategies and acts as an advisory body to CSN's Board of Directors, displaying the breakthroughs and challenges in the management of ESG risks and opportunities.

The ESG Committee's work is complemented by eight Thematic Groups, which deepen discussions and project development under the coordination of 25 ESG ambassadors. In this context, two leaders of the CSN Foundation act as ambassadors of the **Territories Group**. Throughout 2022, the main initiative developed in this group was Theory of Change (TdM), guided by territorial economic development (learn more on page 77).





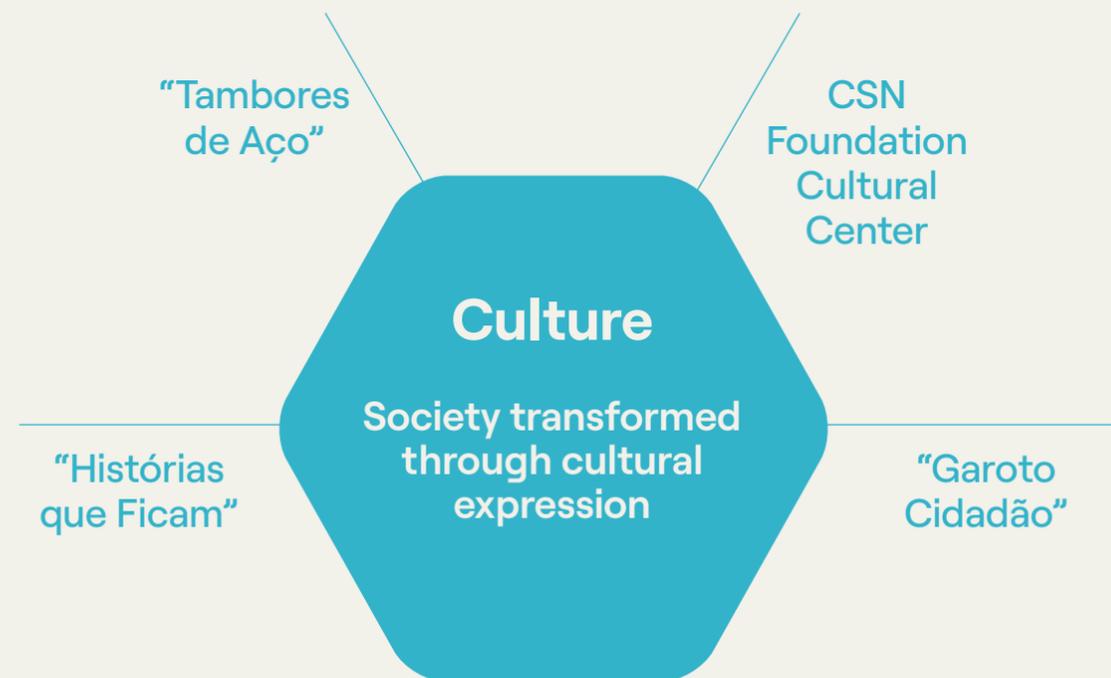
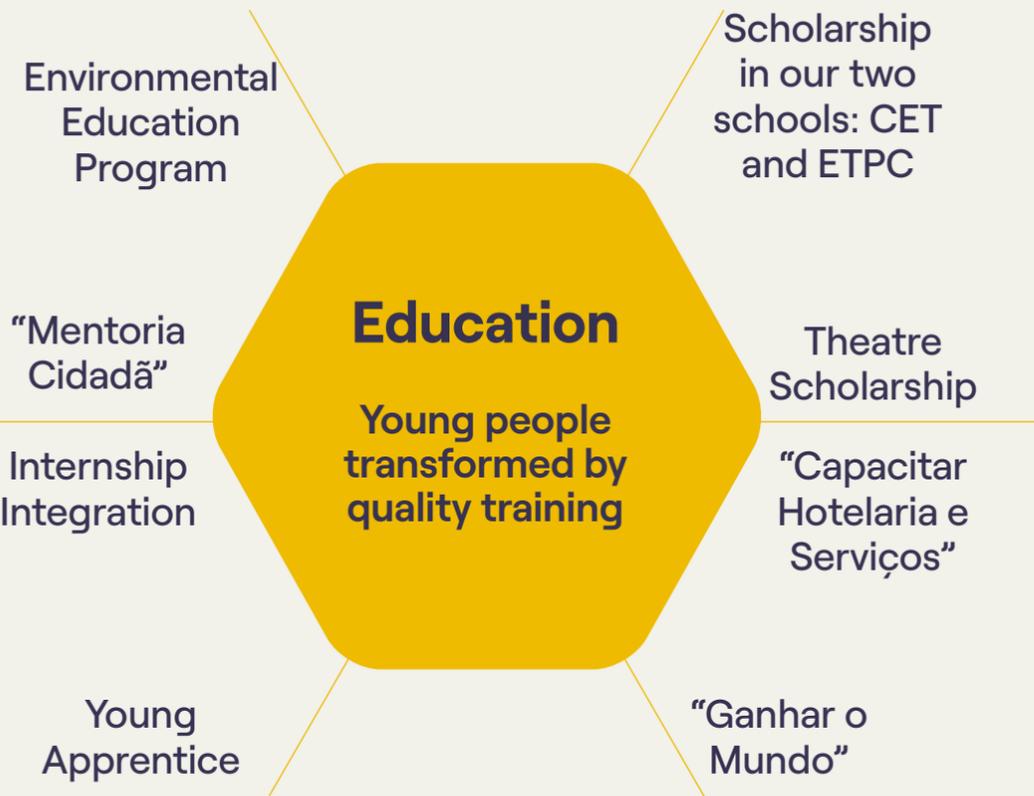
The CSN Foundation is the social action arm of the CSN Group

Training on the Regulatory Framework for Civil Society Organizations



Support House

Theory of Change in Territorial Economic Development





“ETPC was a very strong foundation for my start in engineering. By working, I was able to experience in practice everything I learned in school. It was a complete training in both a professional and personal sense. I joined ETPC in 1987 with the dream of first attending school and then joining this great company that is CSN.”
 A dream that came true for him in 1989, when, after graduating as a Metallurgy Technician, he was hired at CSN. After graduating as an engineer, he went through several positions and is currently Director of the areas of Blast Furnaces, Long Steel Factory, Lime Factory and Co-Products Management in Volta Redonda (RJ).

“ ETPC was a very strong foundation for my start in engineering. By working, I was able to experience in practice everything I learned in school. It was a complete training in both a professional and personal sense. ”

Fabiam Franklin,
 Director of Blast Furnaces, Long Steel Factory, Lime Factory and Co-Product Management of CSN

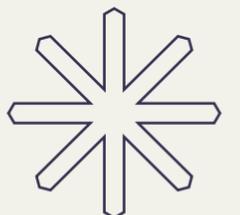
40%
 of the managers at the Presidente Vargas Steelworks studied at ETPC

85%
 of the young people from the “Mentoria Cidadã” joined CSN’s Young Apprentice

In 2022, **216 young people** joined CSN’s Young Apprentice program through the CSN Foundation. Since 2013, a total of **2,093 young people** have been part of the initiative.

In 2022, **1,365 CSN professionals** conducted training in one of the CSN Foundation’s schools. In the last 10 years, **14,860 professionals** have been trained.

In 2022, **176 CSN professionals** were awarded scholarships to enter technical courses at CSN Foundation schools. Since 2013, **880 professionals** have become scholarship students.



Governance and management

The CSN Group follows the highest standards of corporate governance required by Brazilian and the U.S. legislation. Therefore, we also adopt the best practices in our management.

The evolution of the initiatives implemented by our teams is monitored by the Deliberative Council. Formed by CSN executives, this body is responsible for making strategic decisions, always in an aligned and integrated manner with the leadership of the CSN Foundation.

We also have a Fiscal Council, an internal control body composed of three effective members and an alternate, which supervises the acts of our managers and the fulfillment of our legal and statutory duties.

The management of the activities is the responsibility of the CSN Foundation teams, under the leadership of the Executive Board and the General Management. The initiatives are led by the Project, Articulation, Hospitality, Administrative and Learning Managements, with the support of corporate areas.

The commitment to the highest standards is also reflected in the management of aspects of conduct and the fight against corruption. The CSN Group Compliance Program applies to our employees and our activities. In this way, we ensure compliance with the Company's Code of Conduct and rely on the Whistleblowing Channel, managed by an external company, for the communication of deviations. For more information, access CSN Group's **2022 Integrated Report**.

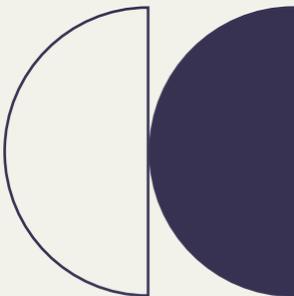
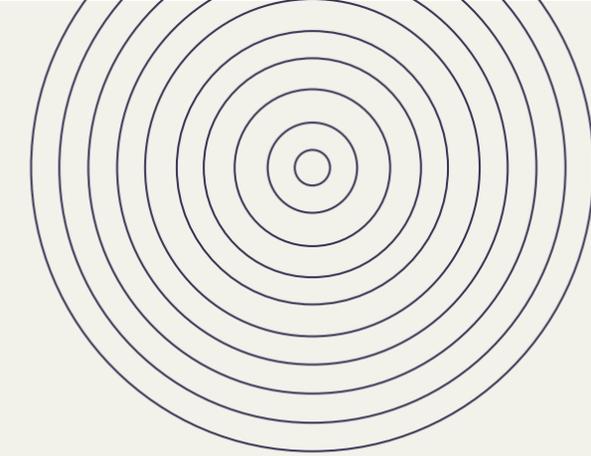
We adopt high standards of governance and conduct in our activities, in line with good market practices and the level of excellence of the CSN Group

Composition of the Deliberative Council at the CSN Foundation (until 12/31/23)

	Position at CSN
Benjamin Steinbruch (President)	Chairman of the Board of Directors and CEO
Victoria Steinbruch	Advisor to the Presidency
Felipe Steinbruch	Head of CSN Inova
Luiz Paulo Teles Ferreira Barreto	Legal and Institutional Director
Bruno Tetner	Treasury Director

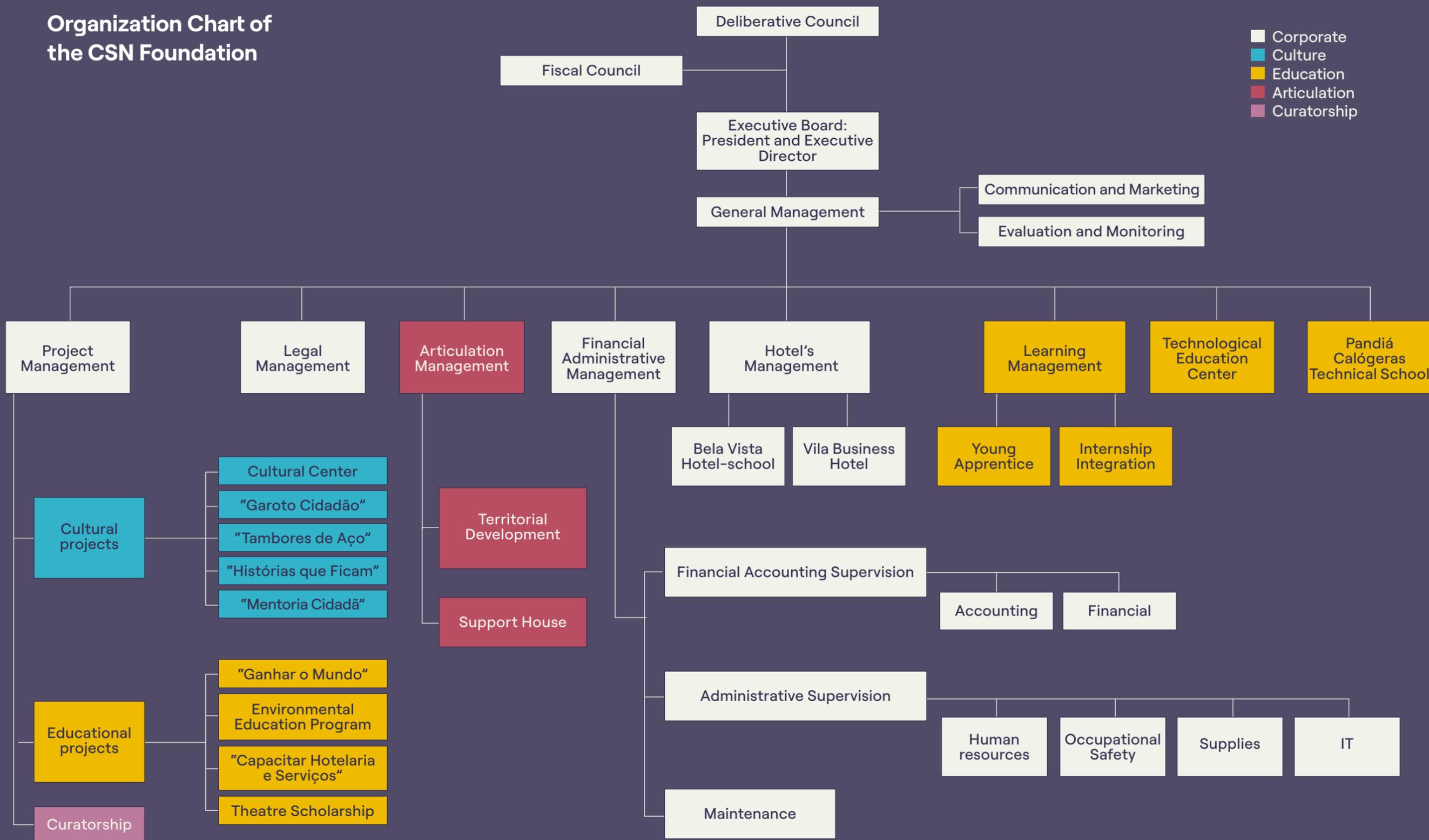
Fiscal Council Composition at the CSN Foundation (until 12/31/23)

	Position at CSN
Fernando Carlos Pinheiro Cardoso (President)	Legal Manager
Alberto de Senna Santos	Advisor to the Presidency
Pedro Barros Mercadante Oliva	Executive Director of Finance of CSN Mineração
Egberto Prado Lopes Bastos	Real Estate Business Manager





Organization Chart of the CSN Foundation





Origin and application of resources

Obtaining resources to enable our initiatives takes place in the following ways:

- Resources generated by our business units, consisting of CSN's asset management, which include the financial results of the hotels and schools we manage, the scholarships sponsored by the CSN Group and the compensation of the learning and environmental education programs we manage (Young Apprentice, Internship Integration and Environmental Education Program).
- Encouraged resources and direct contributions from the CSN Group, in addition to external funding with other companies, directed to our projects, such as "Garoto Cidadão" and "Histórias que Ficam".
- In the curatorial axis, we select projects from third parties to receive funding from the CSN Group through various incentive laws.

This diversity of sources and the generation of own resources are levers to expand the impact of our projects and ensure the continuity of a territory development vision in the long term.

In 2022, the Bela Vista Hotel-school and the Vila Business Hotel, both in Volta Redonda (RJ), had a financial result of R\$ 2.4 million. This amount stands

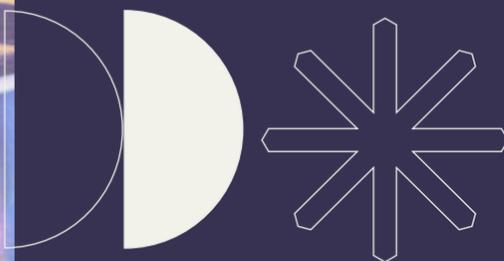
for 71% of the resources generated by our business units. Adding the revenues of schools and learning initiatives, we totaled a result of R\$ 3.3 million in the year. This sum was directed to the maintenance of our social actions. In addition to these results, every year we raise funds from the CSN Group through the Federal Law of Incentive to Culture and the Fund for Childhood and Adolescence.

Our hotels contribute to generating resources invested in social action programs





Students of the Pandiá Calógeras Technical School (ETPC) in Volta Redonda (RJ)



Business unit performance in 2022

Bela Vista Hotel-school, in Volta Redonda (RJ)

- **31,325** guests
- **257** events, with 14,173 attendees
- **23,725** customers in the restaurant

Vila Business Hotel, in Volta Redonda (RJ)

- **31,276** guests
- **49** events, with 1,263 attendees

Pandiá Calógeras Technical School (ETPC), in Volta Redonda (RJ)

- High school with technical courses
- Technical courses in Electromechanics, Informatics, Mechanics, Metallurgy and Chemistry

Technological Education Center (CET), in Congonhas (MG)

- Elementary School II
- Middle School
- Technical Courses in Mining and Electromechanics

Young Apprentice

- **1,296** young people assisted
- **117** partner companies

Internship Integration

- **20** partner companies

Environmental Education Program (PEA)

- **563** activities
- **66,761** people served



Opening of
"Garoto Cidadão"
of the urban area
of Coxim (MS)





Culture

In its most diverse languages—visual arts, music, dance, theater, cinema and several others—culture is the way we encourage communities to reflect on their realities and, based on it, express themselves, thus generating a continuous flow of transformation in which everyone empowers themselves and builds a new future together.

Garoto
Cidadão

"Garoto Cidadão" in
Congonhas (MG)





Culture

“Garoto Cidadão”



“Garoto Cidadão”

We promote the human development of children and adolescents from 9 to 18 years old in situations of social vulnerability through dance, theater and visual arts, in cultural and educational complementary after-school activities. Since 1999, more than 10,000 lives have been transformed by “Garoto Cidadão” and have learned, through art, to leave their marks on their communities.

Referred by the Reference Centers in Social Assistance (CRAS) of the partner municipalities of Arcos and Congonhas (MG), Itaguaí and Volta Redonda (RJ), São Paulo (SP), Araucária (PR) and Bonito, Coxim and Porto Murtinho (MS), the young people develop, from the methodology implemented, their own ways of interpreting the world and expressing themselves in it.

The “Garoto Cidadão”, in addition to providing opportunities for contact with culture in its most different forms, promotes debates on the guarantee of rights. In this objective, we act in councils, conferences and local forums through “Garoto Cidadão”, occupying space throughout the territory where we are with the project. In 2022, **15 students** were elected in municipal stages as delegates to represent children and adolescents at state conferences. The presence of young people strengthens their participation in civil society, especially in discussions on issues that concern the rights they have.

In 2022, we inaugurated two new spaces for the project: one in the urban area of Coxim and another in Heliópolis, the largest community in São Paulo. In total, **2,533 young people** were benefited throughout the year by “Garoto Cidadão”, which also promoted **202** cultural diffusion activities, bringing culture to **69,010 people**.



“Garoto Cidadão” in Congonhas (MG)

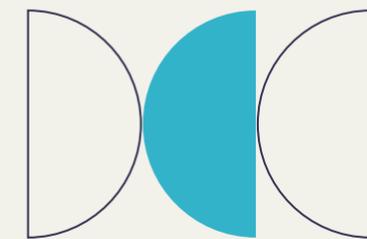




“When I walk by the streets of Congonhas and see the kids in those very beautiful uniforms, I sense that nostalgic feeling. I hope that “Garoto Cidadão” continues every day providing experiences for more children and adolescents.”

Lucas Emanuel,
former student of “Garoto Cidadão” in Congonhas (MG),
graduated in Law

When he received the call confirming his entry to “Garoto Cidadão” of Congonhas, Lucas Emanuel, then 12 years old, was delighted. He ended up getting along well with music and cultural activities that involved writing and poetry, as well as feeling directed to agendas that involved communication. This is how he began to participate in the project’s radio, where he played songs at halftime and announced the festivals and shows that the CSN Foundation promoted. In 2012, he was called to a position as a young apprentice at Caixa Econômica Federal. In the interview for the selection, he commented that he had been a student at “Garoto Cidadão”: “Mentioning my participation in the project was key to my hiring.” There, his professional future began to be drawn. Today, he has a law degree and is working his way to becoming a public servant. **“The “Garoto Cidadão” project was instrumental in getting me to where I am, knowing exactly what I crave for and where I long to get to.”**



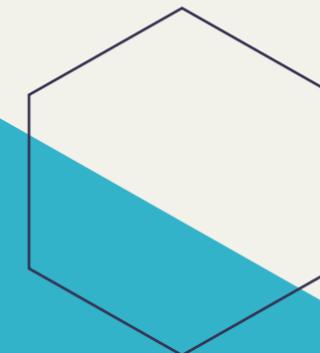
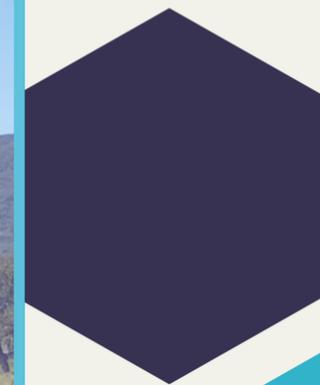
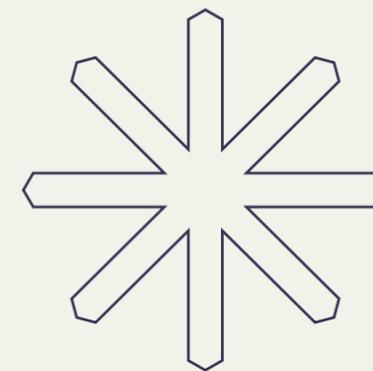


The story of Flávio, known affectionately by all as Flavinho, and that of the CSN Foundation intertwine at various points in the timeline. Born in Volta Redonda, he joined “Garoto Cidadão” at the age of 7, in the late 1990s, when the project still had another name. Since then, Flavinho began his journey with us: from a pupil at “Garoto Cidadão”, he went through the Youth Orchestra, worked as a Production Assistant at the CSN Foundation Cultural Center and today is the coordinator of the “Garoto Cidadão” units of Bonito and Porto

Murtinho, in Mato Grosso do Sul. **“I went through all the projects. Whenever any possibility arose, I got involved. All my experience at the Foundation has greatly broadened my view that it is possible to live from art and culture.”**

“ Everything I am today was built within the CSN Foundation. I lived within the Foundation, whether it was rehearsing or studying. I traveled a lot, my first plane trip was because of the Foundation. I’ve also been around a lot of cities in Brazil because of the stage truck. I have met and continue to meet many different cultures, different places and regions, each place with its own way. **”**

Flávio Teixeira,
former student of “Garoto Cidadão” in Volta Redonda (RJ) and current Coordinator of “Garoto Cidadão” in Bonito and Porto Murtinho (MS)

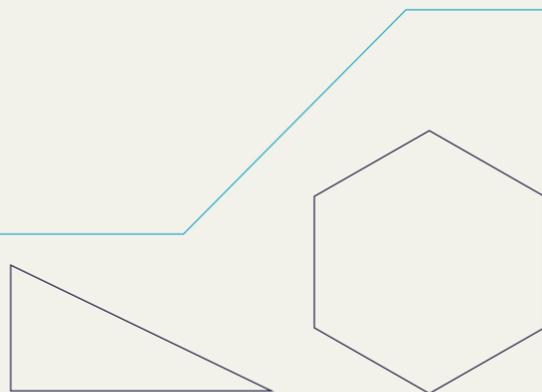




Around the age of 9, Camila was part of another project in the municipality of Araucária, Paraná, when “Garoto Cidadão” appeared in her life: “I had my first contact with art there and fell in love with it.” It was at “Garoto” that she discovered that dance was her great passion. She says that at that time, **she met “wonderful people and had a lot of contact with the culture. We watched other orchestras, dance groups, I made many friends and I met an instrument that today I do not live without: the bow viola.** She stayed on the project until she turned 18 in 2022, and it was around this time that she learned of a young apprentice position at CSN. The opportunity as an apprentice in the area of Logistics led to the effectiveness as an employee now in 2023. The plan now is to keep working to make her dreams come true.

“ In “Garoto Cidadão”, I learned to dream for real that, with dedication, I can get anywhere. The project showed me that I cannot live without art and taught me how to love, because love and education are the words that define “Garoto Cidadão.” ”

Camila Barboza do Nascimento,
former student of “Garoto Cidadão”, working in the Logistics area at CSN in Araucária (PR)





Culture

“Tambores
de Aço”



“Tambores de Aço”

Originated in “Garoto Cidadão” in Volta Redonda (RJ), “Tambores de Aço” is proof that young people can develop professionally from art and music.

Each year, **20 teenagers** between the ages of 15 and 20 join a musical group and receive a scholarship to delve into practices on musical and dance languages, as well as body expression and stage presence. The training involves 12 hours of practical and theoretical activities every week, including rehearsals.

The members of “Tambores de Aço” also have a stage truck, used as an instrument of local cultural diffusion. With complete structure of lights and equipment for the presentation of a show, the stage-truck has a mobile and dynamic format for different types of show. This format enables the exchange between the public and the artists, promoting a unique experience in the open.

In 2022, the vehicle circulated through the cities of Congonhas, Pedro Leopoldo, Ouro Branco, Rio Acima and Barroso, in Minas Gerais; Volta Redonda, Porto Real, Itaguaí and Vassouras, in Rio de Janeiro; Araucária, in Paraná; and also the capital of São Paulo. In total, an audience of **23,087 people** was impacted by the performances.



“Tambores de Aço” at CSN Foundation

The attendees of “Tambores de Aço” have 12 hours of weekly activities, in addition to promoting shows with the stage truck of the CSN Foundation





“ I fell in love at first with “Tambores de Aço”. I strongly believe that art itself is not detached from one, so this whole cultural process that I had helps me transform ideas, see reality and put myself in other people’s shoes.”

Gustavo Gomes,
*“Tambores de Aço”
 scholarship holder and
 Law student*



“ My name is Marcela, I have a story and I carry art and a voice inside me. And I have rights and duties that the CSN Foundation has shown me, and I have the right to claim my place of speech and to be able to speak to other children and adolescents.”

Marcela,
*“Tambores de Aço”
 scholarship holder
 and Human Resources
 student*

Gustavo Gomes became our scholarship student in 2021 for being part of the “Tambores de Aço” group. Before that, he went through “Garoto Cidadão”, where he joined at the age of 10, and in the last years of the project he was part of the Advanced Group, which has moments of exchange of ideas about life projects for the future. In this context, he met the “Juventude Sul Fluminense em Ação” Forum, where he developed his first research on social participation. Today he is a researcher at CIESP, having been selected to go to India to represent his

academic research. **“At all times, I saw the importance of a socio-cultural project in my life, because it was with “Garoto Cidadão” that I met the Forum and, therefore, started to engage with the causes which I believe in and that I defend.”** For him, the CSN Foundation helped him to be aware of his own reality and to understand it.

At the age of 17, Marcela currently plays double second in the “Tambores de Aço” team, but her history with the CSN Foundation began 10 years ago. Having been

through “Garoto Cidadão”, she sees the project as a watershed in her life. In the midst of music classes and stage performances, Marcela says that she was able to develop as a person and artist thanks to the affection, hospitality and dedication found in educators. Today, she studies Human Resource Management and continues to take music as a special hobby. **“We come from the periphery, from neighborhoods that are violent. And this is where we can show our art, our voice, and**

externalize what we feel inside. It is within the project that we can show that we are not just another person in that environment.”

Marcela and Gustavo are teammates at “Tambores de Aço”. She says she mirrors her friend, as an example: “He’s a person I look at and I think I want to be just like him when I grow up. Gustavo is a very active person in the causes he defends, and it is very beautiful to see a person committed to such great causes at the age he is.”

Culture

CSN Foundation Cultural Center





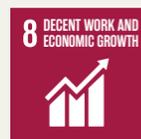
CSN Foundation Cultural Center

The CSN Foundation Cultural Center, in Volta Redonda (RJ), is a space for collaboration and experimentation, focused on the dissemination of art, education and culture. In 2022 alone, the **189 activities** carried out reached **93,063 people**.

Throughout the year, our cultural center opened the doors to initiatives such as "Together for Culture", held in partnership with the Secretary of Culture of Volta Redonda and the theatre Edmundo de Macedo Soares e Silva Artistic and Cultural Guild (GACEMSS). The event proposed an agenda with cultural actions during the month of July, when the anniversary of Volta Redonda is celebrated. Another action welcomed by our space was another edition of VRCON, with an anime songs show, K-pop space, cosplay contest and other attractions related to the geek universe.

In order to reinforce the CSN Foundation Cultural Center purpose of being a space owned by the community and for the community, every year we launch an occupation notice. "Ocupa 2022!" sought to select collectives and artists committed to sustainable development and other issues on the ESG agenda, thus increasing the visibility of their cultural manifestations. The 22 selected had free access, from May to December, to our rooms for rehearsals, research, artistic processes, theater presentations, dance, music, seminars, training, storytelling and soirees, among other activities.

The "Ocupa 2022!" notice selected 22 collectives and artists to occupy the Cultural Center with their artistic manifestations throughout the year



Action at the CSN Foundation Cultural Center in Volta Redonda (RJ)

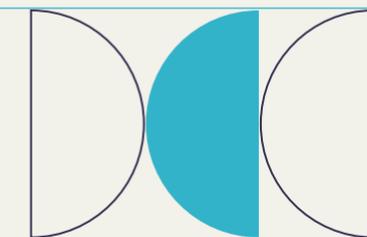




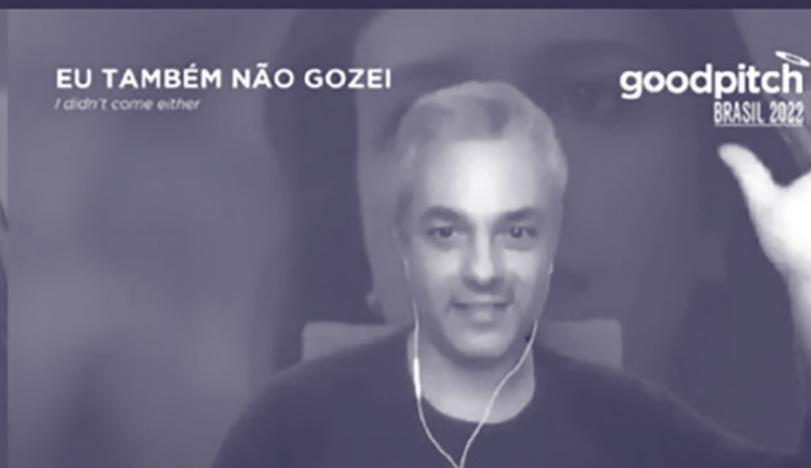
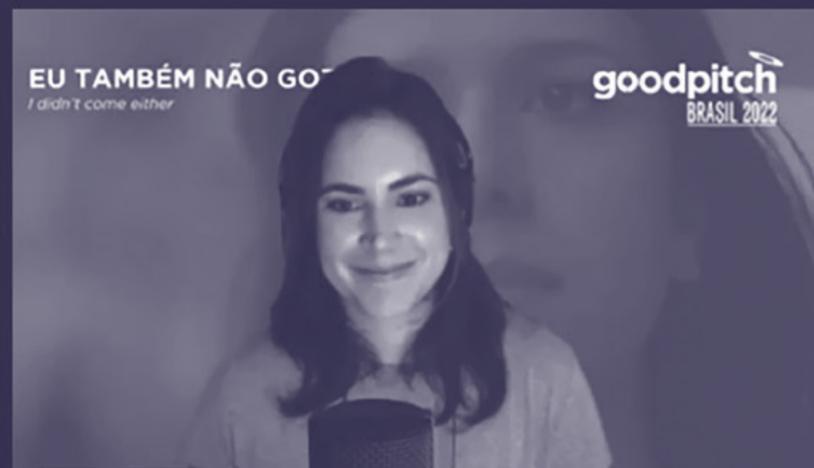
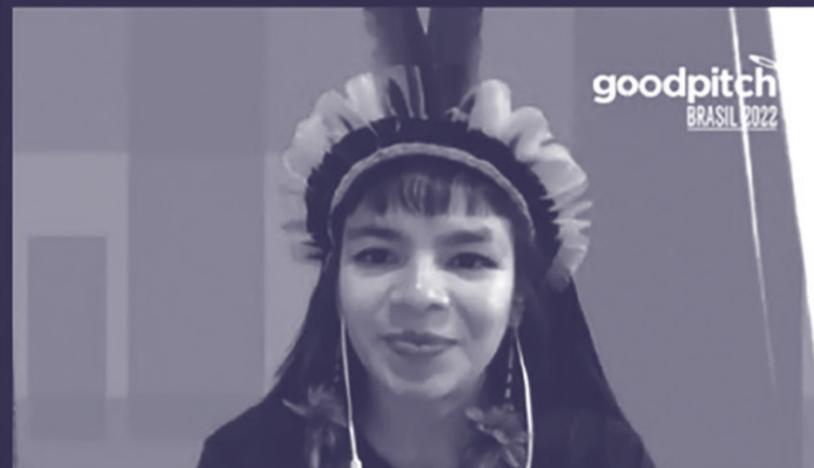
“ I fell in love with it because I didn’t know that the Cultural Center had a public space that opened doors for artists like me. That charmed me, and since then, I’ve never wanted to leave it. ”

Lua Léo,
*dancer and leader of
 the Sala de Ensaio
 independent dance group*

Lua Léo met the CSN Foundation Cultural Center in 2014 through the occupations. Since then, “I, as an artist, have had the opportunity to be part of several shows, several workshops, theater and capoeira classes that were offered by the Cultural Center.” He, who is now a dancer and responsible for the independent dance group Sala de Ensaio, managed to make the dream of producing his first dance show come true by means of the support received by the CSN Foundation Cultural Center—it was the beginning of his career. Lua Léo, the artistic name chosen by the dancer, reveals that, every day he get to the Cultural Center, he feels as if he was being reborn with so many opportunities offered: the workshops, the experiences, the courses, the occupations and the presentations. **“Throughout all these years, I have learned a lot to understand what movement is, its processes, every feeling involved, strength and inspiration. I learned to understand what dance means to me and found that it’s one of the most important things in my life.”**



goodpitch BRASIL 2022



Culture

“Histórias que Ficam”



“Histórias que Ficam”

We believe in the potential of cinema to transform communities, mindsets and behaviors. Over the last decades, the CSN Group has sponsored more than 50 national films and documentaries. And to boost Brazilian production in an innovative way, continuing this long-standing support, we launched “Histórias que Ficam”. This program promotes the portrayal and discussion of Brazilian realities through consulting, promotion and dissemination of documentaries that address urgent issues for society.

In strategic partnership with the International Documentaries Meeting in São Paulo (DOCSP), we co-held the call for proposals “Documentaries Transform”, which selected four projects to participate in three training processes between December 2021 and May 2022: an impact distribution laboratory, consultancies for the development of campaigns and a pitching laboratory. In addition, the four projects participated in Good Pitch Brasil, a global impact networking platform for documentaries, held in May 2022.

The **final prize of R\$ 108,000**, whose objective is to propagate distribution and promote discussions that are relevant to society, **was awarded to the documentary named “Assexybilidade”,** which addresses the sexuality of people with disabilities. We also carry out creative consultancies to finish the four selected films.

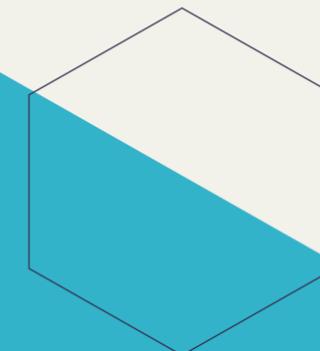
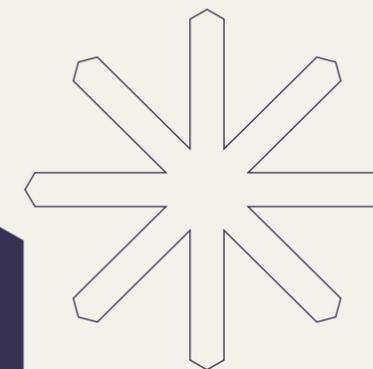


The program boosts the production of films and documentaries that address urgent issues of society, continuing the long-standing support of the CSN Group to Brazilian cinema





“Assexybilidade”, a Brazilian documentary directed by Daniel Gonçalves, is among the four projects selected by our “Documentaries Transform” call for proposals made in partnership with DOCSP. The work, which is inspired by the director’s life, tells stories about the sexuality of people with disabilities. Daniel’s goal with the film is to deconstruct the stereotype of disabled people as someone devoid of sexuality. For bringing an urgent theme and presenting a potential to transform societies and ways of thinking from the proposed reflection, “Assexybilidade” was awarded the Impact Campaign award, having received financial support and enabling the participation of Daniel and the film’s production team in formative processes to distribute the documentary. In 2022, Daniel’s film was in Good Pitch Brasil, an international training program that connects the best impact documentaries worldwide. In 2023, “Assexybilidade” will be playing at film festivals.



“ I believe that the film will cause a stir when it starts shooting, because it deals with a topic that is still taboo—people no longer talk about sexuality, let alone the sexuality of people with disabilities. ”

Daniel Gonçalves,
director and screenwriter
of the “Assexybilidade”
documentary

The “Assexybilidade” documentary was awarded at “Histórias que Ficam” in 2022



Students of the Technological
Education Center (CET) in
Congonhas (MG)



Education

For us, facilitating access to quality education—which instructs and qualifies—is the best and most effective way to build a fairer and egalitarian future, with students who develop to lead the transformation of their own lives and those of their families, as well as the communities where they are inserted.



Education

Scholarships



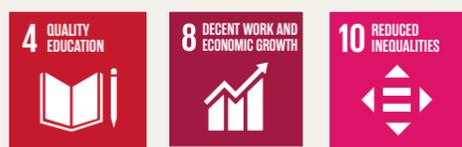
Scholarships – ETPC and CET

We manage the Technological Education Center (CET), in Congonhas (MG), and the Pandiá Calógeras Technical School (ETPC), in Volta Redonda (RJ). In both institutions, we offer quality education and democratize it both through discounts through analysis of the socioeconomic profile and through full scholarships to more than half of the students served. In 2022 alone, **more than 640 young people (64% of the total of 1,007 students in the year)** benefited from partial or full scholarships in Elementary School II (from the 6th to the 9th grade) and High School, as well as Technical Education, which prepares young people who aspire to a career in the most diverse areas. The schools also promote free courses and training in favor of diversity and gender equity.

At ETPC, the training of 93 women as a Steel Operator to join CSN's workforce in January 2023 stands out



ETPC in Volta Redonda (RJ)





“ I have a great affection for ETPC, for having been the place where I had that first contact with what would become my profession, with engineers, with the idea of commitment and dedication to work.”

Caroline Cristine Duarte da Silva,
former ETPC scholarship holder and PhD student in Mechatronics at ITA

They are five cousins: Aline, Camila, Caroline, Daisy and Gabrielle. All of them went through ETPC, between 2008, 2009 and 2010, and all were 100% scholarship holders. Caroline, Gabrielle and Aline were students of the Metalmechanics class, Daisy studied Computer Science and Camila graduated in Electromechanics.

The school was an influence for the five to follow the graduation in the area of engineering, at the Fluminense Federal University (UFF). **“None of the five of us took a preparatory course to enter UFF. We passed the entrance exam with what we learned at ETPC and by studying in the best possible way, with teachers dedicated to teaching when we had questions.”** Gabrielle Cristine Lemos Duarte Freitas composes the fivesome of cousins who are like sisters, born and raised in Barra Mansa (RJ) and who went on to study in Volta Redonda, at ETPC. She graduated in Metalworking Technique in 2011 and today, at the age of 28, she holds a master’s degree in Metallurgical Engineering from UFF. For Gabrielle, **“one has a broader vision when they choose technical education**

prior to Engineering, and so having studied at ETPC was one of the most fundamental choices for my career.” Gabrielle follows her godfather’s advice, believing that knowledge can help her get far: “That’s why the five of us follow the same path.” Caroline is also proof that the teaching was worth it: she studied Mechanical Engineering, opted for an academic career and today is finishing her doctorate in Mechatronics at ITA, in São José dos Campos (SP).

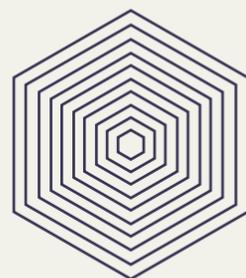
“ One has a broader vision when they choose technical education prior to Engineering. Thus, having studied at ETPC was one of the most fundamental choices for my career.”

Gabrielle Cristine Lemos Duarte Freitas,
former ETPC scholarship holder and current Metallurgical Engineer



Ruan Eriks applied for the technical course in Mechanics in 2019. He graduated in a year and a half and shortly thereafter was faced with two great opportunities to work in the field. Today, he works as a representative at Sotreq in the mining area and is a student of Mechanical Engineering at the Federal Institute of Education, Science and Technology of Minas Gerais (IFMG). **His father, who was also a student at CET, in the vocational course of Industrial Learning, is his great inspiration.** Now, in the activities he carries out in his current job, Ruan can put into practice much of the learning acquired during the technical course.

Ruan's bond with the CET is so strong that the relationship with the teachers continues, even after graduation: **"I communicate each new step in my career to the teachers, from a change of position to entering university."** He also says that at CET he learned the practical roles of a technician, but also developed the commitment in the professional field, skills in creating and assertive communication.



“CET showed me how magnificent the mechanical area is and, since then, I decided to invest even more of my time when it comes to electromechanical maintenance.”

Ruan Eriks,
former CET scholarship holder and representative at Sotreq in the mining area





Scholarships – “Ganhar o Mundo”

We understand that investing in the education of young women today means strengthening the female leadership of tomorrow. Therefore, we offer scholarships to students who wish to pursue undergraduate studies abroad.

The initiative consists of several stages, which include online English language classes, a selection process to improve the language studied and academic experience in New York, in the United States. Thus, the attendees compete for a full scholarship for graduation at the Barnard College, an all-female university and a partner of our initiative. Those who are not selected end the day prepared to go through other selections of North American universities.



Graduation of Jéssica Oliveira, 1st “Ganhar o Mundo” scholarship student at the Barnard College in New York

1st edition of “Ganhar o Mundo”

781



girls enrolled

464



passed the English test

386



completed the selection process

39



were selected

24



participated in the academic experience in New York

7



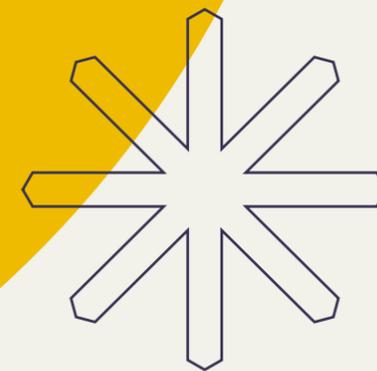
female students contemplated with full and partial undergraduate scholarships at U.S. universities





“My family comes from a very poor background in Senador Camará, a slum in Rio de Janeiro. My grandmother and mother grew up there. I was born there. And what transformed our lives was education.”

Giulia Alves Ribeiro,
former scholarship holder of the
“Ganhar o Mundo” pre-college,
currently works as a People &
Management Analyst at CSN in
São Paulo (SP)



Giulia comes from a context of social change. Her grandmother could not study, but she always fought for her daughters to continue their studies. Thus, ascending socially, which included studying abroad, seemed a very distant dream: **“First because we did not have accessible information; And then because I was in a public school, I didn’t know exactly how to go after that dream. It seemed like a very impossible thing.”**

She learned about the “Ganhar o Mundo” program from her mother, who received an email about the project and found it perfect for her daughter. Giulia made the selection process and was approved. “I didn’t know what was going to happen, but I was very happy with the opportunity.” Those selected took English classes and a pre-college course in Barnard, New York, in the United States. The experience at the Barnard College returned to Giulia in the form of an invitation to start a scientific initiation project at a university in Brazil: she joined Heloísa Buarque de Hollanda in the academic research. **“Ganhar o Mundo” was the key to both finding purpose in my personal and academic choices, and receiving opportunities and following what I believed in, which was the transformative power of education and the importance of that for women.”**

Giulia defines herself as a “knowledge accumulator” and today continues to learn new information within CSN, where she works in the People and Management team, working directly with the Corporate University for eight months.



“If it weren’t for the CSN Foundation, I don’t know if I would have applied to study at a college in the United States; I don’t know if I’d be living in the United States right now; I don’t know if I would be studying what I study today; I don’t know if I’d be going to work where I’m going to work today. Probably the answer would be no.”

Julia Shimizu,
“Ganhar o Mundo” 100% scholarship student at the Barnard College for graduation, has recently graduated



Julia began the application process to study abroad when she was still 15. There were essays, different tests and interviews until the result came out: she was one of those selected for the preparatory course to apply to college in the United States. **“The “Ganhar o Mundo” program seemed to me a surreal opportunity, in the sense of**

having all the opportunities funded, the structure of the program, with all the training, the English course, the pre-college at Barnard and the graduation itself,” she recalls. Among the more than 700 applicants, she was among those selected. When she returned to Brazil after the experience of an academic experience. Certain that she wanted to graduate from Barnard, it did not take long for her to begin the process of applying for graduation. **“I remember to this day that I was at home and I got the email. When I got on my profile at the university’s website, confetti started dropping on the screen and I was in shock.”** The whole family celebrated: “I remember my mother crying because I was going to New York and my life was going to change completely. And it has indeed changed.” Today, at the age of 22, Julia is a graduate at the Barnard University and is about to start a new job, in a law firm with more than 100 years of experience.

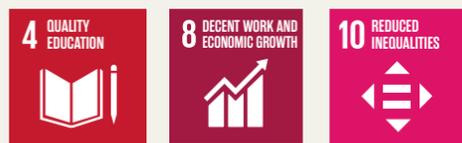


Theatre scholarships

In order to continue contributing to the training of young people who stand out in the theater trail of "Garoto Cidadão", we established a partnership with "Escola Superior de Artes" Célia Helena, in São Paulo (SP), selecting three former students with full scholarships in the Degree Course in Theater, lasting four years.

We pay airplane tickets and housing for the young people selected to stay at the capital of São Paulo, where classes are taught. In addition to receiving a stipend, the students were hired as young apprentices at CSN, so that they have the income to continue with their studies.

We selected three former students of "Garoto Cidadão" with full scholarships for a degree in theater



EDUCATION



"Irmãs Coragem" play, performed by the scholarship holders of "Escola Superior de Artes" Célia Helena, in São Paulo (SP)



“ I think this artistic side has always been inside me in some way, but when we talk about art, we talk about an elite place, a place that is not that accessible, so I would never have access to art if it weren't for the CSN Foundation.”

Junior Padovani,
theater scholarship and young apprentice at Prada-CSN

“ People who come from the community, who do not have much access to art and culture, find another world in the CSN Foundation.”

Ana Paula Semião,
theater scholarship and young apprentice at Prada-CSN

Ana Paula Semião, Dudda Oliver and Junior Padovani are the three scholarship holders of the Célia Helena School of theater. Before starting their degree in theater, they all went through “Garoto Cidadão”: Dudda is from Volta Redonda, in Rio de Janeiro, while Ana Paula and Junior are from Congonhas (MG).

Junior began his career with us in 2009 and, based on the activities developed in “Garoto Cidadão”, he discovered himself as a person and actor. Years later, he created his own theater group in the city of Congonhas, with which he toured the entire state of Minas Gerais, marking his presence in festivals with authorial plays. Still, the dream of attending drama school seemed distant. Because it was expensive and because he came from a humble family, Junior didn't think it would be possible to achieve what he so desired. It was then that the opportunity to participate in the selection process at the Theater Scholarship appeared.

He was joined by Ana Paula, always linked to the theater. She says that art has changed her life: **“People who come from the community, who don't have much access to art and culture, find another world at the CSN Foundation.”**

Even her first plane trip took place with us, towards São Paulo, when she met also for the first time the Municipal Theater. The opportunity to return to São Paulo came now, this time including permanent residence in the city, as a theater student.

Dudda, who has spent nearly half his life as a “Garoto Cidadão” educator, rounds out the threesome of scholarship students. In the project, in addition to the performing arts, she ventured into music, having participated in “Tambores de Aço”. Between acting and singing, Dudda staged numerous plays. The most striking, she says, was when she participated in the assembly of “The Wizard of Oz,” the first in which she was the protagonist **Now, at the Celia Helena School, Dudda is again the protagonist, but this time in the play written by Junior, entitled “Irmãs Coragem”, along with Junior himself and Ana Paula.**



Education

Environmental
education



Environmental education

We seek to transform the relationship of communities with the environment through the Environmental Education Program (PEA), an initiative that integrates participatory socio-environmental diagnosis, awareness activities and environmental education.

The program disseminates the balanced integration of the various dimensions of sustainability (environmental, social, ethical, cultural, economic, spatial and political) to development, resulting in a better quality of life for all, through social involvement and participation in environmental protection and conservation and the maintenance of these conditions in the long term.

Since 2013, we have been running the PEA in the mining cities of Arcos, Belo Vale, Congonhas, Ouro Preto, Pains and Rio Acima



Visit of students from the Municipal School Anexo Júlio Caruso to the Cicuta Forest – PEA Volta Redonda (RJ)



Environmental Education Program (PEA) in Congonhas (MG)

In 2022, we started the Environmental Education Program in Volta Redonda (RJ)

In 2022, we also started the program in Volta Redonda (RJ), together with the local government, through the departments of Education and Environment. For this launch, several environmental education activities were carried out, such as the cleaning of the Bugio Stream; the exhibition “Capturing the past: water and CSN”, at the Raul de Leoni Municipal Library; and workshops on the importance of

water for elementary school students in the municipal public network. We also released 10,000 fingerlings into the Paraíba do Sul River, which contributes to its repopulation and maintenance of its ecosystem functions and biodiversity. The action included two species, one of which is threatened with extinction—the curimatá—native to the region.

In all units, the PEA executes initiatives in favor of environmental and ecological dissemination to the communities, with actions in the Environment Week, Water Week and Tree Week. In Congonhas and Arcos, we also held ecological holidays for sons and daughters of CSN employees and children from the surrounding communities.

In Congonhas (MG), in 2022, we launched the environmental education contest “Eating well with what you have: practicing zero waste”, in partnership with the Municipal Department of Education. Students of the 6th grade of elementary school from nine municipal schools were challenged to record a video of up to two minutes presenting a food in natura, its nutritional properties and its benefits, as well as tips on how to fully take advantage of the food in a recipe. The winners were awarded board games and bicycles and had their videos featured on our website.

In total, **66,761 people** were assisted in environmental education initiatives in **563 activities** carried out during the year. Among the programs conducted in the various locations, we highlight initiatives such as revitalization of public spaces, realization of composters, reuse of rainwater, construction of community gardens, training for making low-cost solar heaters, craft classes and awareness actions on commemorative dates.





Currently, Maria Eduarda is part of the CSN staff, where she works as an Environmental Analyst and develops demands for the PEA, but her history with the CSN Foundation began more than ten years ago: **“Seeing a presentation of “Tambores de Aço” at a PEA event made me nostalgic and proud. The CSN Foundation has provided me with many good moments, a lot of experience and discipline so that I can achieve my goals.”** Her career with the Foundation began when she joined the Youth Orchestra. Even though she began to study flute from a very young age, until then Maria Eduarda had never played in a full orchestra and was impressed by the structure offered. She says that being a scholarship holder allowed her to get to where she is today and, even divided between internship, foundation and college, **“it was very pleasant to participate, because we loved what we did. And my trajectory at the Foundation was very important, because it enabled the continuity of my studies and allowed me to continue with music.”** After the project, what remained were the memories and friends that until today she finds in Volta Redonda (RJ): she and Flavinho, current coordinator of two “Garoto Cidadão” units in Mato Grosso do Sul, for example, were orchestra colleagues.

Maria Eduarda says she wants to go very far with the PEA mission: “If in the first year the reach was ten schools, today, in the second year, we have a scope to serve 23 schools. I believe we can achieve a lot,” she concludes.

“ In the first week, assuming the work with the PEA within the CSN Environment team, I took the scope of the program to read and found it very interesting. Then, in a meeting about the project, I saw someone I knew and realized the project belonged to the CSN Foundation. And it’s a great pleasure to be part of this initiative. **”**

Maria Eduarda Alves,
Environmental Analyst at CSN
in Volta Redonda (RJ)





“ I remember the first Ecological Holidays. They were the best of my life. They were educational activities that I will carry throughout my life. ”

*Lara Eduarda Sousa de Paula,
Chemistry intern at CSN
in Arcos (MG)*

Despite her young age, Lara Eduarda Sousa de Paula, 19, has been participating in the Environmental Education Program for eight years. A resident of the Boca da Mata community in Arcos, Minas Gerais, her first meeting of the program was in 2015. “Since then, I follow all the educational activities, which are of great value to me and to all the attendees in the community, especially the children, who are in development and learning from a young age to take care of the environment,” she says. Currently, Lara is a Chemistry intern at CSN and, therefore, can see **“how important all the teachings presented by the PEA were. Working at CSN, I can follow these processes closely.”** She says that in the meetings and activities, the program already brought a little of the company to the community, so “working at CSN is a dream come true, because it has always been a place of reference.” Recently, Lara graduated from the technical course in Chemistry to improve in her area of expertise.

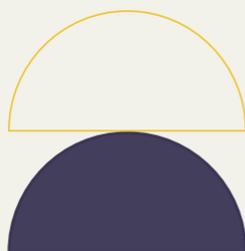


Elisangela Sandra Moraes dos Santos, better known as Lili, is from Congonhas, Minas Gerais, and participated in all the activities that the Environmental Education Program (PEA) brought to the Córrego dos Pintos community, where she lives. Lili says that “there are few things that happen in our community, but when it happens this way, we try our best to participate.” At PEA, she learned the most diverse techniques, such as recycling, candle production, Chinese sewing, binding, mosaic tray and earth paint. She is currently learning how to make solar heaters. As Elisangela also tinkers with handicrafts, she is able to put into practice what she learns in the courses in her own production. **“Since I’m staying at home, it’s been a really good experience, and hopefully there are more courses. The important thing is to know that you are not old enough to learn and that learning never hurts. I love participating in these activities and I intend to continue it.”**



“Today, at the age of 45, I did not know that there was the possibility of making earth paint, so it was wonderful to learn this technique, and now I will apply it to fabrics and the wall of my house. That is why I say that the EAP has brought me new horizons, as well as a new look. **”**

Elisangela Sandra Moraes dos Santos,
artisan participant of the PEA in Congonhas
(MG)





Education

Employability of young people



Employability of young people – “Capacitar Hotelaria e Serviços”

We understand that professional qualification, education and opportunity are the key to opening the doors of the first job to young people between 16 and 29 years old. Therefore, we have developed “Capacitar Hotelaria e Serviços”, a social project that provides opportunities to those who wish to enter the hospitality and services sector.

Each semester, selected young people participate in theoretical and practical classes in various sectors of hospitality and services, such as reception, events, cooking, maintenance and customer service, totaling 228 hours of free course with certification. The classes are held in the two hotels we manage in Volta Redonda (RJ), the Bela Vista Hotel-School and the Vila Business Hotel.

To complete the learning track, students participate in *Master Hoteleiro Jr.*, a course completion activity, to put into practice their knowledge in hospitality and be recognized for their work and talent. They also engage in

the Inova Challenge, in which they are provoked to think about actions that positively impact the outcome of one or both hotels. **In 2022, 136 students completed the course. Since the beginning of the project, 1,603 young people have been trained.**

We value relations with the community, so we maintain a partnership with the municipalities of Volta Redonda and the surrounding municipalities. Students who join the program are referred by the Social Assistance Reference Centers (CRAS) of the region, which includes the municipalities of Barra Mansa, Barra do Piraí, Piraí, Pinheiral, Quatis, Resende, and Porto Real, as well as Vassouras and Itatiaia—which will be covered in 2022. We also reserve vacancies for young people referred by the General Department of Socio-Educational Actions (DEGASE), the Specialized Reference Center for Social Assistance (CREAS), the LGBTQIA+ Citizenship Center Médio Paraíba, the Specialized Center for Assistance to Women (CEAM) and the Child Labor Eradication Program (PETI).



“Capacitar Hotelaria e Serviços” in Volta Redonda (RJ)

Each semester, we select young people for a 228-hour training day in our school hotels. In the last year, 136 students completed the course





“The course opened doors for me to various roles, and it was from it that I discovered an area that I am really fond of, which is hospitality. “Capacitar” inspired me to take the technical course in Tourism and to enter the graduation in Hospital Management, which I am completing now. ”

Josiane Aline,
*former student of “Capacitar”,
currently working with bed
management at Unimed*

Josiane met the “Capacitar Hotelaria” when she was working as a general services assistant in a hospital in Volta Redonda (RJ), her hometown. It was more than ten years ago that Josi chose to take the course to gain knowledge regarding the hotel industry. Right away she identified with the area, especially with the governance and reception part, and, while she was still in the course, she already began to do internships. The affinity and enthusiasm with the hotel industry were such that she became part of the team of the Bela Vista Hotel-school as an attendant at the reception, even before graduating. Between working at our hotel and freelancing activities, it didn’t take long for Unimed to call her to work in the company. **“I joined as a Hospitality Assistant, which is like a hotel reception; I had to check if the room was fit to receive the patients. And now I work with bed management, which is a role that frees up the rooms for patients to be admitted.”**





Young people’s employability – “Conexão Aprendizagem”

We believe in decent work as a path to social development. We were born in 1961, precisely with a focus on promoting the training and entry of young people into the labor market.

Throughout our history, we have trained more than 52,000 young people.

On this front, we highlight the Young Apprentice program, which we run in the municipalities of Congonhas, Conselheiro Lafaiete, Ouro Branco, Contagem, Belo Horizonte, Itaúna and São Gonçalo do Rio Abaixo, in the state of Minas Gerais; in addition to São Paulo (SP) and the municipalities of Volta Redonda and Duque de Caxias.

Through the Young Apprentice program, we train adolescents aged between 14 and 24 years to work in different areas of CSN, in accordance with the Learning Law, which establishes a work modality in which young apprentices perform practical activities and participate in training with theoretical

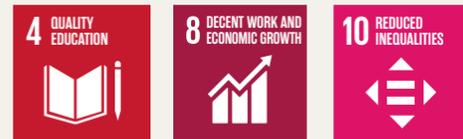
content on the labor market and personal and professional development. We offer courses in the areas of Administrative, Hygiene and Health, Logistics, Electromechanics, Retail Operation and Negotiation and Services.

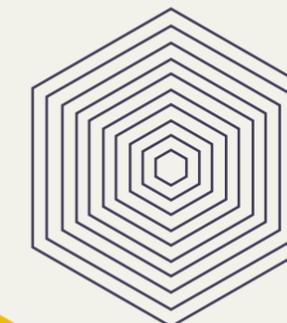
In 2021, with a focus on amplifying the positive impact of “Conexão Aprendizagem” and expanding job and income opportunities for recent graduates, we launched Internship Integration. The initiative promotes the connection between educational institutions, companies and young people, carrying out all stages of recruitment, hiring and support for those involved. In 2022, the Internship Integration had 20 partner companies in Ouro Branco, Belo Horizonte, São Paulo, Rio de Janeiro and Volta Redonda.

In total, 1,296 young people were served in 2022 by the Young Apprentice program and another 59 by the Internship Integration



Industrial Learning Course in Congonhas (MG)





Giuliana de Carvalho Braga, 24, joined our Young Apprentice program in October 2018. She says she was able to get into the company she currently works for through the program:

“It was very significant, because I had just left high school, with no experience at all, and I got this first opportunity as a young apprentice.”

As she started working at the company, she worked in Customer Service, as a telemarketer. Today she is already in the administrative sector, dealing with the more bureaucratic part, which she says she prefers. Giuliana is also studying for a bachelor’s degree in Business

Administration, a desire that also arose because of the job: “At work I had this idea, because our mind opens up to new opportunities and we chart new paths. It is another reality. I’m in the 5th period and I’m already graduating next year.”

“ This learning initiative of the CSN Foundation has to expand, because there are many young people who find themselves in the situation in which I found myself a few years ago, with no prospect of employment. Now I’m about to complete five years in the company. **”**

Giuliana de Carvalho Braga,
former participant of the Young Apprentice program, currently working in the Administrative sector and studying Administration



Youth Employability – “Mentoria Cidadã”

We wish to increase opportunities for professional development and contribute to the employability of young people who participate in “Garoto Cidadão”. Therefore, together with CSN, we launched “Mentoria Cidadã”.

Through the initiative, young mentees of CSN’s Young Apprentice program are supported by a volunteer mentor, who is an employee of the CSN Group with at least one year of experience in a specialist or management position. These professionals contribute with guidance and a practical view of the corporate world, bringing support and hospitality and directing a solid opportunity to start a career to young people.

Among the 51 attendees of the first cycle, **100%** had the opportunity of the first job. In the second cycle, which began in August 2022, **45 young people** were mentored, **80%** of whom were employed as young apprentices in the CSN Group.



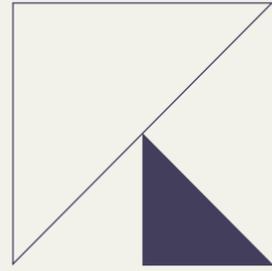
Lucas Felipe Silva Garcia and Luiz Felipe Jomek (left to right), mentored by Helton Luciano Fogaça Weiss, Product Director of CSN in Araucária (PR)



EDUCATION



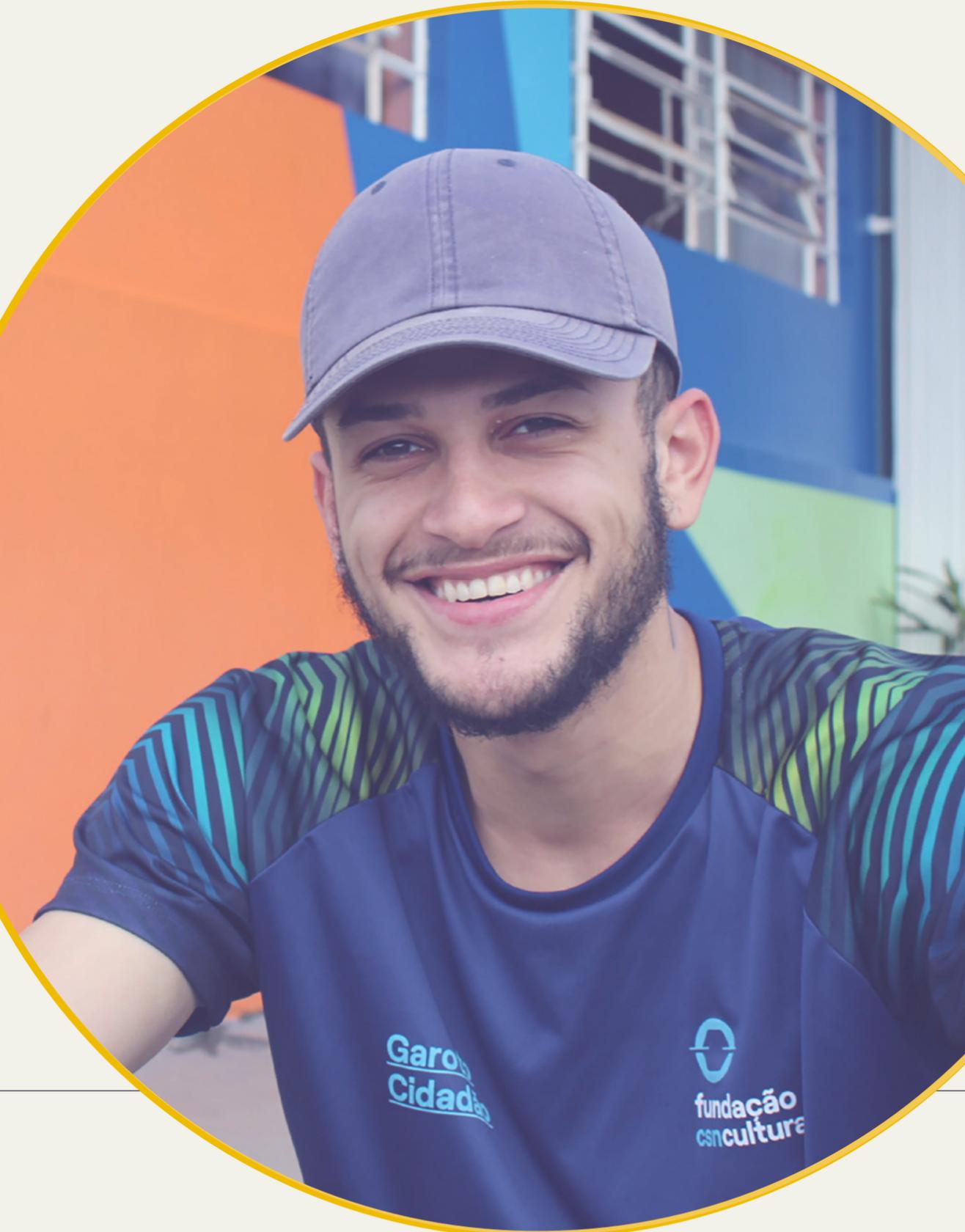
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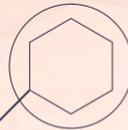


At the age of 18, Davi, who is a native of the city of Araucária (PR), finished his process in “Garoto Cidadão” last year and was part of the first edition of “Mentoria Cidadã”, a program that we developed together with CSN with the idea of opening more doors of professional opportunities for our boys and girls. All the young people who participated were guided by volunteer mentors, who are part of the CSN Group’s team of employees and hold leadership positions. Davi was mentored by Thiago Gobbo Viegas, General Manager of Operations at CSN in Porto Real (RJ). Seeing Davi as a professional of the Company, showing his power and conquering his space, is the materialization of what we desired by creating the program: to contribute to the employability of young people through education, social inclusion and opportunities generated. Acting as a support operator in internal logistics, David has already managed to rent a house, where he lives with his wife and son.

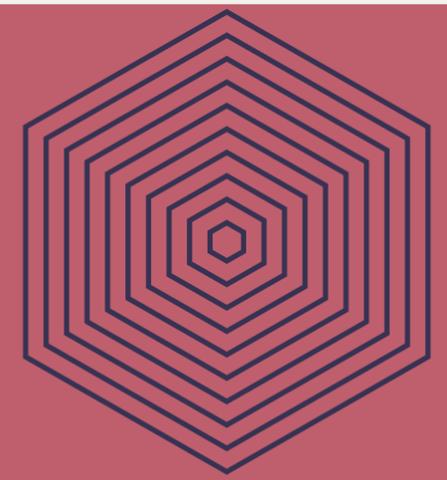
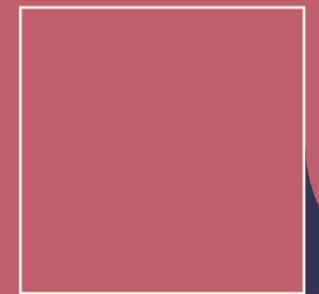
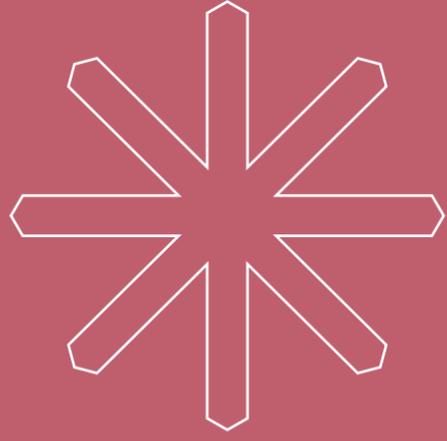
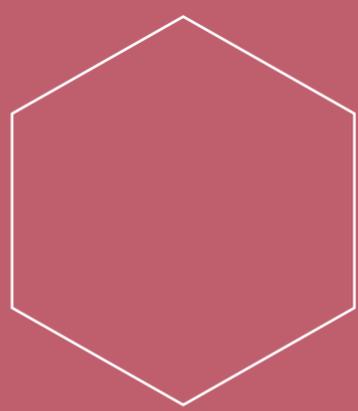
“I have always seen “Garoto Cidadão” as my second home, my second family, where I have peace and comfort no matter how the world or my life is. During “Mentoria Cidadã”, I had a great mentor who was willing to help me in whatever it took. And it was worth the time dedicated, because now, after participating as a young apprentice, I was hired at CSN.”

Davi Vieira Goularte,
former “Garoto Cidadão” student, having participated in “Mentoria Cidadã” and currently working as a support operator in the internal logistics of CSN in Araucária (PR)





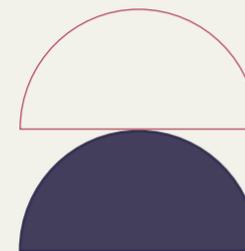
"Capacitar Hotelaria e Serviços" Master Hospitality Activity in Volta Redonda (RJ)



Youth Week in Volta Redonda (RJ)



Articulation



VII Municipal Conference on the Rights of Children and Adolescents in Itaguaí (RJ)

We understand the importance of articulating with the community, the government, local entrepreneurs, institutions and CSN for a prosperous and harmonious relationship. Therefore, we have established partnerships to act on the priorities of the territory. To continue moving forward, in 2022 we established the Articulation Management in order to strengthen our vocation to capture demands, both from the community and from other stakeholders, and to increase the development of local public policies.

On this front, we manage in Congonhas (MG) the Support House, focused on CSN Mineração's relationship with the local community. With its goal of being a channel for listening to the community, the Support House provided **2,240 services to the population** in the last year.

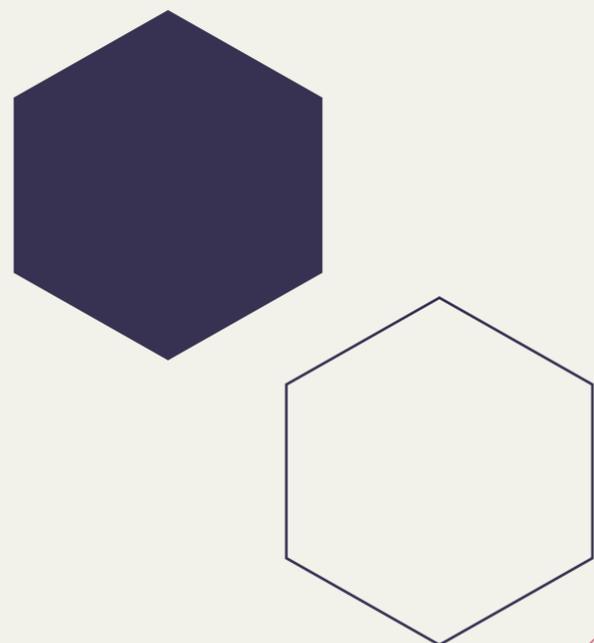
We also promote training for guardianship counselors, servants and educators. In 2022, for example, we held two trainings on the Regulatory Framework for Civil Society Organizations (MROSC), for **115 attendees** from the cities of Bonito, Coxim, Bodoquena, Bela Vista and Jardins, in Mato Grosso do Sul.

“ In Bonito, there is a lack of training regarding the preparation of projects and fundraising. Knowing the expertise of the CSN Foundation, which is our partner, we saw an opportunity for attendees to learn from those who know how to do it. As a result, there was a search for deepening the subject, since it is full of details, and only with practice can one evolve. ”

Lelo Marchi,
Director of Culture of Bonito (MS)



João Batista lived in front of the Support House. Also nearby, he worked in a thrift store with his sister. It was thus, because they were almost neighbors, that he met the community service unit. After seeing his daughter participating in “Garoto Cidadão” activities, he himself joined the activities promoted by the CSN Foundation: he participated in the *Se Essa Rua Fosse Minha* action, a project of our Environmental Education Program (PEA), painting the houses that were around the association. It was inside of the Support House that João Batista had his first contact with CSN. There, he received guidance to participate in a selection process to join the company’s team. Today he has already spent four years as an employee at the Company: he joined as Assistant 1 and was promoted to Laboratory Assistant 2. For him, **“it was through my work that I got my job stability and a better house.”**



“A year ago I completed my Mining Technician course at CET, through the Support House”

João Batista,
who participated in the activities of the Support House and works as Laboratory Assistant 2 at CSN Mineração



In 2022, in order to improve the way we develop socioeconomic projects in the territories where CSN is present, we developed a new instrument for strategic planning of Private Social Investment: Theory of Change (TdM) by the CSN Group.

Guided by territorial economic development, the TdM is the synthesis document of the main elements that structure our new action, focused on boosting the local economy and generating income for the vulnerable communities of these territories.

TdM was structured in partnership with several areas of CSN (CSN Inova, Sustainability, Institutional Relations, People & Management and Heritage) and an external partner, which established the changes and impact that CSN wishes to leave in all the places where it operates.

Through the collaborative construction of an innovative local economy that strengthens community autonomy, social development and local environmental sustainability, individuals, organizations and systems can be impacted with projects based on financial, human, natural, social and institutional capital. With Theory of Change, our work gains a new horizon, maintaining our purpose of transforming lives and communities.

Collaborative Construction Process



Theory of Change, built with CSN Inova, points to a new strategic look at social investment of the CSN Group, based on territorial economic development

Theory of Change is based on the strategic pillars of urban entrepreneurship, urban employability and rural productive inclusion. In 2022, two projects in urban entrepreneurship were started:

Cultural Innovation Hub

Strengthen the artistic businesses of Volta Redonda/RJ

Street Art Tourist Center

Build the “Beco do Batman” in Volta Redonda/RJ



Curatorship

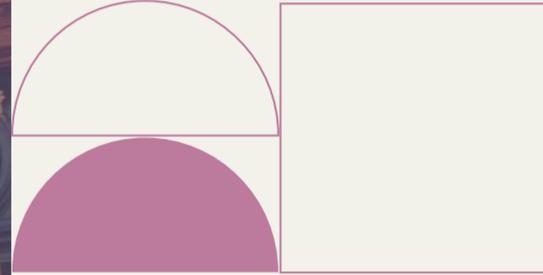
We analyze and pre-select projects from other institutions so that CSN can define which of them will be sponsored through tax incentive laws in the areas of culture, sports, children and adolescents, the elderly and health, enabling many relevant initiatives to become a reality. The use of these funds allows us to expand our social activities without relying on our own resources.

*Swimming with Thiago
Pereira project in
Volta Redonda (RJ)*





Ipiranga Museum (SP)

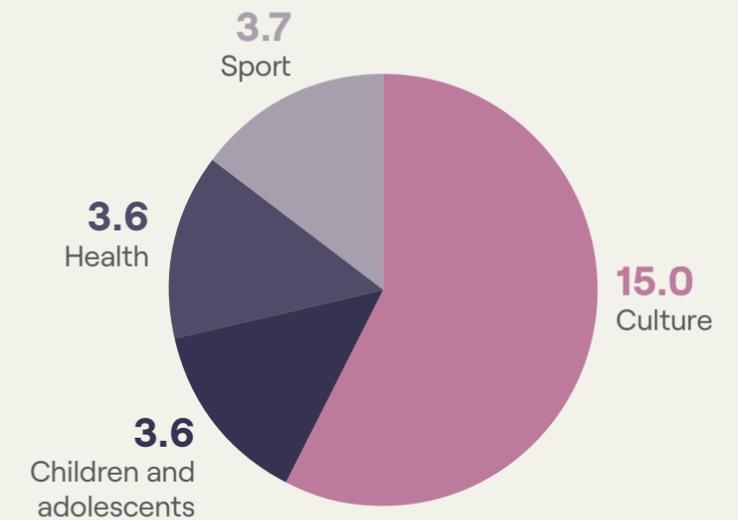


In 2022, CSN received the commendation of Sports Incentive from the Ministry of Citizenship

Among the projects supported in 2022, we highlight the “Anne Frank” exhibition of the Ten Yad Charitable Institute, the restructuring of the Ipiranga Museum in the Bicentennial of Independence, the 26th Tiradentes Film Festival, Hospital do Amor, “Craque Cidadão”, the São Paulo Biennial, the Palace of Arts – 50 Years of the Clóvis Salgado Foundation, the “Nadando com Thiago Pereira” project, the Angelina Caron Hospital, among others. In total, **R\$ 26 million** were allocated to **74 projects**, covering **18 cities** in **7 Brazilian states**.

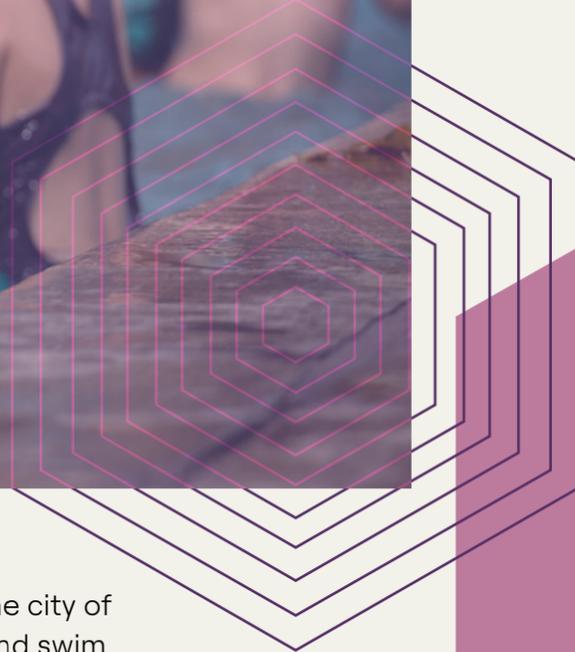
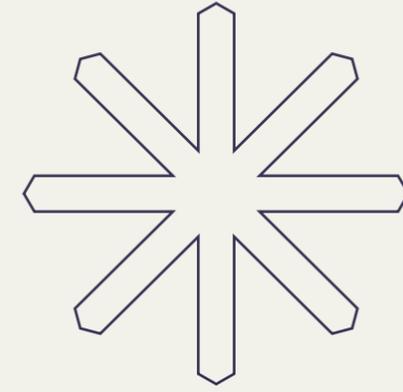
In 2022, CSN also received the commendation of Sports Incentive from the Ministry of Citizenship, in an event that awarded the five companies that invested the most in the Sports Incentive Law (LIE) throughout 2021. The Group was recognized in second place among the five companies. This is the first edition of the award, intended to honor institutions and legal personalities that have excelled in supporting sports projects through the LIE.

Investment in projects of third institutions in 2022 (in R\$ million)





Swimming with Thiago Pereira project in Volta Redonda (RJ)



Born in Volta Redonda (RJ), the swimmer and Olympic champion Thiago Pereira had as inspiration to start the project Swimming with Thiago Pereira his own life story: as a child, he suffered an accident and almost drowned. Drowning prevention, especially among children, was then what motivated him to start the program. Thiago sees in the project the opportunity to show people the sport as a tool to improve health and education: **“Having the presence of CSN to achieve this goal of mine is fundamental.”** For him, the

project, the CSN Foundation and the city of Volta Redonda form a kind of trio and swim in sync to spread the benefits of the sport to the population. And the feedback has been more than positive: “People are very happy with the initiative. Whenever I go to the project, I interact with the children, I receive letters, drawings and thanks.” Many of these children and young people served by the project did not come to see Thiago as an Olympic swimmer, so having this recognition has been increasingly cool.

“ It’s my first project encouraged. We have just completed one year, and there are already several reasons to celebrate the positive feedback: to encourage swimming, to be in my city and to see the children happy. ”

Thiago Pereira,
swimmer and Olympic champion and creator of the project Swimming with Thiago Pereira, supported by CSN

Incentive area: sport



“Hospital de Amor is delighted to talk about this partnership with a company that sees the value of supporting an institution with 61 years of history and that serves 100% of the public service. We are proud to share our trajectory with CSN.”

*Sr. Henrique Prata,
creator of Hospital de Amor,
supported by CSN*

Incentive area: health

Located in the city of Barretos, in the countryside of São Paulo, Hospital de Amor serves more than 2,600 municipalities throughout Brazil. The entity differs from other hospitals by a humanized treatment, using doses of love when receiving patients. Today, the hospital serves cancer patients free of charge. **“The choice to meet SUS 100% was a way that we had to show all**

companies and partners that actions of this size are also required for financial purposes of any company or person who wishes to help a social work”, explains the President of the institution, Mr. Henrique Prata. In this way, the hospital contributes to a better development of the country by decentralizing care, since it establishes partnerships and takes projects to the North, Northeast and Midwest of Brazil.



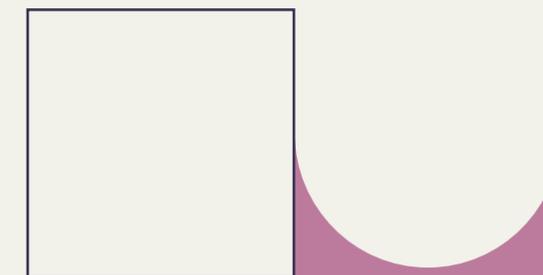
*Hospital de Amor in
Barretos (SP)*



UNIBES Cultural in São Paulo (SP)

“ I would not be able to hold the volume of musical events or discover young talents if there were not the CSN Foundation as one of our partners. I would not be able to hold the literary meetings or develop the numerous festivals that we hold annually, in the thematic plurality that we bring, if I did not have the partnership of an organization like this. ”

Bruno Assami,
Executive Director of UNIBES Cultural,
supported by CSN
Incentive area: culture



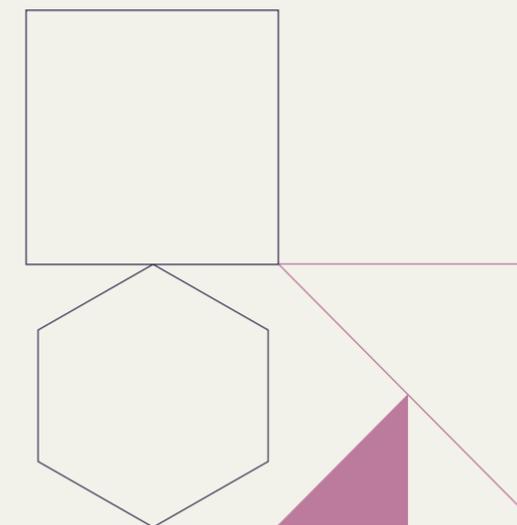
UNIBES Cultural has had an insertion in the art system for only eight years. Still, the CSN Foundation, from the first moment, was one of the first organizations that understood the dimension of what the institution was proposing as a new vision for the arts and culture sector. “At first, companies like CSN were structural for this project, because it was initiatives like these that gave credibility to this project in its size and scope,” says Bruno Assami, Executive Director of the institution. **“Finding partners who understand the depth of the role of fostering a creative industry is very complex, it is not a conventional sponsorship. And we had the privilege of emblemizing our intersection between the CSN Foundation and UNIBES Cultural with the materialization of the DOCSP,”** he recalls. Assami points out that we have this partnership because “it is in the DNA of the organization to look at the transformations of the world based on this vision. It sounds easy, but it’s not. I have in my hands the business organizations that are on my side with this look, with this cultural and artistic construction.”



The relationship between CSN, the CSN Foundation and the Association of Parents and Friends of the Physically Handicapped of Volta Redonda (APADEFI) goes back more than 40 years. We have always encouraged works that were the pillars of what APADEFI is today. **“CSN and the Foundation were active parties in the process of installing APADEFI, and continued to be in our process of continuous growth,”** says Rodolfo Levenhagen, representative of the institution. Between 2000 and 2022, several projects resulted from our fruitful partnership: the construction of the first Aquatic Rehabilitation Center in the municipality of Volta Redonda; the total refurbishment of the institution’s headquarters; and, in particular, the “Ampliando Capacidades” project, which aims to expand APADEFI’s service capacity, both in quantity and quality, totaling more than 30 thousand services in the period of just over two years. Our partnership with the institution also consolidated the expansion of its spectrum of people served: those with physical disabilities and also those with intellectual disabilities. **“The results are perceived with the increase in the number and quality of projects sent to municipal councils and the increase in the number of organizations accessing resources, considerably increasing the number of citizens benefited by the actions.”**

“ This is a tight synthesis, because it is even difficult to measure in words the importance of the CSN Foundation and CSN itself for APADEFI. This context reveals how fruitful the partnership of the Third Sector with the private initiative and with the public power in promoting public policies can be. ”

Rodolfo Levenhagen,
representative of APADEFI,
supported by CSN
Incentive area: health



APADEFI in Volta Redonda (RJ)



Ana Paula, Dudda and Junior, theater program scholarship students and interns at Prada, along with CSN employees



Corporate information

Corporate

Chairwoman
Mônica Fogazza

Board of Directors
Enéas Garcia Diniz

General Manager
André Leonardi

Projects Manager
Fábio Silvestre

Administrative Finance Manager
Allan Kouwen

Articulation Manager
Helder Oliveira

Legal Manager
André Abrão

Administrative Supervisor
Renata Franco

Accounting and Financial Supervisor
Vilma de Faria

Project Supervisor
Lucia Toledo

Communication and Marketing Coordinator
Letícia Panichi

Evaluation and Monitoring Analyst
Fabiana Dapia

Territorial Development Analyst
Pamela Quevedo

Head of Maintenance at the CSN Foundation
Vanderson Domiciano

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Educational Services Manager
Denise Martins

Pedagogical Coordinator – Learning
Laudeanne Vasconcelos

Administrative Learning Coordinator
Elton Machado

Learning Coordinator – Congonhas
Rilton Santos

Learning Coordinator – Contagem
Girlene Azevedo

Learning Coordinator – Rio de Janeiro
Aline Santos

Schools

School Director – CET
Wellington Martins

School Director – ETPC
Joaquim Lopes

Administrative Coordinator – ETPC
Rafael Carvalho

Equity Coordinator – CET
Agostinho Miranda

Technical Coordinator – CET
Moacir Inácio

Hotels

Hotel’s Manager
Maria Carolina Wiziack

Hotel’ Sales Manager
Debora Xocaira

Head of Hotel’s Operations
Sueli Galantini

Head of Hotel Reception
Alessandra Ventura

Head of Hotel Reservations
Fábio Lourenço

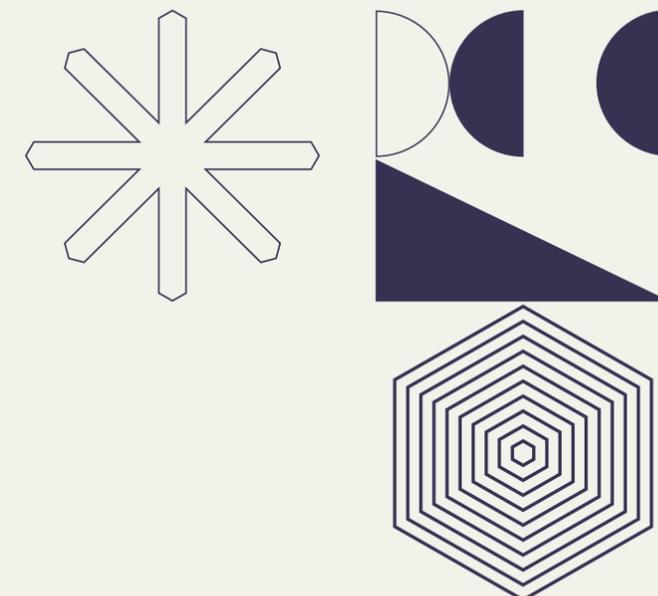
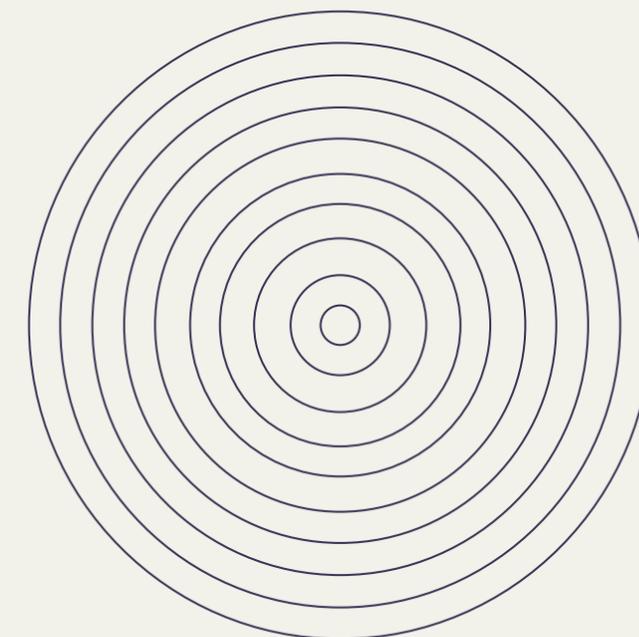
Hotel’s Administrative Consultant
Débora Feijó

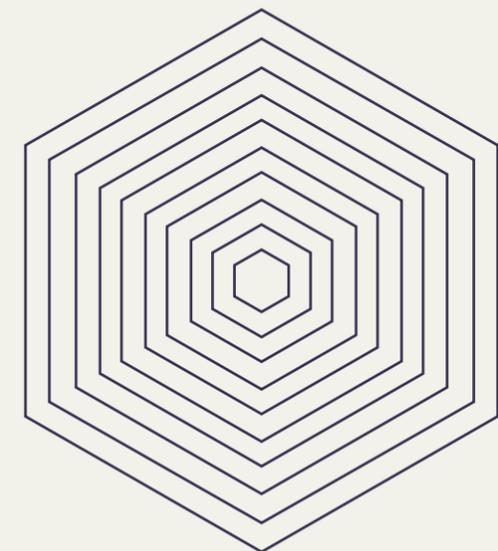
Hotel’s Administrative Coordinator
Ester Oliveira

Hotel’s Activities Coordinator
Carla Carvalho

Hotel’s Kitchen Coordinator
Vitor de Mello

Hotel’s Housekeeper
Darlene da Silva





Education, culture and curatorial projects

Coordinator of Activities, Projects and Curatorship
Ana Amélia Barbosa

Coordinator of Educational Activities
Lucas Gama

General Coordinator at “Garoto Cidadão”
Lena Inocência

Activities Coordinator at “Garoto Cidadão” – Volta Redonda
Sabine Marangon

“Garoto Cidadão” Coordinator – Bonito/Porto Murinho
Flávio Teixeira

“Garoto Cidadão” Coordinator – Coxim
Paulo Henrique Neri

“Garoto Cidadão” Coordinator – Itaguaí
Jorge Alex Andrade

“Garoto Cidadão” Coordinator – Arcos
Alex Luis

“Garoto Cidadão” Coordinator – Araucária
Lisania Souza

“Garoto Cidadão” Coordinator – Congonhas
Magda Cunha

Educational Coordinator at “Garoto Cidadão” – Heliópolis
Ana Lúcia de Camargo

Coordinator of the CSN Foundation Cultural Center
Giane de Carvalho

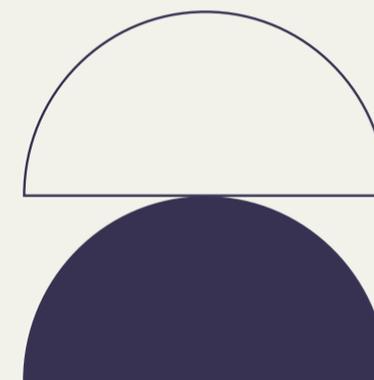
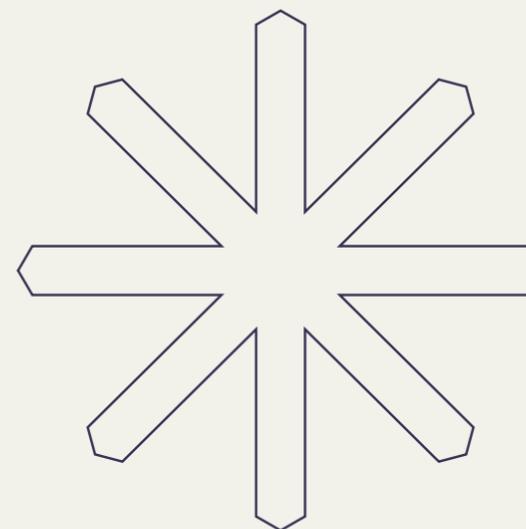
CSN Foundation “Tambores de Aço” Activities Coordinator
Letícia Costa

Coordinator of the Environmental Education Program in Minas Gerais
Ívanor Pinheiro

Coordinator of the Environmental Education Program in Volta Redonda
Edna de Azevedo

Coordinator of the “Capacitar Hotelaria e Serviços” Activities
Rosilene Gomes

Coordination at the Support House
Fernanda Rafaela Santos Paula



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Letícia Panichi

Research and investigation
Fabiana Dapia

Interviews and testimonials
Beatriz Milanez

Transcript interviews
Mariana Pires

Revision
Beatriz Milanez
Letícia Panichi

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People and Management Team
Institutional Relations Team
Sustainability and Environment Team
CSN Inova Team

Photos
CSN Foundation Collection and Amistie Produções

Content and design
usina82



Opening of a new "Garoto Cidadão" unit in Heliópolis, São Paulo (SP)

