



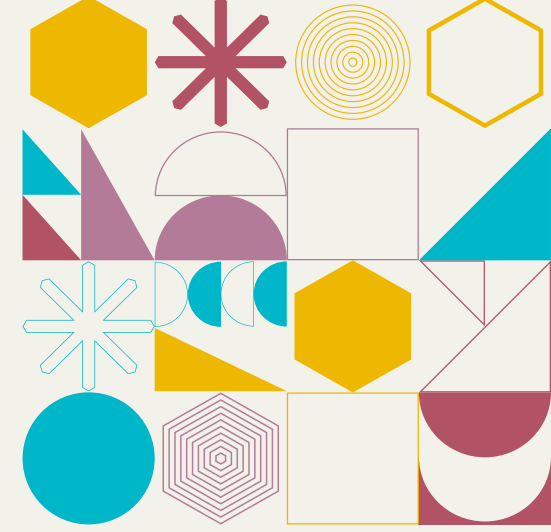
Impact Report 2023



fundaçãocsn



Elementary School II students at the Technological Education Center (CET), in Congonhas (MG)



Contents



- 3 Welcome**
- 4 Message from the CSN Group**
- 5 Message from the leadership**
- 7 We are the CSN Foundation**
- 8 The CSN Foundation in 2023**
 - 12 Culture in 2023
 - 13 Education in 2023
 - 14 Articulation in 2023
 - 15 Curatorship in 2023
- 16 Our impact for the CSN Group**
- 23 Culture**
 - 24 “Garoto Cidadão”
 - 30 “Tambores de Aço”
 - 34 CSN Foundation Cultural Center
 - 37 Street Art Hub
 - 40 “Histórias que Ficam”
- 43 Education**
 - 44 CSN Foundation Schools
 - 52 “Capacitar Hotelaria e Serviços”
 - 56 Theater Scholarship
 - 60 “Mentoria Cidadã”
 - 64 “Capacitar para Crescer”
 - 67 “Conexão Aprendizagem”
 - 71 Environmental Education Program
- 76 Articulation**
 - 78 Training programs
 - 82 Support House
- 85 Curatorship**
- 91 Corporate information**

Welcome

At the CSN Foundation, our purpose is to transform lives and communities. For 63 years, CSN, through its Foundation and with the support of many partners, has sought to expand positive impacts in the communities in which we operate.

In this edition of the Impact Report, we want to share with all interested audiences and society in general the achievements and evolutions we had in 2023. The year in which we grew the most in our history: we launched new programs, reached more territories and crossed Brazil, reaching the Northeast region.

The transformation we drive is exemplified by the stories of the audiences we impact in each of our four pillars of action – **culture**, **education**, **articulation** and **curatorship**. On the following pages, we publish the testimonials of people who participated or who are still connected to our activities.

These voices represent us and motivate us even more to drive positive transformation where we are present. The reports presented over the next few pages show the diversity of stakeholders and involved in our activities: the **58 reports** gathered in this Impact Report are from people from **5 different states**, aged between 15 and 60 years;

28 of these stories are led by women, **24** by men and **6** are institutions impacted by our actions.

Everyone is welcome to join our Impact Report. Suggestions and comments can be sent by e-mail fundacao@csn.com.br.

Enjoy your reading!



○ Presentation of "Tambores de Aço" in Alhandra (PB), in the Nossa Senhora da Assunção square

How to navigate

Welcome Message from the CSN Group

MENU

Navigate through the top menu to access the chapters you're interested in.



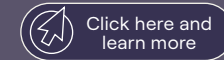
SUMMARY

Click this icon to return to the table of contents.



ARROWS

Navigate page by page using the arrows in the upper right corner.



HIGHLIGHTS

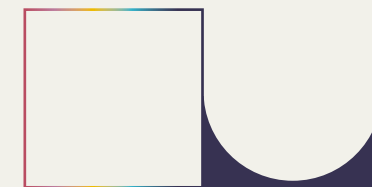
Click on the highlights to access additional content online.




CLICK ON THIS ICON

to access interactive content.

Message from the CSN Group



 **Benjamin Steinbruch**
CEO and Chairman of the Board of
Directors at the CSN Group

The CSN Foundation plays a very important role in the CSN Group's strategy, acting as a link between the various businesses and the communities in the territories where the Company operates in Brazil to promote the transformation of the socio-cultural reality of the territories surrounding our operations.

Therefore, the biggest highlight of the year 2023 is the expansion of its operations and the arrival of the programs in new municipalities, in line with the Company's growth in the different sectors of operation. With the integration of the new units of CSN Cimentos and CSN Energia, the CSN Foundation was able to reach new locations in the Northeast region, expanding the number of people benefiting from the initiatives.

In addition to benefiting an increasing number of young people and adults and contributing to the development of the localities, this connection between the CSN Foundation and the corporate strategy significantly strengthens the social capital of the entire CSN Group. The structuring actions carried out in 37 territories insert the entire Company in a rich social context, engaging different stakeholders of civil society based on the activities developed in the communities.

This winning model of action by the CSN Foundation is the result of a partnership with different areas of the CSN Group – Sustainability, People and Management, Institutional Relations and CSN Inova. The entire history of performance and intelligence focused on social development of the CSN Foundation contributes significantly to the effectiveness of the CSN Group's ESG strategy and the achievement of our objectives, especially in the social pillar.

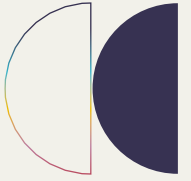
In this material, readers will learn more about the results of 2023 and the long-term transformations provided by the CSN Foundation's performance. Stories that transform inequality into opportunity, vocation into income, dreams into reality, and that motivate everyone at the CSN Group to remain firm in the purpose of doing well, doing more and doing forever, transforming lives and generating value for society as a whole.

Enjoy your reading!

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

“ The growth of the CSN Foundation in 2023 is essential to promote social transformation in the territories where we are present and significantly contributes to the effectiveness of our ESG strategy ”





Message from the leadership



 **Monica Fogazza**
Chairwoman at the
CSN Foundation

With 63 years of operations that we completed in 2023, our trajectory at the CSN Foundation is designed by the many stories of the people who lead the initiatives we carry out. We represent ourselves in the culture and citizenship being built in youth, in the professionalization of future generations, in the art that emerges on the walls of the city and in so many other transformations in lives that are the materialization of our purpose.

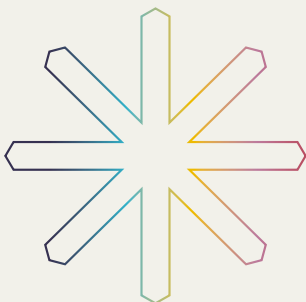
We are proud to have the DNA of the CSN Group and to deliver, with competence and quality, a legacy of transformations and changes for all. Throughout more than eight decades of activity, the CSN Group has maintained a solid commitment to developing the communities where it operates, recognizing that the well-being of these populations is essential to provide a promising future for all. Social responsibility is, and always has been, an essential

pillar in CSN's mission. We are the Company's integration with the communities and we compose its social agenda, in constant transformation for the new challenges and to build the future we long for.

In 2023, we grew and managed to achieve our goal of expanding the positive impacts on our relationships with communities from all our axes of action: **education**, **culture**, **articulation** and **curatorship**. In partnership with the CSN Group, local city halls, social organizations and different civil society actors, we wrote another chapter of the CSN Foundation, with stories to be told in this Report.

In this material, it is possible to learn about the stories of several people who have crossed and still cross our paths. Professionals who discovered their vocations in a school of the Foundation and today work in various sectors and companies, including within the CSN Group. Like the journey of Fábio, a former student of ETPC, who reached the position of Director at CSN in Volta Redonda. Stories also exemplified by Lucileine, in which the taste for group work and dialogue was blossomed within the school and raised her to the present moment, as Coordinator of Articulation of the National Culture System at the Ministry of Culture.

“ We are proud to integrate the CSN Group into the communities in which its operations are located and to strengthen the Company's commitment to society on a daily basis ”



I am happy to confirm that we have made so many first times and futures that were not part of people's reality possible and we have contributed to this journey of self-knowledge, citizenship formation and access to education, culture and professional opportunity. Stories like those of Sarah Luiza and Jamileh, former students of the "Garoto Cidadão" of Coxim (MS), who were the first in the surrounding area to enter a university. They will also be able to learn about the journey of Gleydson, who was part of the first class of "Capacitar Hotelaria e Serviços", in 2007, and now works in a multinational company. Almost 20 years later, he tells us how living with us formed the basis for him to achieve his professional and personal achievements.

These and many other stories are gathered in this Impact Report, material that we are pleased to share. In addition to those who go directly to some of our initiatives, we can also see so many other stories multiplied by the institutions supported by our curatorship pillar, which work to expand access to health, culture and education services and to guarantee the rights of children, adolescents and the elderly.

Our employees and partners are essential for us to continue on a path of growth and strengthening positive impacts. The transformation and the future we desire and seek are the outcome of our planning and commitment to building lasting relationships, which result in the efficient accomplishment of our purpose of transforming lives and communities.

Monica Fogazza

Chairwoman at the CSN Foundation

“ This Report is full of stories of transformation, which portray the more than six decades of our work ”



We are the CSN Foundation

How we operate

Resources generated by business units and program execution:

- Bela Vista Hotel-school
- Vila Business Hotel
- ETPC
- CET
- “Conexão Aprendizagem”
- Environmental Education Program
- Support House

Contribution from the CSN Group and other partner companies via tax incentive laws



Culture_

Cultural experiences to transform, provide debates, reflections and expressions through art

- CSN Foundation Cultural Center
- “Garoto Cidadão”
- “Histórias que Ficam”
- Street Art Hub
- “Tambores de Aço”

Articulation_

Partnership with other institutions and public authorities to enhance positive impacts

- Training programs for Civil Society Organizations
- Support House
- Territorial Development

Education_

Education to transform lives, communities and build the future

- Theater Scholarship
- “Capacitar Hotelaria e Serviços”
- “Capacitar para Crescer”
- “Conexão Aprendizagem”
- ETPC and CET Schools
- “Mentoria Cidadã”
- Environmental Education Program

Curatorship_

Selection of projects focused on social transformation to be sponsored by the CSN Group via tax incentive laws



Methodology

Territorial vision



Collective construction




Interdisciplinarity in action



Innovation and solutions

We transform lives and communities

The CSN Foundation in 2023

 "Garoto Cidadão" in Barroso (MG)



The CSN Foundation in 2023


At the CSN Foundation, we have the responsibility of materializing social, educational and cultural opportunities and transformations, reducing inequalities, promoting social development and positively impacting the people who join our history. Therefore, we act with excellence in the role of driver of social development connected to the growth and business consolidation strategy of one of the largest companies in Brazil.

As a social vector of the CSN Group, we connect the Company's social investments to the guidelines of the United Nations (UN) Global Compact and the principles of the Sustainable Development Goals (SDGs), also of the UN. In this sense, the year of 2023 was remarkable for our performance. At the same time that the CSN Group expanded its business in the cement and energy segments, we also overcame borders and created new transformation fronts.

We arrived in the states of Paraíba and Piauí. Now, we are present in 37 municipalities and impact the lives of more than 5,700 young people through our programs.

In partnership with the municipalities of Volta Redonda (RJ) and Congonhas (MG), we structured a new program: "Capacitar para Crescer", focused on qualifying young people to join apprenticeship programs in companies. Another highlight was the first projects on the Territorial Development front, materializing the first steps of the CSN Group's Theory of Change (TdM, acronym in Portuguese).

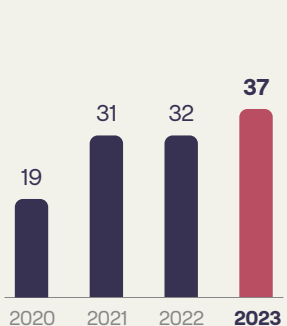
We also had two important external recognitions. We received the Human Rights and Diversity Seal, from the Municipal Department of Human Rights and Citizenship of São Paulo, and the Sesi SDG 2023 Seal, from the Social Service of Industry, for carrying out the "Garoto Cidadão" program. And we were named a Learning Partner Company by the Volta Redonda City Council, for supporting the municipality's Apprentice Registry with emphasis on the "Conexão Aprendizagem".

 *Maria Clara Bastos and Suyene Petronilho, students of the CAI of Electromechanics in Congonhas (MG)*

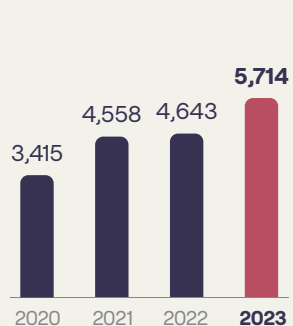
 [Click here and learn more about the trajectory and methodology of the CSN Foundation on our institutional website!](#)
1. Available in Portuguese.



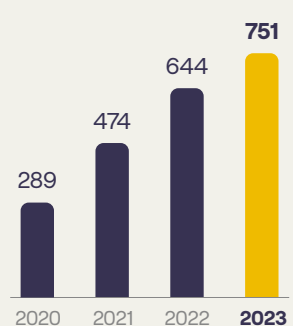
Cities where we act directly



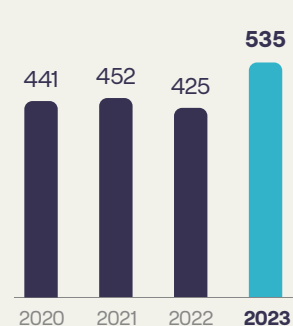
Young people impacted by the projects



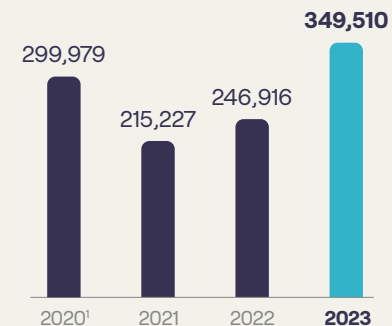
Scholarship students



Cultural actions



Audience impacted by our actions

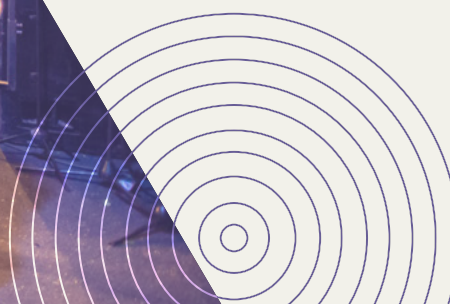


1. On-line activities.

Hexagon icon: Presentation of "Tambores de Aço" at the Winter Festival in Bonito (MS)



In 2023, we operate in 37 cities, with an investment of R\$ 57 million in 104 projects of our own or partner institutions



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

Culture in 2023

5 new units of the “Garoto Cidadão” project:

Barroso, Belo Vale, Moeda and Rio Acima, in Minas Gerais, and Alhandra, in Paraíba; totaling 14 units and capacity to serve 4,000 children and adolescents

16 cities visited by the 20 scholarship musicians of “Tambores de Aço”, reaching an audience of 123,477 people

Launch of the Street Art Hub, in Volta Redonda (RJ), with three fronts to boost urban art and entrepreneurship in the region

266 activities

held at the CSN Foundation Cultural Center, with 129,816 people in attendance

25 collectives and 424 artists contemplated with the public notice “Ocupa 2023!”

4th edition of “Histórias que Ficam”, with a record of 352 inscriptions from all over the country and 4 awarded projects



Arigó Exhibition - City Hall of Volta Redonda (RJ)



Education in 2023



1,601 young people employed by our educational programs: “Mentoria Cidadã”, Theater Scholarship, “Capacitar Hotelaria e Serviços” and “Conexão Aprendizagem”. Of these, **1,453** are working as Young Apprentices or interns in **168** partner companies

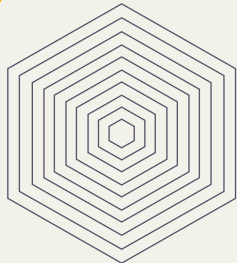
64% of scholarship holders among **ETPC** and **CET** students (746 scholarship holders out of a total of 1,166 students)


103 young people trained by “Capacitar Hotelaria e Serviços”

48 participants in the 3rd cycle of “Mentoria Cidadã”, present in six cities in four state

Launch of “Capacitar para Crescer”, focused on preparing young people in social vulnerability to enter the job market

617 activities carried out by the **Environmental Education Program**, serving **24,818** people



 Brenda Araújo, Maria Gabriela Claudino and Eric de Paula, young people from the “Conexão Aprendizagem” in Volta Redonda (RJ)

Articulation in 2023


5 training

sessions for public servants and civil society organizations, totaling **335 participants** from **32 cities**



1,383 attendances

at **the Support House**,
in Congonhas (MG)

 Training on the Unified Social Assistance System in Rio Acima (MG)

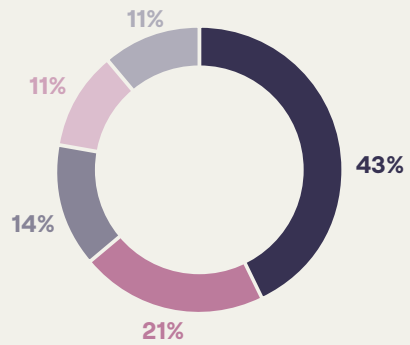


Curatorship in 2023

104 projects

by local organizations supported, reaching
31 municipalities in **12 Brazilian states**

Investments in third-party projects
by theme in 2023



- Culture
- Sport
- Health
- Protection of the rights of children and adolescents
- Protection of the rights of the elderly



Our impact for the CSN Group



Inauguration of the rural headquarters of the "Garoto Cidadão" in Bonito (MS)



We, at the CSN Foundation, are the link between the various businesses of the CSN Group and the communities in the territories where the Company operates in Brazil. Through strong governance and structured management processes, we contribute to transforming the potential that exists in these communities into real and positive changes in people's lives. In our DNA, we have the essence of the CSN Group to Do Well, Do More and Do Forever.

In partnership with different areas of the CSN Group (Institutional Relations, People and Management, Sustainability, CSN Inova etc.), we act as an agent for defining the corporate strategy of social responsibility. Strategically, we are part of the Company's ESG Committee, a body that advises the Board of Directors on the management of risks, impacts and opportunities in environmental, social and corporate governance (ESG) aspects, and we are part of the Thematic Group on Territories, linked to the ESG Committee.

We are the CSN Group's social responsibility vector, enhancing the Company's positive impact and dialogue with the communities in the territories

As part of the CSN Group's social responsibility, we conduct important projects that add value to stakeholders and enhance the Company's share capital, which has around 30 thousand employees and units in 15 Brazilian states.

Through the **curatorship** pillar, for instance, we contribute to selecting projects from other organizations for the application of resources originated by different incentive laws. In 2023, we supported the selection and implementation of 104 social projects, in 12 different states, a direct contribution by the CSN Group to the development of education, culture and citizenship for the benefit of communities with different socioeconomic levels.



 Pandiá Calógeras Technical School, in Volta Redonda (RJ)





Activity of the Congonhas (MG) PEA for CSN Mineração employees

In the **articulation** pillar, we are an essential vector in the relationship with public authorities and a space for dialogue with the communities of the territories in which we operate. One of our fronts is the accomplishment of specific training for the social organizations that promote and execute social projects, contributing to the qualification of these entities in order to ensure compliance with the selection criteria, adherence to legislation and alignment with local demands and needs.

In Congonhas (MG), where the CSN Group operates through CSN Mineração, we conducted services at the Community Support House. The place is an open space for dialogue

with the residents of the surroundings of the Casa de Pedra mine, to receive demands, receive resumes, cultural actions and other types of positive interactions.

In the **culture** pillar, the projects we carry out benefit the communities in all the municipalities served, promoting different artistic languages. These initiatives boost the engagement of CSN Group employees.

In Volta Redonda (RJ), where the CSN Group owns the Presidente Vargas Plant (UPV), in 2023 we launched the Street Art Hub, a program that includes the promotion of urban art, graffiti classes for young people

and the installation of Arigó Alley, a place for artistic interventions and exhibition of graffiti artists' works, boosting the cultural scene of the municipality.

Our programs in the **education** pillar prepare the entry of new professionals into the Company and the world of work and the continuous qualification of the teams. Currently, 40% of the managers of the Presidente Vargas Plant studied at

the Pandiá Calógeras Technical School (ETPC, acronym in Portuguese), in Volta Redonda. In the last decade, more than 14.8 thousand professionals from the CSN Group have been trained at the ETPC or at the Technological Education Center (CET, acronym in Portuguese), in Congonhas. In addition, the actions of the Environmental Education Program aimed at employees reached a total audience of 17.7 thousand people.

Favoring the synergy between the different initiatives of the CSN Foundation, the "Mentoria Cidadã" program also contributes to the employability of young people who enter the apprenticeship programs. Counting the two cycles already completed, 97% of the 96 young participants joined the CSN Group as apprentices.

CSN Group employees engage in our culture and education programs

“

There is no CSN alone, there is CSN with the CSN Foundation. It is possible to establish partnerships to provide CSN employees with opportunities and make them even more satisfied to work at the Company.”

Fábio Lourenço,
former student of ETPC
and current Director of
Projects, Maintenance
and Support at CSN
in Volta Redonda



maintenance supervisor, and that’s when I decided to study Engineering,” he says. He graduated in Mechanical Engineering at Faculdade Oswaldo Aranha (UniFOA): “There came the time to be an engineer at CSN.”

Shortly after, Fábio was faced with the opportunity to live in Germany for a year. During this period, he took the opportunity to grow more in his career and study other languages: he perfected his English and learned German. When he returned to Brazil, Fábio dedicated himself to the construction of another steel mill in Rio de Janeiro and, after 16 years, he received the offer to return to CSN, now as Director.

And, faced with this opportunity, he decided to return to CSN: “I’ve been back in active work for more than six months,” he says. Fábio’s father passed away ten years ago, but “it would certainly be a damned pride for him to take the path I am building today. He was passionate about CSN.”

As soon as he returned, Fábio made a point of working to bring ETPC closer to the Company’s context, because **“it is a thrill to look at ETPC and have all those good memories. It is a school that brought me a very positive education”**, he points out. He recalls that the professors were employees of CSN and, during classes, they brought positive examples about the company: **“They were excellent. I have a very strong memory of how I had to work hard to be able to do it well, because it is a school that requires a lot of dedication.”**

Today, Fábio is the father of three girls and reveals: “The eldest wanted to follow in my footsteps, she was a student at ETPC and studied Mechanical Engineering.”

Fábio Lourenço’s father participated in the construction of CSN, in the mid-1940s, as a crane operator. Years later, Fábio was born and grew up in what he says is “the culture that one day he would work at CSN.” And it was no different: today, Fábio is Director of Projects, Maintenance and Support at the Presidente Vargas Plant at CSN in Volta Redonda.

In 1991, Fábio became a student of the Industrial Learning Course (CAI) of Electromechanics, at ETPC. As part of the Learning Program, he worked at CSN as a mechanical operator. At that time, “my father was still at CSN and made a point of going to see me every week to find out if I was doing my job the right way.” Fábio then started the technical course in Electromechanics, also at ETPC, where he stayed for four years, and got a job as a permanent employee at CSN.

At the Company, he joined the thermoelectric plant at the time, CTE-1, in maintenance. Later, when he started working at CTE-2, he became involved with the construction part. “I stayed as an operation and

“

The Foundation carries the essence of CSN in all its activities: the essence of doing well, doing more and doing forever. Those who pass through the CSN Foundation are proud to be part of it.

”

Alessandra Steinbruch,
Head of CSN Inova Bridge

Alessandra Steinbruch serves as Head of CSN Inova Bridge, one of the pillars of CSN Inova, a platform that leverages the search for new solutions and technologies aimed at increasing efficiency and productivity with a focus on ESG for the entire Company. In this context, the Inova Bridge pillar works together with various leaders and business areas of the Group, identifying the challenges and opportunities related to material issues. **“For Inova, it is essential to have the CSN Foundation together. CSN Inova looks to the future of CSN, and the Foundation is part of this construction of the future,”** comments Alessandra.

The CSN Foundation is part of the Territories Group, working with practices of engagement with local communities and directing the Company’s private social investment to reduce inequalities, transparent dialogue and promote local development. The result of this joint work materialized in the structuring of the Group’s Theory of Change – territorial economic development strategies that operate in three approaches: Urban Entrepreneurship, Urban Employability and Rural Productive Inclusion. In 2023, two pilots were implemented: Street Art Hub and Investment Program in Rural Productive Inclusion Actions (PINAPS, acronym in Portuguese).

MATERIAL THEMES OF THE CSN GROUP



1. Material themes from impact and financial perspectives.

[Click here to access the CSN Group's Integrated Report](#)



Activity of the
"Férias Ecológicas"
from PEA, in
Congonhas (MG)



“

The CSN Foundation plays a key role within the Group's ESG strategies. The institution grows together with CSN and is the greatest instrument for enhancing the positive impacts that the Company causes through its operations and expansions.”

Helena Guerra,
Director of Sustainability,
Environment and Occupational
Health and Safety at CSN Group



Helena Guerra is the Director of Sustainability, Environment and Occupational Health and Safety, areas that, based on the material topics of the CSN Group, operate in partnership with the CSN Foundation in environmental and social management contexts. "These two agendas are complemented by the projects implemented by the CSN Foundation in the territories, and together they form the framework of our socio-environmental development strategy", reinforces Helena.

The execution of projects such as "Garoto Cidadão", which is present in 14 Brazilian municipalities and materializes as a tool for helping and training children and adolescents in situations of social vulnerability, joins other

fronts that also work with the development of the locations where CSN is present, such as the training of third sector entities.

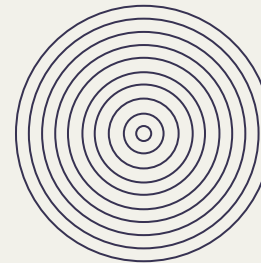
With the territorial expansion, on the training front for civil society organizations, the CSN Foundation held, in 2023, five meetings, with a total of 335 participants, representing 32 cities. In this performance, Helena points out: **"When you have entities capable of not only asking for direct support from the company, but that can receive support through incentive laws, it is also a form of development for these territories. It is the Foundation of the CSN Group acting beyond its social projects, seeking and applying solutions."**

“ The Foundation takes CSN’s relationship with the government and the communities beyond the perspective of job creation and tax payments. With mastery, it brings opportunities to the surroundings where it is inserted. Working together with the Foundation is a successful model that more and more municipalities want to replicate, and thus the Foundation continues to grow. ”

Luiz Paulo Barreto,
*Director of Institutional Relations
and Communication at CSN Group*

Luiz Paulo Barreto, Director of Institutional Relations and Communication, comments on CSN’s direct action in conjunction with the Foundation and the municipalities in the needs of the region and in the promotion of employability. In this context, actions are carried out in favor of social well-being and on the fronts of training, training and inclusion of labor for the Company’s context, as is the case of “Capacitar Mulheres”, through which the Foundation trained 305 women in Volta Redonda to join CSN.

Regarding this relationship with the communities, Luiz Paulo sees as a consequence “the citizen having a new expectation and a new relationship with CSN. The Foundation operates with methodology and knowledge of the facts in various spheres. It helps sports, culture, local social assistance and educational and employment opportunities in the regions.” The Director visualizes the efficiency of the way of doing things, giving results to local communities in the Foundation’s social projects, but also with the work of selecting and curating institutions to receive CSN’s contribution. **“The Company is concerned with providing access, whether through a sponsored athlete, a musician or an encouraged filmmaker, or by supporting open spaces for the audience that value national and local culture. All these supports carry the name of CSN and show our commitment to the economic, personal and professional development of each place.”**



“Capacitar Mulheres” at ETPC, in Volta Redonda (RJ)



Culture




Students of the "Garoto Cidadão" in Alhambra (PB)

“Garoto Cidadão”

We believe that expression in the arts and culture strengthens and drives the formation of citizenship and the transformation of reality. For this reason, 23 years ago, we developed the “Garoto Cidadão” program, which offers cultural and educational activities in partnership with local city halls, sponsored by CSN and partner companies through the Culture Incentive Law, to promote the human development of children and adolescents between 9 and 18 years old. The essence of this approach is the formation of citizens through access to cultural activities.

In 2023, we expanded the reach of “Garoto Cidadão” with the inauguration of five new units. For the first time, we started to operate in the Northeast region and reached new territories in Minas Gerais, following the growth of CSN Cimentos with the integration of new production units.

Present in 14 cities in 6 Brazilian states, the “Garoto Cidadão” has the capacity to serve 4 thousand young people per year. The students participate, three times a week, in dance, theater, music, visual arts, expressions of art, culture and citizenship classes. All courses are offered after school hours, contributing to the integral formation of children and adolescents.

 Inauguration of the rural headquarters of “Garoto Cidadão” in Bonito (MS)



The formation of the “Garoto Cidadão” classes is carried out with partner city halls, facilitating access for those who are in a condition of social vulnerability. The local Social Assistance Reference Centers (CRAS, acronym in Portuguese) carry out the referral of young people, who become protagonists of their own transformation processes, leveraged in activities of singing, dancing, dramatization and body expression, literary production and other types of cultural expression.

Aside from that, we encourage students to exercise their right to citizenship through participation in local forums and conferences that debate issues relevant to civil society.

At the end of the development cycle within the “Garoto Cidadão”, young people participate in an important phase to build each one’s future – the Life Project. At this stage, students receive support and guidance to set goals and objectives for the next steps of their lives, visualizing the transformations to be materialized. Some students also join the “Mentoria Cidadã” program (learn more on page 60).

In 2023

5 new units,
in Minas Gerais and Paraíba,
totaling 14 units

Capacity to serve
4,000 students

237 cultural presentations,
with an audience of 69,916 people

Recognition with the Seal of Human Rights and Diversity, from the Municipal Department of Human Rights and Citizenship of São Paulo, and the Sesi SDG 2023 Seal, from the Social Service of Industry



“

When I decided to study for a degree in Physics, I remembered the ‘Garoto Cidadão’ classes, in which we talked about our future and how we would be protagonists of it.”

Ana Camilla Oliveira Silva,
former student of the “Garoto Cidadão”
of Araucária, is currently a scientist



Ana Camilla joined the “Garoto Cidadão” of Araucária (PR) at the age of 12. She says that the project played a fundamental role “so that I had good company and good teachers to teach me.” At the “Garoto Cidadão”, “I fell in love with theater and poetry. I liked our routine, I loved sitting on the linoleum floor and listening to ideas.” As a student, Ana Camilla visited the first museums, performed on several stages, for the most different audiences, got to know CSN and won twice the festival of staged poetry of the Culture Department of Araucária.

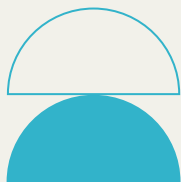
When she ended her time at “Garoto Cidadão”, she took with her what she learned: theater became a hobby and Ana Camilla became a cosplayer, since “the skills I acquired with the makeup ritual, voice projection and character study helped me to go further with the cosplayer life. I even appeared on television a few times,” she explains. According to her, the theater classes helped her to know how to speak correctly, express herself assertively and have social skills, while the activities of the Life Project, a stage of the program for adolescents to build plans for adult life, made her think about the future in a clear and objective manner.

Thinking about this future and with a passion for the scientific world, “I thought of a profession in which I could bring together everything I learned in the “Garoto Cidadão” and outside it.” Today, Ana Camilla is in the second year of her undergraduate degree in Physics at the Federal University of Paraná (UFPR, acronym in Portuguese). As a planetary geology

researcher, she uses numerical simulation to make paradidactic astronomy materials. She points out that, at the “Garoto Cidadão”, **“they taught me much more than music, theater, dance or oratory. They taught me to be human, to have courage and authenticity, they taught me to be kind and fierce, very valuable skills in academia, especially in a predominantly male area like physics.”**

Ana is part of the university’s Physics Dissemination Center, which aims to make science playful, dynamic and accessible. At events involving academic research, when a child asks her what physics is, she says she remembers the “Garoto Cidadão” “and the opportunities they gave me to become a good teacher and a good scientist.” She says that the desire to be a teacher came with the great examples of educators in the project: “Being a student helped to form my character and have the courage to go ahead in what I was looking for. As a woman in physics, I noticed that without the courage and perseverance they taught me, I wouldn’t be where I am.”

The next step for the future has already been mapped out by Ana Camilla: she wishes to continue in the academic area, with research on planetary geology, and become a university professor, so “to be able to make a difference in high school and in the graduation of other women who will study physics after me, because it takes courage and encouragement.”





Getting to know Rio de Janeiro, presenting a show in honor of Michael Jackson and having the opportunity to speak politically as a defender of the rights of children and adolescents were some of the first times that Luna Binhoti, 15, experienced with the “Garoto Cidadão”. “Until my trip to the Museum of Tomorrow, which, in addition to being my first time in Rio, was the fulfillment of a dream I had since when I was little,” she says.

She joined the project in January 2020, when she was still 11 years old. The activities began in March of that year, online, because of the pandemic. Even though the context was one of social distancing, she claims to have made “many friends inside. The “Garoto Cidadão” brought me many opportunities.” Being fond of music, it was as a student that Luna had her first contact with the transverse flute: “I didn’t know how to play the instrument, but the educators encouraged me not to give up on learning and, little by little, I improved myself. That’s when I made another presentation.”

Luna represented the “Garoto Cidadão” of Volta Redonda at the XI State Conference on the Rights of Children and Adolescents, an opportunity that she says was “a great honor.” Luna’s participation was in the context of the right to turn and voice, representing young people from the periphery. During the event, she reported on what is of fundamental importance for the inclusion of public policies in the communities, articulating the thematic axes in the groups, having also been the spokesperson in the plenary sessions of the Conference.

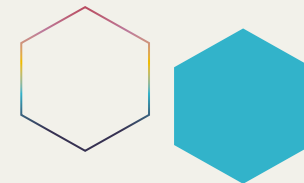


Luna reports that it was during the Life Project classes that she began to have more perspective for the future, as she felt encouraged to go after her professional goals. Now, she is attending high school with a Technical Course in Environment at the Federal Institute of Rio de Janeiro (IFRJ, acronym in Portuguese), in Pinheiral. She comments that, as a student, she also learned about environmental impacts and ways to prevent them – which encouraged her to seek education in this area.

“Everything I learned within the ‘Garoto Cidadão’ was of paramount importance for me to be the Luna I am today”, she explains.

“ I met the ‘Garoto Cidadão’ in the pandemic context and, for me, it was a form of knowledge. It was there that I learned many things, that I got to know my culture more, more about art, and I was able to get to know myself better. The project, for me, was the first time of many things. ”

Luna Binhoti,
former student of the “Garoto Cidadão” of Volta Redonda and current high school student with a Technical Course in Environment at IFRJ



“

A specific moment that turned the tide: when we did a presentation at the Coxim City Hall, it took place in my first play. As we finished, everyone gave a standing ovation, and that feeling was one of the best I've ever felt in my entire life. After that, I decided that was what I was going to keep doing.”

Sarah Luiza Pereira, along with Jamileh Prates, former students of the “Garoto Cidadão” of Coxim (MS)



Sarah Luiza Pereira, 17, had her first contact with the “Garoto Cidadão” program in November 2021, when classes were still taking place online, because of the pandemic. “I discovered my passion for theater throughout this time,” she says.

She reveals one of the great learnings at the “Garoto Cidadão”: “When I got there, I was very embarrassed and hardly spoke to anyone. Inside, this changed and I learned to communicate, to speak in public. This helped me a lot at school and in the presentations themselves.”

With the “Garoto Cidadão”, Sarah visited the Federal University of Mato Grosso do Sul (UFMS, acronym in Portuguese). The visit to UFMS served to broaden the view of students beyond the rural environment in which they live, “in order to instigate them to think that they can perform various roles and also dedicate themselves to the rural world as veterinarians, farm administrators, teachers”, explains Paulo Henrique Neri, coordinator of the Coxim (MS) unit.

During the visit, Sarah was surprised: “I had never been to a college, I didn't know what it was like. Then I saw all that and thought ‘That's it!’” After getting to know UFMS and talking to the course coordinators, she was sure: she would take the entrance exam for the Performing Arts course. She was approved in 2nd place at the Federal University of Grande Dourados (UFDG, acronym in Portuguese) and says she was very happy with the result.

Another one who was also present on the trip to UFMS was Jamileh Prates, who says it was the decisive experience for her to also choose her undergraduate course, “because seeing what a university was like and meeting the people who are part of it was an even greater starting point, a wonderful experience. It showed me and opened my mind so that I could be even more certain of what I really wanted to do as a professional.”

Approved in the UFMS entrance exam, today she is a student of Letters. **“My trajectory as a student of the ‘Garoto Cidadão’ made me acquire knowledge and encouraged me to start the degree I always longed for.”** Jamileh points out that, as a student, she liked to observe educators: “They inspired me to crave to be a professor, to desire to help society through reading.”

Both young women are amongst the first from the rural area of Coxim and the first from the city's “Garoto Cidadão” program to go to college, “the first of many who will also succeed”, the coordinator comments.

Born in Betim (MG), Maria Fernanda Rios was 6 years old when she moved to Arcos and her father took her to attend an experimental class at "Garoto Cidadão". Always enchanted by dance, influenced by her sister, who did gymnastics, the first class Maria Fernanda saw was dance. Soon after, "I told my mother that I wanted to do that," she says.

As a student of the "Garoto Cidadão", she started taking ballet classes, which left her delighted, because ballet "has always been my passion." At the age of 11, she participated in a presentation of the project at "Praça da Matriz" of Arcos. At the event, a dark circles from a local dance school were present. At the end of the presentation, "she came to tell me that I danced very well and that I had a lot of the profile of a dancer", she recalls.

After spending the holidays in Betim and returning to Arcos, her mother took her to the dance studio, where she received a surprise card that contained the writings "You won a scholarship to study ballet." Maria Fernanda comments on the joy: "I think it was the happiest day of my life and, since then, I have never stopped dancing." She started attending ballet classes in the studio and, shortly after, also became a ballet teacher in the younger classes.

In 2023, she moved to the capital of Minas Gerais to continue dancing. After receiving a message from the educators of "Garoto Cidadão" about a selection process to study at Palácio das Artes, a cultural complex that houses several artistic manifestations,



"I thought it would be a great chance for me, to try to be the professional dancer I wanted to be", she reveals. She auditioned with the expectation of being the newest student at Palácio das Artes and, while waiting for the result, she continued with the routine of studying, dancing and teaching ballet. **"I ended up forgetting the day when the result would come out. They sent me the list of those approved and, when I saw my name in 6th place, I started screaming and crying with happiness"**, she says.

At the age of 15, Maria Fernanda entered the ballet preparatory course at the "Palácio das Artes", in Belo Horizonte. Now, in the 2nd year of high school, she is part of the Ballet Technician class – for which she had to go through a new audition. "My routine this year is to go to school in the morning, go home for lunch and then go to 'Palácio das Artes.'" And she says she has "loved living this dream."

For the future, Maria Fernanda wants to join a ballet company, "to focus even more on being a professional dancer." She points out that, within the "Garoto Cidadão", she has always been encouraged not to be afraid to grow: "Now, I wish to fly, to conquer my place and be remembered."

“ I joined ‘Garoto Cidadão’ at the age of 7 and, since then, I have continued to follow it. In my first experimental dance class, I fell in love at first sight. When I saw other children dancing, I firmly decided that dancing was what I was going to do. ”

Maria Fernanda Rios,
former student of the "Garoto Cidadão"
of Arcos and current student of the Technical
Course in Ballet at the Palace of Arts
in Belo Horizonte



“

The ‘Garoto Cidadão’ is a program of great relevance for the city of Itaguaí, because it serves children and young people who live in neighborhoods in situations of social vulnerability, as is the case of Engenho. This initiative is enriching education, helping us to have a quality education and also promoting social inclusion, which makes all the difference in the life perspective of our young people.

Dayane Lima,
Undersecretary of
Education of Itaguaí (RJ)

”



Presentation of the “Garoto Cidadão” in Itaguaí (RJ)

Dayane Lima, Undersecretary of Education of Itaguaí (RJ), says that talking about the “Garoto Cidadão” “is something very special for me”, since it is through the project that **“we have the capacity to serve 250 students from the Municipal Education Network, managing to provide opportunities with artistic activities such as music, theater, culture and citizenship.”**

In each of the 14 municipalities in which we are present with the project, the gateway to the “Garoto Cidadão” is through the local Social Assistance Reference Center (CRAS, acronym in Portuguese), in a partnership with each city hall. Students first go through CRAS, so that the social vulnerability index of each one can be analyzed and then referred to the CSN Foundation. The Undersecretary points out that the project reinforces the importance of the existing partnership between the city of Itaguaí and the CSN Foundation.



Presentation of "Tambores de Aço" at the opening of the 35th Biennial of São Paulo – Choreographies of the Impossible

“Tambores de Aço”

In 2023, we completed a decade of operation by the “Tambores de Aço” group, promoting cultural diffusion and providing sociocultural growth and development to young people through artistic and musical expression. The initiative that emerged in 2013 as part of the “Garoto Cidadão” of Volta Redonda (RJ) became a project in 2021, matured and won Brazil in the last year. The initiative is made possible through the Culture Incentive Law.

Formed by 20 young scholarship musicians, all from the “Garoto Cidadão”, aged between 15 and 20 years, the musical group “Tambores de Aço” carried out the tour named “Nossas Raízes”, with performances in five different states aboard the itinerant stage truck. This new

production had the participation of renowned music producers, valuing the root samba in the musicality of the instruments.

We also participate in prestigious music festivals of national scope with the “Tambores de Aço”. The group was present at the **35th Biennial of São Paulo**, the **“Vale do Café” Festival (RJ)**, the **22nd Bonito Winter Festival (MS)**, the **Vassouras Film Festival (RJ)** and **Expotur Rio 2023**, among other presentations.

In 2023
32
performances
of the “Nossas Raízes” tour,
in 16 cities in 5 states
123,477
people total
audience,
more than 5 times
the audience reached
in 2022



João Henrik de Andrade says that, as his maternal family is made up of musicians, he grew up connected to music. In “Tambores de Aço” for three years, João has been in charge of the vocals and cavaquinho and was one of the seven members of the group awarded in 2024 with a scholarship to attend the undergraduate course in Music at the University Center of Barra Mansa (UBM, acronym in Portuguese). That same year, he got his first job, as a cultural production assistant at the CSN Foundation Cultural Center.

He says it is “amazing to see the participants of the group at this current moment.” This is because, in 2023, there was a professional maturation of the group by launching the “Nossas Raízes” tour, which featured the production of renowned names in the Brazilian music scene, including members of the artist Criolo’s team. The process had percussion direction, artistic direction and musical production by Maurício Badé; arrangement by Gian Correa; percussion direction by Jefferson Santiago; and plucked string direction by Ricardo Rabelo.

João also highlights the maturity of Laís Bernardo, “with whom I exchange direct conversations, always commenting with each other about how we have evolved in this time in the area of music.” A member of “Tambores



de Aço” for ten years, Laís says that it was with the musical group that she made trips and experiences that were unimaginable until then: “We know many places. I never imagined myself going to Curitiba. We traveled to Mato Grosso do Sul and Paraíba by plane, it was sensational! I had never traveled by plane.”

With the opportunity to study what she always wanted, Laís comments: “It’s stamped on my face how happy I am with it. I couldn’t imagine it would happen. I am very grateful for the opportunity!” Now, as a student of the undergraduate course in Music at UBM and classmate of João Henrik, she says that



studying what she likes is an important tool “for my training and professional qualification, so that I can be a differentiated professional in the market.”

As a tenor in “Tambores de Aço”, Laís explains that the group’s classes are divided into three skills: the practice of theoretical musicalization; the singing and choir part; and the technical practice of steel drums themselves as instruments.

“ Being part of ‘Tambores de Aço’ group and now being in college really is something that totally changed my character. I can’t say for sure what my life would be like today if I hadn’t been part of the CSN Foundation. I learn a lot and I’m very happy.”

João Henrik de Andrade, along with Laís Bernardo, current scholarship holders of the “Tambores de Aço” group

“With the classes, I learned a lot and fell in love with music even more”, reinforces Laís.

Now, at 21, she says she is very grateful for the opportunities: **“The coolest thing about it all is that I’m not doing it alone, as I have my friends who help me. When I know something or someone else doesn’t know it, we will help each other”.**



Presentation of "Tambores de Aço" at the Worker's Party in Volta Redonda (RJ)



“ Inside the CSN plant in Araucária, the maintenance and operation teams were empowered by the process with the stage truck, planning, putting effort into contributing to the renovation. It was a very interesting project. ”

Helton Weiss,
Director of Flat Steel Production
at CSN in Volta Redonda

Helton Weiss, who in 2023 took over the Flat Steel Production Board at CSN in Volta Redonda (RJ), was responsible for coordinating the maintenance of the stage truck used by “Tambores de Aço”. He says that, in 2020, after having watched a performance by the musical group of the CSN Foundation in Araucária (PR), “we highlighted some situations in which we understood that we could contribute by improving the quality and safety conditions for the professionals who prepare the stage, even so that the organization of the presentation was safer, more productive and more modern.”

At the time, Helton was General Manager of Operations at CSN’s plant in Araucária. That was when the local teams began a “really cool work to modernize the stage truck.” The truck revitalization action, which includes the mechanization of the stage lifting and closing system, had more than 30 people, with some of the representatives of the areas. **“It turned out that this became a project that stirred the team’s sense of belonging and ended up creating a bond of friendship, of affection, between the operational and**

maintenance team and the CSN Foundation team”, he points out. “It was a work of gains that was continued every time the stage truck went to Araucária.”

Helton comments that, after the revitalization, during some of the presentations of “Tambores de Aço”, he and the team realized that there were some challenges in relation to the support of the instruments, in the matter of facilitating the positioning of the drums on stage. “Young people had to make an extra effort when playing, we needed to ensure that they were in the most appropriate position to generate good musicality”, Helton explains.

In a conversation with the Foundation’s team, “we also ended up launching a new challenge for the maintenance and boilermaking team at CSN in Araucária: to make some supports for the drums.” Today, there are already the first prototypes, an action that Helton defines as the sum of “all the relationship, affection and affection that has already been built during this renovation of the stage truck.”

Hexagon icon Presentation of "Tambores de Aço" at ExpoRio, in Rio de Janeiro (RJ)

In Volta Redonda, tourism fairs promoted by the State Department of Tourism are part of the city's program and, as part of the agenda, include manifestations representative of the municipality. Representing the city, "we have already taken the 'Tambores de Aço Fundação CSN' about three times to perform at ExpoRio and it was great!", comments Débora Cândido, Director of Tourism of Volta Redonda. **"Whenever the city participates in these events, we see the possibility of participation by the CSN Foundation"**, she says.



“

They have a very unique charisma, and it is possible to see a refinement of the style, of the presentations. Each year, it is possible to notice a maturation.”

Débora Cândido,
Director of Tourism of Volta Redonda

Débora recalls the 2023 presentation, when the State Governor, accompanied by the State Secretary of Tourism, "arrived just in time for the group's presentation and got excited about the show. It was really cool, as he loved it!" The first time the group performed at one of the fairs, in 2019, secretaries of Tourism at the time were present. "They went on stage, danced with the band and announced that they would have it the next year. It was so cool!", she says.

She explains that, in a city that is a business destination, as is the case of Volta Redonda, tourism moves a whole chain of important services, which include accommodation, transportation, agency, food, culture, events and shows. In this aspect, "Tambores de Aço" has represented the municipality as an artistic and cultural reference.

Launch of the Street Art Hub at the CSN Foundation Cultural Center, in Volta Redonda (RJ)



In 2023
266
 cultural activities,
 with an audience of 129,816 people
 (+41% and +39%, respectively,
 compared to 2022)

25 collective projects and
424 artists
 benefited by the
 "Ocupa 2023!"
 public notice

CSN Foundation Cultural Center

Located in the municipality of Volta Redonda (RJ), our Cultural Center is a multidisciplinary space that welcomes diverse artistic expressions and fosters art as a tool for social transformation and has a contribution from CSN through the Culture Incentive Law. In an open way to all audiences and democratic in the promotion of cultural diversity, we hold an annual program in this place, focused on the connection between the community and the enjoyment of cultural production.

We also opened the Cultural Center to receive events from partners who share our values and seek transformation through art and culture. In 2023, we hosted the LGBT Pride Week in our space, together with the LBGTI Citizenship Center, and Together for Culture, proposed by the Volta Redonda Department of Culture.

Annually, the entire community is invited to integrate and appropriate the space, with the public notice "Ocupa!" Through this initiative, we enable local collectives to carry out rehearsals, research, creative processes, theater, dance and music presentations, seminars, training, storytelling and soirees, among other activities.

With the Cultural Center, we have the potential to stimulate urban art and its possibilities in the occupation of the territory, as an instrument for cultural and educational activities and generation of socioeconomic opportunities for communities. The Street Art Hub, in Volta Redonda, is one of the roads we work on in this direction (learn more on page 37).



Realization:

Matheus Fernandes is an actor and cultural producer, and for ten years he has been giving life to the drag queen Lilly Riuby. Throughout his artistic career, with challenges and achievements, as part of the LGBTQIA+ community, the Cultural Center played an important role in Matheus' life: **"It is a great source of support, which provides resources and opportunities that have shaped my artistic expression and my worldview"**, he reveals.

Matheus' first contact with the arts happened through the CSN Foundation, when he was still in school and watched a theater group in a performance on top of the Foundation's own stage truck. "I believe that the first time I saw it was the truck for Ziraldo. And that enchanted me! From there I tried to find out how I would join a theater group that existed at school," he says.

It was through the partnership with the Cultural Center that Matheus was able to hold, in 2023, the first edition of the Proud Yourself award, which aims to identify, recognize, encourage and bring visibility to the LGBTQIA+ community in the South of Rio de Janeiro. "The memory of this event is something I will take with me for life! It was a very significant achievement in my life and, probably, in the lives of everyone who was present that night," he says. The presenter of the event was Lilly Riuby, who Matheus defines as "the alter ego of everything

I can't or am not able to be by myself. It is my simplest tribute to women. It is the exaggeration of a more beautiful, fun and exuberant world."

For him, the Cultural Center is the place that "opens the doors to receive us and welcomes us! May this space always work to promote diversity, inclusion and cultural enrichment. May we always inspire and be inspired together, create and celebrate, dream and achieve."



“When I think about my journey so far, it is impossible not to express my deep gratitude to the CSN Foundation Cultural Center. The tireless commitment to cultural and artistic development has been a beacon of hope and opportunity not only for me but for countless other artists.”

Matheus Fernandes,
actor and cultural producer who occupies the CSN Foundation Cultural Center



“

The Cultural Center had a great importance in my life, especially by giving me the opportunity to use the space to practice dance again. I am very happy to be making a dream come true, which was only possible with the support of the space.”

Renan Silvério,
mechanic 2 at CSN in Volta Redonda and dancer

Renan Silvério, at the age of 30, has a career in two worlds: he works as a mechanic 2 at CSN in Volta Redonda and is a dancer. He, who had already taken a technical course in Mechanics, was hired by the Company in February 2022 to work in the maintenance area. Today, as a mechanic, he is responsible for the maintenance and supervision of the machines, performing inspections to prevent any type of downtime that may happen due to system failure.

At an early age, at the age of 12, he discovered himself in love with dance. He watched videos of Michael Jackson and Usher – artists he uses as a reference in music and dance to this day – to get inspired. It was a friend from Barra Mansa (RJ), who was using the Cultural Center to train choreographies, who invited him to join the rehearsals in the Foundation’s space.

Since then, “I signed up for the occupation, got selected, and started booking a time slot for myself on Monday nights,” he reveals. Renan says that, at the Cultural Center, “the rooms are very large, well structured, and I was very welcomed by everyone.”

The dancer makes a point of highlighting the importance of the Cultural Center for his career by providing the opportunity to use the space for rehearsals and the incentive to practice the modality.

As a dancer, Renan has participated in several workshops in Volta Redonda and other cities in Rio de Janeiro, as well as São Paulo, and continues to improve his artistic studies. She started teaching dance in social projects, has created choreographies for singers’ shows, performed in concerts, developed choreography for music videos and participated in the program Brilhantes, on TV Rio Sul, a branch of Rede Globo in the region of Volta Redonda. This year, Renan will bring together dance teachers from several cities in the South of Rio de Janeiro – Barra do Piraí, Porto Real, Barra Mansa – in an event called Dance Street, based at the Cultural Center, to propagate urban dance and show the public the talents of the region. He says that he decided to take a risk and see what people’s response will be, since urban dance **“is growing slowly here in Volta Redonda, with the hip-hop culture, with rhyme and graffiti battles in various public points of the city”**.

Excited about the progress of the project, he says that he is “very happy to be making my dream come true, and it was only possible with the support of the Cultural Center, the employees who support the structure of this event and the CSN Foundation.”

Street Art Hub

Launched in 2023, in the municipality of Volta Redonda (RJ), the Street Art Hub is an initiative aimed at sociocultural transformation based on the qualified training of urban artists, the encouragement of graffiti expression and the promotion of local entrepreneurship. To promote graffiti art as a manifesto of cultural expression in urban interventions, we made the Street Art Hub possible in partnership with the city of Volta Redonda and with the contribution of CSN through the Culture Incentive Law.

The entire construction of the Street Art Hub was inspired by the *arigó*, a migratory bird. Historically, the name Arigó was associated with the workers who migrated to the region of Volta Redonda and actively participated in the construction of the Presidente Vargas Plant. Therefore, the launch of the action was held on April 5, celebrated in the municipality as Arigó Day.



Launch of the Arigó Alley in Volta Redonda (RJ)

The development of the project included three fronts:



The Street Art Hub embodies the principles of the Theory of Change – Territorial Economic Development Strategy, jointly developed by the CSN Foundation, CSN Inova and the Sustainability, Institutional Relations, People & Management and Equity areas of the CSN Group (learn more on page 77).



Born in Angra dos Reis, Jader Mattos arrived in Volta Redonda in 2000. In 2009, he was part of the study group called Diálogos, which organized an exhibition of the same name at the CSN Foundation Cultural Center. In 2019, he painted his first mural, at the Paranoide Brewery, in Volta Redonda.

In 2023, Jader was invited to participate in the Street Art Hub: "I always wanted to reconcile teaching with the profession of designer." For the workshops he taught at Arigó Nests, he explains that he made "a point of taking the theoretical part to the course, and some students identified with my way of doing. With Isabela it was like that." The two already knew each other through their respective works, but the integration during the course was greater: "She was very interested in developing her style and better understanding her art," says Jader.

He also emphasizes the importance of taking art to the periphery and developing projects in more remote neighborhoods – such as the Retiro neighborhood. "The graffiti course represents an ease of access to resources, to have a first contact with the spray, to have a favorable space. And also to have access to knowledge, what to use, how to use it", comments the designer.

As a resident of the Retiro neighborhood, Isabela Wilmsen has had stimulation at home since she was a little girl for studies and the arts. In 2020, he started making painted ecobags as a hobby.

“ Arigó Alley is a landmark, because it is on the street that we see the various artistic languages of different people. Graffiti is a marginal art by nature, but it is now reaching other places, it has become a tourist spot, and the Street Art Hub is a tourist attraction. The Street Art Hub brought this contribution to Volta Redonda. ”

Jader Mattos,
*graffiti artist and teacher at Arigó Nests,
along with Isabela Wilmsen, artist and former
student of Arigó Nests*

Gradually, what was a hobby became a source of income.

In 2023, she found out that registration for Arigó Nests was open: "With the course, I would improve myself, study and meet other people", she recalls. Isabela signed up, participated in the classes and says: "That's when I started to see my drawings on a scale larger than a bag."

At the end of the course, Isabela and the other participants made a collective mural with the arts produced during the workshops. Now, **"any resident of the city or visitor who passes by will have a much greater, much broader notion of what graffiti is"**, she says. She highlights the presence of graffiti artists from other cities in the classes: "It was great to meet these people, because they were able to pass on a little of the experience to us."

After participating in the project, she and Jader have already painted a wall together: "The things I do are very close to the things he likes in painting styles." Isabela is already scheduled to paint other murals in Volta Redonda: "The course gave me more confidence to start painting bigger things", she explains.

Like Jader, Isabela also wants to be a teacher and plans to soon study for a degree in Arts, "to pass on what I learned," she says. For the future, she says that she imagines herself walking around Volta Redonda and seeing "a very big wall that I painted. It would make me very happy!"



“

In the last two years that the city hall has been working together with the CSN Foundation, there has been a convergence in our purposes: we are training artists, helping them to see their own potential, to build a portfolio, to organize themselves to compete in the market. And who wins with this is the population, because, as a result, we have the city turning into an open-air art gallery.”

Anderson de Souza,
Secretary of Culture
of Volta Redonda



Launch of the Street Art Hub at the CSN Foundation Cultural Center, in Volta Redonda (RJ)



At the head of the Municipal Department of Culture since 2021, Anderson de Souza explains that Volta Redonda is an urban, industrial city that, with 70 years of history, has a cultural scene still in formation. “I’m a graffiti artist, I started as a graffiti artist,” he reveals. It is this context that he says has helped “to

think about the transformation of abandoned spaces, in areas that move the creative economy with urban occupations through graffiti, hip-hop culture, street gastronomy.”


For Anderson, there is a movement in the city to take graffiti out of marginality, transforming it into a segment of art and culture. This advance is the result of “the impact that the CSN Foundation is building together with the government, including the Street Art Hub.” In 2023, the CSN Foundation developed the project “occupying the streets through Arigó Alley, traveling exhibitions with Arigó Parade and graffiti training with Arigó Nests.” He emphasizes the importance of these actions, which, together with the city hall, “contribute to the democratization of a space that, until then, was not accessible to everyone. For an artist, getting to traditional galleries is not easy. So, they go to the city walls. Therefore, we started to make the release of spaces more flexible. With graffiti, art lives on the wall of people’s homes.”

The public notices focused on culture and urban art that were recently launched show the result of this joint work between the CSN Foundation and the city of Volta Redonda: several artists from the South Fluminense region have signed up. “When we launched Arigó Nests, a graffiti training course, we came across these people studying what they want to work with. It is through this work of the Foundation that these artists can come and say that they work with urban art”, says Anderson.

He says he sees the Foundation as “a huge breakthrough in participation in the daily life of Volta Redonda and in the expansion of culture, because it is impossible to make culture alone in such a small city.” Currently, there is a calendar of mutual actions between the city hall and the CSN Foundation, which organizes the cultural activities that will be carried out jointly in the city’s spaces.

Anderson defines the impact of the CSN Foundation in the city as **“cultural and social. I often say that the Foundation broke the walls, went out into the streets with pressure, occupying the spaces, in a movement totally convergent with the public power”**. Now, it is possible to see this break in space in the occupation of Arigó Alley, in the stage truck at events, in the Cultural Center, and “this is a big step.

“Histórias que Ficam”

 Creative Analysis Laboratory at Unibes Cultural, in São Paulo (SP)



Documentaries have the power to propagate inspiring stories and deal, with art and sensitivity, with art and sensitivity, issues relevant to the social transformation of the country. To encourage and support the production of relevant works, in 2011 we created the “Histórias que Ficam” program, with the purpose of covering the entire production chain – from the development of the project to its exhibition. The program is sponsored by CSN through the Culture Incentive Law.

In 2023, we launched the fourth edition of the program and reached a record of 352 registrations from all regions of Brazil and 21 states. Of this total, 15 projects were selected for the consulting and pitch, networking and discussions stages. Four of them were awarded for the completion of the documentary.

Since its creation, “Histórias que Ficam” has made it possible to make ten documentaries, supported 30 professionals in the audiovisual sector, promoted seven public events and screened the films for more than 10 thousand spectators.

With this initiative, we contribute to strengthening Brazilian audiovisual production, highlighting topics of relevance to the transformation of society.

Award-winning documentaries in 2023

“Aqui Não Entra Luz”

Production Company:
Apiário Estúdio
Directed by:
Karoline Maia

“Boy”

Production Company:
Claraluz Filmes
Directed by:
Michel Carvalho

“Corpo e Alma”

Production Company:
Já filmes
Directed by:
Carlos Nader

“Encontrando Norma”

Production Company:
Doctela
Directed by:
Livia Perez

In 2023

Record
number of inscriptions in the 4th edition of the program, with 352 projects registered

15 projects
selected for the final stage

4 awarded projects

The project “Labaredas”, by Syndrome Filmes, directed by Eduardo Ades, received special recognition from the jury, and was able to participate in the consultancies.



Realization:



Lei de Incentivo à Cultura
Lei Rouanet

MINISTÉRIO DA CULTURA



In 2023, the 4th edition of “Histórias que Ficam” was launched. With more than 350 entries, coming from all regions of the country and 21 states, the projects submitted for this edition went through a judging committee, composed of renowned names in the national audiovisual sector, including directors, screenwriters, editors and producers.

In all, four proposals were selected, among them “Aqui Não Entra Luz”, an autobiographical production in which Karol Maia, a black woman, from the periphery and who grew up knowing the houses and the people with whom her mother worked as a maid, investigates the relationship between the slave quarters and the “maid’s room”, based on a research on colonial Brazil and current Brazil. Karol points out that it is an “extremely personal film, and talking about this project emotionally demands a lot from me, because I am always having to look at myself in this mirror.”

She says she was skeptical that “Aqui Não Entra Luz” would be one of the winners of “Histórias que Ficam”, as she has already heard “no” many times. “I was in a group of commentators and someone released the list of selected candidates; When I went to look into it, my name was there,” she recalls. When she saw the result, she felt very emotional: “I could barely speak.”

The director highlights the face-to-face consultancies in São Paulo: **“The consultants**



From left to right: Dani Capelato, consultant, Karol Maia, director, and Paula Kimo, producer of the film



“

I had a genuine feeling that I deserved another chance to have resources for my film. I had the feeling that I, Karol, a woman of today’s times, trying to tell her own story, deserved to have this support from the CSN Foundation.”

Karol Maia,

director of the documentary “Aqui Não Entra Luz”

were very prepared and interested in seeing the film growing, so our conversation was as if I had the opportunity to reimagine my film. The laboratory was outstanding even for my relationship with Paula Kimo, the film’s producer. The sparkle in our eyes has returned. We really deserve that this film is as great as we always wished and imagined it could be.” From the consultancies, she says she left full of hope, “because I realized that my film means something to the CSN Foundation and to the audience.”



“

‘Histórias que Ficam’ allows this space for the development of projects, being an important place for promotion and training, for a closer monitoring of projects. And the result of this is the success of the last edition, which had a large number of entries.”

”

Daniela Capelato,
screenwriter and consultant
for the program “Histórias
que Ficam”

In 2011, “Histórias que Ficam” was designed based on three pillars: consulting, promotion and dissemination. Daniela Capelato, screenwriter and permanent consultant of the program, recalls: “At the time, I was already aware of this issue of consulting and monitoring the projects, because it makes a difference when there is the possibility of better developing ideas with the guidance of professionals in the area, with people who are outside the process of editing the film.”


She says that the program arose from a desire of the CSN Foundation to focus, above all, on documentary, “a genre that makes and has made history in Brazilian cinema, which is very versatile and is a place of questioning”, and from CSN’s tradition of investing in Brazilian cinema, having sponsored more than 50 films. “Histórias que Ficam” was born in this context, added to the demand for documentaries that were waiting for some kind of financing.

Over 13 years, the process was improved: Daniela recalls that, in the first edition, the theme brought up the issue of memory. Later, the topic became more open, always with projects that have a place of relevance to society. “There were several films that had a very important reproduction and whose directors are now working in the field. Films that I’m sure will make history by dealing with relevant issues and from a very original perspective”.

For her, consultancies “are an award within the award, because they have the potential to improve the story that is being told, creating excellent cultural products, both in their aesthetic aspect and for their importance as a cinematographic work.” Daniela says that **“consultants also learn a lot in this process. We are learning all the time, so there is this side of training, which is very interesting”**.

In this 4th edition, the selected projects have already gone through two residencies, experiences that the permanent consultant classifies as “a moment for the participants to get to know each other and for the consultants to get to know them, and to get to know the Foundation itself.” For the consultant, the documentary is a space for dialogue: “It is a privilege to work with this genre and to have the opportunity to do so with the CSN Foundation, which has the same desire to delve into these issues.”

Daniela points out that, after the processes of building the films, seeing the product winning the public and the world with the propagation of its distribution campaigns “is wonderful! Because we are desperately cheering. Sometimes a film is more the way we imagined or goes another way, but it works the same, because it has its audience and its stories impact.”

 Creative
Analysis
Laboratory at
Unibes Cultural,
in São Paulo
(SP)



Education



Elementary School II students
at the Technological
Education Center (CET), in
Congonhas (MG)



CSN Foundation Schools

We believe that providing quality education is the best and most effective way to build a fairer and more egalitarian future. In our two schools, we democratize access to quality education through 50% and 100% scholarship programs, contributing to the training and development of children and young people in situations of socioeconomic vulnerability.

The **Technological Education Center (CET, acronym in Portuguese)**, located in Congonhas (MG), was inaugurated in 1961 and plays an important role in professional training in the Alto Paraopeba region. The young people attend Elementary School II and High School classes, as well as technical courses in Mining, Industrial Automation and Electromechanics. These areas are relevant to meet the demand of the state of Minas Gerais, where CSN Mineração is located.

The **Pandiá Calógeras Technical School (ETPC, acronym in Portuguese)**, in Volta Redonda (RJ), began its activities in 1944, aimed at training professionals to work at the Presidente Vargas Plant (UPV, acronym in Portuguese). Throughout its history, it

has contributed to offering a model of comprehensive education, preparing students for professional and personal challenges throughout life.

In 2023, we launched Elementary School II at ETPC. We also offer High School concomitantly with technical specialization, courses aimed at deepening various technical areas and training lasting 18 months. The technical courses cover the areas of Digital Game Programming, Electromechanics, Informatics, Mechanics, Mechatronics, Metallurgy, Chemistry, Industrial Automation and Occupational Safety.

In both schools, financial resources are reverted to the promotion of our social action, and we offer scholarships to facilitate the access of students in situations of social vulnerability or financial restriction to quality formal and vocational education. In this way, the spaces multiply the benefits generated, promoting social inclusion, technical qualification and the generation of resources that are allocated to the programs we conduct.

In 2023, we expanded the number of students benefiting from scholarships at



High School students at ETPC, in Volta Redonda (RJ)

CET, in partnership with the government of Minas Gerais under the **“Trilhas de Futuro”** program. Carried out in partnership with different educational institutions, the program benefits high school graduates.

At ETPC, we also offer courses for professional training of women in the technical areas of Mechanical, Electrical, Operation, Overhead Crane and Railway. After training, these students can join the UPV staff. The initiative is part of the **“Capacitar Mulheres”** program, developed by the CSN Group in partnership with the CSN Foundation.

In 2023

1,166 students in the two schools, 64% of whom were scholarship holders

CET: **906 students** total, **622 scholarship holders**
ETPC: **260 students** total, **124 scholarship holders**

Launch of the Elementary School II course at ETPC

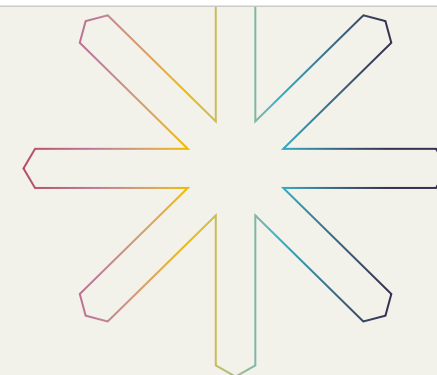
305 women trained at ETPC to work in technical careers at CSN

“

ETPC came into my life and changed everything. School changed my outlook and perspective on life, and I gained a lot of independence. I am very happy at ETPC and with the course I chose. I learn a lot, from everyone and that makes my eyes shine.”

Maria Luiza Cesar,

3rd year high school student with Mechatronics Technician at ETPC and intern at CSN's Blast Furnace



a monitor, taught at school, traveled with the school, did many things. And I ended up falling in love with mechatronics in an inexplicable way. I was very involved with the course, with the coordinators and with the professors”, she says.

In November 2023, applications for CSN's internship selection process opened and she soon applied: "I participated in the interviews and, in all of them, I talked about my giant desire to work in the area, which was my dream, that I wanted to learn inside." Maria Luiza was selected and is now an intern at CSN's Blast Furnace.

Now, in the last year of high school, she is developing, as a Course Completion Work, a robotic arm controlled remotely by a gauntlet, with hand gestures, with the aim of helping people with disabilities. With the written part of the project done, Maria Luiza has already participated in seminars and presentations about it – the project was even presented during the Meet the ETPC. For her, being involved with this project made her learn that "I have to plan myself, I have to have spare products, in case it breaks or something spoils, for example."

Maria Luiza Cesar says that she always knew that she wanted to follow her parents' professional path: her mother is a technician in Chemistry and her father, a technician in Mechanics, graduated from ETPC. "I wanted to be a technician and it had to be through the ETPC", she reveals. She says that, since she was a little girl, seeing her father work at CSN, she felt instigated to follow in the same footsteps. Today, at the age of 17, she is a student in the 3rd year of High School with a Mechatronics Technician at ETPC.

Malu moved to Volta Redonda, enrolled in ETPC and started living the school. **"I got involved in everything that had to do with the event. I gave a lecture, became**

As a veteran of Maria Luiza, another student who also became fully involved with the school was José Joaquim Penha Junior – or JJ, as he is known among his friends. JJ’s journey with ETPC began back in 2020, when the opportunity arose to take the test for the selection process for scholarships at the school. He outlined the goals: to take a technical course and start adult life qualified for the job market. He passed in 1st place for the Mechatronics course and entered ETPC with a 100% scholarship.

Still in the 1st year of high school, he was introduced to what he defines as “one of the great opportunities of my life”, that is, the Brazilian Astronomy and Astronautics Olympiad (OBA, acronym in Portuguese), of which he was a medalist. In 2023, JJ was among the 210 summoned to participate in the selection that represented Brazil at the International Astronomy and Astronautics Olympiad, which took place in Poland.

Throughout the three years of High School and Technical School, astronomy was like a great teacher: JJ learned about the area itself, but also about confidence, dedication and, above all, resilience.

Today, already graduated as a technician in Mechatronics by ETPC, JJ was approved this year to study Control and Automation Engineering at the State University of Campinas (Unicamp, acronym in Portuguese), and says: **“I wish to continue working in the area and growing more and more in my career”**.

For Maria Luiza, “the school is capable of transforming students completely. I didn’t have the dimension of the size of my dream and school transformed me. The girl I brought in at the age of 14 is not the woman who is leaving school.” About to graduate, she points out that she learned, in addition to the subjects, teachings about group work, relationships, conviviality, integrity: “We entered there as children and left as professionals who are starting out in the job market.”



“ From the moment I was introduced to this world until I won a medal at OBA, it was an arduous path, traveled with all the support of ETPC. ”

José Joaquim Penha Junior,
former high school student
with a Mechatronics
Technician, is studying
Control and Automation
Engineering at Unicamp



“ETPC is a school of life and for life. The bonds we create are transformed, we share our daily lives and, in the end, the three years end up passing faster than we could imagine.”

Lucileine Souza,
former high school student with Metalmechanics Technician at ETPC and current Coordinator of Articulation of the National Culture System at the Ministry of Culture



Lucileine Souza joined ETPC as a student in the last class of Metalmechanics – MM10, in 2009. Luci’s connection, as she is known, with ETPC runs in the family: in addition to her, her father and sister were also students. She says that ETPC “has always been the subject of many stories told by my father around the table in my house, so my contact with the school has been going on since my childhood.”

When recalling the experience inside the CSN Foundation school, she says it was an incredible period and that, despite the difficulties of arriving in a new environment, with a large amount of information to process and the change in routine, little by little everything fell into place and she soon adapted. During her time at ETPC, Luci says she learned to have responsibilities and that the lessons for her professional and personal

life began to take shape as she learned to manage her own time as a student.

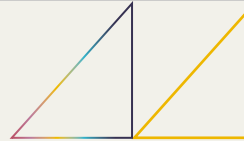
Current Coordinator of Articulation of the National Culture System at the Ministry of Culture, she considers that she has always developed a sense of collective, getting excited about the times she was a class representative and had to make beneficial requests to students. Luci says

that, at ETPC, **“we work a lot in a group and I love this exchange, because I believe it strengthens and forms us, already understanding the different thoughts”.**

For her, ETPC had a share in her first choice of graduation, when she chose to study Engineering at the Federal Institute of Rio de Janeiro (IFRJ, acronym in Portuguese). Afterwards, Luci ventured into Physics, also at IFRJ, where she was able to participate in the Academic Directory – a symbolic moment for entering politics. “I started to participate in the Enegrecer collective, Kizomba and other congresses that the university provided me. Teaching at PIBID captivated me to Pedagogy, the degree I chose to follow”, she reveals.

During her undergraduate period, which was already more politically active, she had memories of “the ETPC project discipline, which had this characteristic of making you think outside the box and which, for sure, teaches us a lot for the world of work.”

In the current work, she explains that she dialogues with all regions of Brazil – 26 states and the Federal District – to strengthen national and local culture systems, in addition to strengthening the social participation of culture through culture and sectorial councils.



In mid-2022, through her husband, who is a CSN employee, Cíntia Abrantes learned about the “Capacitar Mulheres” program. Ana Paula Gonçalves, People and Management Manager at CSN in Volta Redonda, explains that the initiative’s main objective is to train women for the industry. For Ana Paula, the great success of the program is due to the partnership with ETPC: “The school works in the capture of resumes, in the selection process and in the development.”

When she learned about the program, Cíntia had not yet finished high school. So, she decided to enroll in a school to finish her studies: “That way, when I had a new opportunity at ‘Capacitar’, I could participate.” During this period, she worked in a supermarket during the day and studied at night. “In three months, I managed to complete high school and I was ready to try for a place in ‘Capacitar Mulheres’,” she says.

It was in August 2023 that Cíntia came across the announcement of a new selection process for the program. Now, with high school completed, she could enroll. Cíntia recalls that, “on September 21, an email arrived with my available teaching certificate. The next day, I received an email from CSN’s HR saying that I had been selected for the program’s selection process.”

Cíntia went through all the phases, until she reached approval. When she started the course, already at ETPC, she says she felt “very welcomed and motivated by the teachers, who encouraged us to continue studying, whether in technical courses or in college.”

During the “Capacitar Mulheres”, the classes were divided into Mechanics, Railway Operation and Electrical – the latter, the one that Cíntia chose to be a student. She says that she participated in the most diverse classes, but the ones that won her over were Introduction to Electricity, Electrical Metrology and Electrical Commands. **“The motivation I had at ETPC was very important. Now I don’t see myself without studying, I started a course and I’m already thinking about the next one”**, she points out.

At 46 years old, she is part of the Electrical Maintenance “Capacitar” at CSN, but the idea is to “qualify for Electrician and then for a technical role.” Today, Cíntia says she is already aware “that my new professional life is just beginning.” Ana Paula says that, for women like Cíntia, who want to have a career in the industry, “the program creates the possibility for them to enter the field already with basic knowledge.” In the classes taught during the course, students have contact with the areas of mechanics, hydraulics, electrical and metallurgy; With this, “they already enter with a profession, as operators.” Since the beginning of the program, 849 women have already been trained, 226 of them in 2023.



“ This program aimed at us, women, is a great opportunity. We often think that we are not capable of doing something different because time is passing. Now I, at 46 years old, can’t imagine myself anywhere else. ”

Cíntia Abrantes,
participant in CSN’s “Capacitar Mulheres” program,
with Ana Paula Gonçalves, People and Management
Manager at CSN in Volta Redonda



“

With approximately three months of course at CET, the opportunity for a job at CSN came. I'm sure the course opened doors for me. As soon as I graduated from CET, I was already promoted to technician. Today, I work as a maintenance supervisor at CSN and I am graduating in Mechanical Engineering.”

Rayme Junio,
former student of the technical course of Diesel Mechanics, current maintenance supervisor at CSN Mineração

In an advertisement on a billboard in front of the CET, Rayme Junio saw the possibility of taking the technical course in Diesel Mechanics. He joined in July 2017, at the age of 29, when he was already working in the field of mechanics, and, during his period as a student at CET, he says that he managed to “combine practice with theory and learn many fundamentals and I was able to really get my hands dirty. I had the support of the teachers, all of them very qualified.”

For him, the experience at CET was an enriching experience, especially to further develop the professional side: “The laboratory is well equipped with tools, with conditions for assembling and disassembling components, always with an assistant professor.” Rayme says that it was there that he had the opportunity to see how the area of mechanics – such as components, fuel injection system, technical drawing, welding and cutting – really works in practice. After graduating as a technician and joining CSN, he went through a growth within the Company: first, maintenance technician 2, becoming maintenance technician 3 and, later, specialist technician. Today, at the age of 36, Rayme is a maintenance supervisor.

He says that CET **“is a school that I'll really carry with me for life. It's a wonderful school, where you really learn and can create a very good notion of the professional area.”** The differential, according to Rayme, is that the learning acquired at school complements the work he performs to this day: “I continue to work in this area of maintenance and, many times, I use the knowledge I had at CET, either to continue my work or to do something new. It's my base.” Currently, Rayme is in the last year of Mechanical Engineering at Unipac, in Conselheiro Lafaiete (MG), and, in this regard, he says that “the technical course was the watershed in my life, as it made me even more interested in the area of mechanics. “ He entered college one year after completing the course at CET.

A memory that still accompanies him is that of the last work presented as a student of the technical course. He explains that the project addressed the fuel system and that, as a group, he was able to “simulate the system, make all the assemblies with the pump, with the filter, with the lines, making it possible to separate water from fuel and everything electronically.” “It was a very nice job that helped me a lot, both in the course and out here, in the job market”, she adds.

Vinicius Henrique Gonzaga da Silva is 18 years old, was born and lived in Congonhas (MG) until the beginning of 2024, when he moved to Ouro Preto, to study at the city's federal university, UFOP. With the aim of doing a good high school and achieving higher education, he enrolled in 2021 at CET, where he traced his path to university and experienced personal transformations.

He entered school in a pandemic context in which classes were taught at a distance and, because he had a more reserved personality, she believed that it would be difficult to integrate with the entire class. The fear

was quickly overcome when he realized he was welcomed by the whole class, especially by the teachers, of whom "the classes, despite being distance learning at the time, were already excellent. In the beginning I already had a great admiration for the teachers", recalls Vinicius. The relationship with CET has increased over the years – a connection that he evaluates as essential for him to feel confident enough to always do his best, in any sphere of his life.

The involvement during the three years of high school was so great that, at his graduation, he received the commitment medal from the class. "For me, it meant a recognition of my effort as a whole and the fact that I integrated very well with everyone." Vinicius' effort in his studies also materialized in the high score in the National High School Exam (ENEM, acronym in Portuguese) and in the approval in three federal universities, in courses in the area of geography and geology.

The passion for the discipline of geography has accompanied Vinicius since he was a child, and at CET he found encouragement to continue in the area, "mainly by Professor Thiago, who presented geology modules during geography classes, which encouraged me to choose it as a college course." For a moment, he even thought about becoming a geography teacher, to encourage and stimulate other generations in the way he was, but ended up choosing to continue in geology.

Going to a university is an achievement that, until the moment of passing the entrance exam and moving to Ouro Preto, seemed distant to Vinicius, because **"few people in my family attended the university environment, due to lack of conditions. So much so that, when I was in Ouro Preto with my parents and other family members, they were extremely happy for the simple fact that I had joined UFOP"**, he recalls.

At the onset of his journey in the university environment, where everything is still very new, Vinicius was impressed by the structures of the chemistry laboratory and the Geology Department. For future plans, he sees a world of possibilities, and the certainty he has is that, with the confidence he has gained in the last three years at CET, he will be a good student and, in the future, a good professional, "so that one day he can work with studies that return something good to society."



“ CET was where I chose to study to have a good high school and I was very well received and welcomed. They prepared me to enter university, I reached 900 in the ENEM essay and today I study Geology at the Federal University of Ouro Preto. ”

Vinicius Henrique Gonzaga da Silva,
a former student of CET, is currently studying Geology at UFOP

“Trilhas de Futuro” is a program of the government of Minas Gerais in partnership with educational institutions that offer technical courses at the high school level in the state, in order to change the level of supply of qualified labor, improving the average value of people’s compensation. “‘Trilhas de Futuro’ is the window of opportunity for the generation that is entering the job market, because it makes available to entrepreneurs, companies and industries increasingly qualified people”, says the vice-governor of Minas Gerais, Professor Mateus Simões.

CET, as the only high school technical school in Congonhas (MG), is accredited to offer free technical courses at the high school level of “Trilhas de Futuro”. For enrolled students, the government also helps with a subsidy for transportation and food. According to him, the improvement in professional qualification could be observed during “my visit to CET, when we saw the ‘Trilhas de Futuro’ classes graduating, in the condition of working in a more competitive market.” Today, the program is in its 4th edition.

Mateus Simões explains that, throughout the city, it is essential to build local partnerships to guarantee the population access to quality education, including the offer of technical courses that speak to the local economic reality. In Congonhas, **“it is a joy to be able to count on the performance of the CSN Foundation, through the CET, because we are talking about an excellent training. In fact, CSN itself hiring part of these professionals also absorbs a relevant part of the technicians who are being trained there.”**

The vice-governor says that he was “very delighted with so many initiatives, such as technical training, including the cultural issue. It is a source of pride for us to know that Minas Gerais has a partner of social relevance such as the CSN Foundation.”

The “Trilhas de Futuro” has already surpassed the mark of 150 thousand students enrolled, with more than 70 thousand students graduated – of which more than 200 graduated from CET – and now “it is already possible to perceive an absorption of these students by the labor market, the response to the need for more qualified labor in various sectors and in various regions”, he comments. Of this result, for the vice-governor, the most impactful is that “we are already beginning to realize the impact of this on the lives of the families of these students, the transformation of the lives of people who were already in the job market and are able to grow even more. These are doors that ‘Trilhas’ also opens.”



From left to right: Wellington Martins, Director of CET, Professor Mateus Simões, Vice-Governor of Minas Gerais, and Otto Reis, Investment Director of CSN Mineração

“ During my visit to the Technological Education Center (CET), a School at the CSN Foundation, I had the opportunity to see the well-structured laboratories, the students excited about what they are learning, teachers who have the necessary professional technical experience. ”

Professor Mateus Simões,
vice-governor of Minas Gerais



For graduates of the public education system who have graduated for a longer time, the program allows them to multiply by 3 the average income of a family, which completely changes the reality of the worker, their parents, spouses, siblings, “especially their children, which makes this project, generation by generation, change the reality of the families that go through the ‘Trilhas de Futuro,’” he highlights.

“Capacitar Hotelaria e Serviços”

Professional qualification is the best way to enter the job market. To boost the transformation of young people between the ages of 16 and 29 into professionals, we promote the qualification of participants in various areas of this sector, such as reception, events, cooking and governance. We offer the course free of charge over one semester, with theoretical and practical classes.

“Capacitar” also has an activity during the period, the Inova Challenge, and a conclusion activity, the Master Hoteleiro Jr., in which students are challenged to apply in practice what they have learned throughout this journey. In 2023, we revised the “Capacitar” curriculum matrix, with the inclusion of disciplines focused on diversity and sustainability topics.



In 2023
103
students graduated
 from the
“Capacitar Hotelaria e Serviços”
 program, totaling
1,706 young graduates
 since the beginning
 of the program

Graduated students from the “Capacitar Hotelaria e Serviços” program

Participants are referred by agencies from ten partner municipalities in the region. Among these institutions are the Social Assistance Reference Center (CRAS, acronym in Portuguese), the General Department of Socio-Educational Actions (DEGASE), the Specialized Social Assistance Reference Center (CREAS, acronym in Portuguese), the Middle Paraíba LGBTQIA+ Citizenship Center, the Specialized Center for Women’s Assistance (CEAM, acronym in Portuguese) and the Child Labor Eradication Program (PETI, acronym in Portuguese).

The “Capacitar Hotelaria e Serviços” classes take place in the two hotels we manage in Volta Redonda (RJ): the Bela Vista Hotel-school, installed in 1940 to assist in the construction of CSN, and the Vila Business Hotel, inaugurated in 2017.

The two hotels also play a relevant role in the generation of financial resources, applied in our social actions. Through the daily accommodation rates, visitors received throughout the year participate in the real transformation ecosystem, contributing to the evolution and change in the lives of “Capacitar” participants, the people who work in the hotels and the communities that benefit from local tourism and economic development.

Click
 and learn more about the hotels we manage:

Bela Vista Hotel-school

Vila Business Hotel



“

If I am where I am today and if I do what I do, it is because there were many of the actions of the CSN Foundation in my life: when the Foundation gave me the opportunity to do the ‘Capacitar Hotelaria e Serviços’ program, when it saw in me a potential for me to develop as a professional, when it entrusted me with various functions.”

Gleydson Barroso,

a former student of the “Capacitar Hotelaria e Serviços” program, currently works at Nissan



In 2007, a friend of Gleydson Barroso mentioned that the CSN Foundation was opening a course with a scholarship focused on hospitality, which would take place inside the Bela Vista Hotel-school, in Volta Redonda (RJ). “I found it interesting and signed up,” Gleydson says. For him, it was an opportunity to enter the job market, “get to know new areas and develop skills that I could identify with. For me, as life knowledge, it would be very important.”

The young man, then 19 years old, took the test of the selection process for “Capacitar Hotelaria e Serviços”, passed in 12th place and began to be part of the first class of the program. As a student, he went through all areas of the hotel business and decided to focus on the reception and events area. Closer to the end of the course, Gleydson found out that the CSN Foundation had an open position for administrative assistant. Once again, he participated in the selection process and was approved. From then on, “I was an employee at the Foundation for five years and nine months,” he recalls. During these years, Gleydson worked in several areas: accountability, procurement and project management. In addition to the administrative part of the Bela Vista Hotel-school, he started to take care of other projects.

It was during this period, and through the encouragement of his work friends and financial support from the Foundation, that he entered the Business School from 2008 to 2012. At the same time, he dedicated himself to improving

his English – a skill that brought him closer to his lifelong dream of working with foreign trade. Shortly after, the chance to work at the Nissan company in Resende (RJ) appeared. “The opportunities the Foundation gave me helped me a lot to have experiences in different areas,” he explains, “and gave me the foundation to get into Nissan.” And, as someone greatly fascinated by cars, the opportunity to work at the automaker sparkled in his eyes. In 2013, he joined the company to support the nationalization of parts that came from Mexico. Six months later, he was hired as an employee.

Years later, he started another postgraduate course, this time in Foreign Trade, focused on global business management. Currently, at 36 years old, he is responsible for global sales, whether imports or exports. After almost 20 years of “Capacitar Hotelaria e Serviços” and now working as a New Business Development Analyst, Gleydson needs to know how to deal with new customers and manage current customers so that the business has continuity and sustainable growth. Knowing how to listen, understand to meet and achieve expectations and exceed them. To do this, he uses the teachings on reception that he learned during Capacitar: “They help me a lot to this day,” he says. **“I know that the CSN Foundation seeks to change lives, as it changed mine. It changed when it gave me the opportunity and developed me. And it continues to transform the lives of the people around me”**, Gleydson points out.

Carla Carvalho joined the CSN Foundation in 2003, as an administrative assistant at the Cultural Center, in Volta Redonda. But her history with the Company goes back earlier: her father worked at CSN for 38 years, and both grandfathers worked at the Company during the 1940s. "Of my father's three children, I was the only one who joined the Group," she says proudly.

In 2005, when the Foundation took over the management of the Bela Vista Hotel-school, Carla was invited to work in the hotel's events area: "I was 25 years old and I was very excited, because it was a great opportunity." She says that, from then on, the Foundation "provided me with several specializations, mainly in the area of events, organization, planning and production." With all the experience built, today Carla is the Coordinator of Groups and Events and takes care of school delegations, artistic groups, corporate and social events, and the hotel calendar.

In 2006, the "Capacitar Hotelaria e Serviços" program was inaugurated, offering classes on all areas of the hospitality sector, including events. "Since the first class of the 'Capacitar' group, I have been an instructor. I have contact with one of the students from that time to this day", she comments. From the last class, three students are already working in the events area.

Pedro Martins, 20, was a student in the 30th class of "Capacitar Hotelaria e Serviços". After graduating, he started working in the hotel bar. Pedro says it is transformative to think that, in one year, so much has

happened: he idealized a drink, graduated from "Capacitar", was hired and is now preparing to start teaching practical classes at the bar. "In the past, I couldn't speak in public, but now I talk to customers daily," he says. Pedro was a student of Carla, who says he is happy, because "I was able to get to know him as a student and, now, as a co-worker. And he's growing up here, the bar part took a boost after his entry."

During the Jr. Hotel Master program, Pedro, in a group with other students, created the so-called drink "Do Pé". **"I didn't imagine that I would win the competition and that the drink I idealized would be on the menu of the hotel bar. It is rewarding to think about selling something that is your creation. I'm very happy when, for example, there's a customer who always comes, asks for 'Do Pé' and drinks on the balcony."**

At the hotel, Pedro comes into contact with people from different cultures and different languages – which helps him put English into practice. For the near future, he plans to take the National High School Exam (ENEM, acronym in Portuguese) and enter the college of International Relations.

Carla points out that "going through this experience, this exchange, seeing the development of people like Pedro, makes us very happy! To see who is still here [at the hotel], or who is in other places achieving a path of success. Seeing people growing in different segments within the services is wonderful."



“

At the age of 25, it was a great opportunity to work with the CSN Group. Nobody calls me Carla Carvalho anymore, they call me Carla of events or Carla from the hotel.”

Carla Carvalho,
Coordinator of Groups and Events of the two hotels of the CSN Foundation, with Pedro Martins, former student of "Capacitar Hotelaria e Serviços" and current bartender of the Bela Vista Hotel-school

“

I got to Master Hotelier with no idea of what was going to happen and I was surprised, very impacted to see the dynamics. On the day, it is very interesting to see that number of people being prepared to work in the hotel and services sector. This characteristic of ‘Capacitar’, of being hands-on, because they have a very large workload of practical classes, of learning inside, in the day-to-day rush, is essential.”

”

Jean Louzada,
entrepreneur and owner of
“Hamburgueria Nashville”



Jean Louzada is the owner of “Hamburgueria Nashville”, in Volta Redonda. He was a judge of the 7th edition of the Master Hotelier Jr. Challenge. After the event, he hired three young professionals trained by “Capacitar Hotelaria e Serviços”: Alan, Júlia and Samuel. “The posture, the way of speaking, the approach to customers – in this regard, they really know everything about learning”, he reports.

Nashville was the first job for the three young men, who had just turned 18. “It made all the difference that they went through ‘Capacitar’, for sure. Because they already arrive in front of other people, even if it’s the first job. You give them a technical sheet of the kitchen and they develop it themselves. Júlia arrived and we put her, at first, as a *cumim* [assistant to the waiters in the service and organization of the environment]. But she already had the posture of a waitress, the way she spoke, the approach, she had all the characteristics that we look for in a waiter, including a goal.”

The two boys, whom Jean also defines as “great professionals”, were hired for the kitchen. “Samuel was a great dish assembler, detailed, agile there in the operation. He came prepared, ready for work. Alan did everything with great care, he was very proactive.” Jean still has the memory of how Alan managed to execute the recipe for the house’s brownie: “The kitchen staff, who already had experience, made a mistake with the recipe. He got it right and even joked that he didn’t even need to check it anymore, because it was already good.” After the initial experience in Nashville, the boys moved on to other professional goals.

The person in charge of the burger restaurant says that he will recruit young people trained by the program again, since the service sector is always in need of qualified labor and **“they arrive prepared, they quickly pick up what is passed,**

because they have the basis of Capacitar, they come with a little step in front. This is very noticeable when they arrive at work.”

During the program, young people go through all areas of hospitality and services, and Jean points out that, “for example, if they have to receive someone, they already know how to do it. At the burger restaurant we don’t have a host every day, so a conscientious waiter goes to the door. He goes to the person, says goodnight. And they know this because it is the dynamics of the hotel industry, and those who do not have this preparation will stand still watching the customer enter. So it’s a differential that we see”, emphasizes Jean.

Practical
Cooking class
at “Capacitar
Hotelaria e
Serviços”



Theater Scholarship



One of our most recent programs in the education axis, the Theater Scholarship is aimed at stimulating quality education and social transformation through the deepening of the study of the performing arts. The beneficiaries of the initiative are former students of the "Garoto Cidadão".

Started in 2022, the program benefits young people by offering full scholarships to pursue an undergraduate degree in Performing Arts at the Célia Helena Center for Arts and Education, in São Paulo (SP), one of the most traditional training centers for actors in the country. The training in Degree in Theater lasts four years and, throughout this period, young people receive support to settle in the capital of São Paulo, with academic support, access to didactic material, culture vouchers, tickets and housing.

In addition, in partnership with the CSN Group, the participants of the Theater Scholarship are hired as interns at Prada Embalagens, enabling the conciliation of study and professional development activities.

In 2023
3 young people
attending the
2nd year at the Célia Helena
Center for Arts and Education

Presentation of the
"Irmãs Coragem" play, written
by the scholarship holders, at the
Célia Helena Theater (SP) and
at the Dom Silvério Gomes
Pimenta Municipal Theater,
in Congonhas (MG)



Presentation of the "Irmãs Coragem" play

During the 16th edition of the National Theater Festival of Governador Valadares (FENTA, acronym in Portuguese), Dudda Oliver, a scholarship holder of the Theater Scholarship program, stood out by competing in the category of Best Actress for her performance in the play "Irmãs Coragem", a production of Companhia Coxixo.

The Company is the result of Dudda's initiative together with Ana Paula Semião and Júnior Padovani, also scholarship holders of the program. Since the premiere of the play, which was written and directed by Júnior and starring the three actors, young people have submitted the work in several public notices and "the response has been very positive, as when we went to FENTA, the crowd liked it a lot", says Dudda.

Dudda, currently 20 years old, spent almost half of that time involved in the activities of the "Garoto Cidadão" of Volta Redonda. As a student of the program, she staged numerous plays, the most striking being the staging of The Wizard of Oz: "It was the first time I was the protagonist."

In 2022, Dudda was approved to pursue a degree in Performing Arts as a scholarship holder at the Célia Helena school. In 2023, she moved to the capital of São Paulo to start her studies and work as an intern at Prada Embalagens: **"It was a turning point and a lot of learning. At school and at work, we develop a lot. I, particularly, in the area in which I am working at Prada, I learned a lot."**

The lessons learned as an undergraduate student are also on Dudda's list of novelties of the year: "Every day I learn more. They are new teachers, always something new to learn in each subject, always a different challenge." The class that has most caught the attention of Dudda, who has also been part of "Tambores de Aço", is musical expression and voice, because "I really like to discover what we can do with the voice, the warm-ups and vocal exercises."

In mid-2023, Dudda did her first job in audiovisual, a branch of acting in which she is still discovering herself. "They wanted a black actress with the characteristics of a scientist. And, coincidentally, she was very similar to me," he says. After analyzing Dudda's profile, they called her to audition – which the director loved.

"It was the first time I did a job in the audiovisual, and I found it very interesting; It's also a place where I always want to be, because it's very cool this transition I made from theater to audiovisual." The actress was part of the cast of the film based on a children's series called School of Geniuses, as the character Alice Ball, one of the first black scientists to discover the treatment of leprosy. The release of the film will be in 2024.

“ Last year, I had my first audiovisual experience: I recorded a film, which will be released now in 2024. I am very much looking forward to this moment, because it was a very rewarding experience, in which I was able to gather things I learned both in 'Garoto Cidadão' and in Theater Scholarship. ”

Dudda Oliver,
former student of
"Garoto Cidadão",
current scholarship
holder of the Theater
Scholarship and
student of
Célia Helena



“

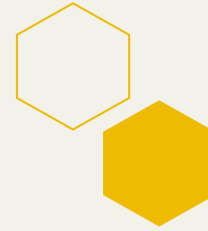
At Prada, the program’s scholarship holders are learning a profession and will be able to leave here and work in any company. At the same time, they are specializing in an art. We can imagine any of them as a great soap opera artist, a theater artist, or as a great director, a playwright. And that’s the most amazing thing.”

Nuno Saramago,
Director of
Prada Embalagens



Nuno Saramago, Director of Prada Embalagens, explains that the Theater Scholarship is based on three organizations: Prada CSN, the CSN Foundation and the Célia Helena Center for Arts and Education.

It was during a conversation between Nuno and Lígia Cortez, director of Célia Helena, that the possibility arose of offering scholarships for a degree in performing arts for young people from “Garoto Cidadão”. “We got together with the Foundation and started to design the project, until we reached the format we have today,”



he recalls. After the first selection process, Ana Paula Semião, Dudda Oliver and Júnior Padovani, the first three scholarship holders, began interning at Prada and became students of Célia Helena.

Nuno points out that, since then, the Theater Scholarship has been a success, because “they are here and are being very well received. Currently, they are completely integrated into Prada.” For him, what draws attention is the way in which the learning about art they received in the “Garoto Cidadão” is reflected in the work and studies of the scholarship holders. **“They brought a color to Prada, a knowledge for the people here, who received them very well. Today, as in the theater, they are also first-line protagonists here in our process,”** he says.

The Theater Scholarship has a monitoring committee, made up of representatives of the three institutions responsible for the program, so that there is observation and coordination on the development of the young scholarship holders, and according to Nuno, “this entire structure guarantees the success of the program.”

Another success has been the play “Irmãs Coragem”, written and directed by Júnior Padovani and starring the three scholarship holders of the first edition. “When I read the text, I thought it was great. Shortly after, Lígia invited them to premiere the play in Célia Helena’s birthday program and it was spectacular! There they changed levels.”

In 2024, the 2nd edition of the program was launched, and the new scholarship holders – Nathan, Mariane and Isadora – are already tracing their own paths. “For all of them, the options are open, because, in addition to the degree, specializing in the arts, they are also learning a profession here at Prada”, Nuno points out.

 Nuno Saramago accompanied by scholarship holders Ana Paula, Dudda and Júnior





Presentation of "Irmãs Coragem" play

Being the result of three pillars – CSN, the CSN Foundation and the Célia Helena Center for Arts and Education (ESCH, acronym in Portuguese) –, the Theater Scholarship “was a very natural and organic idealization, which emerged from listening to all parties”, says Lígia Cortez, actress, theater director, art educator and general director of the Célia Helena Center for Arts and Education. It was through Nuno Saramago, a master’s student at the institution and Director of Prada Embalagens, that Lígia learned about the Foundation’s work.

Immediately, Lígia thought that the institutions could come together in a partnership to offer former students of the “Garoto Cidadão” scholarships for a Degree in Theater. Upon graduating in Performing Arts, scholarship holders will be registered as professional actors, in addition to being able to teach. For the director, **“this gives them a ruler and compass to do a master’s or doctorate, so that they can be artists with a great deal of study or even**

to work in schools, associations, secretariats. It opens doors to the work relationship. And the CSN Foundation welcomed the idea with great will.”

Today, with the 2nd edition already underway, there are six scholarship holders studying Performing Arts. For Lígia, this opportunity “makes a big difference in the lives of these young people, because it is a degree approved by the Ministry of Education with the highest grade, and Célia Helena has a trajectory of 45 years very well recognized in the artistic area.”

In addition to classes focused on the arts, the program provides knowledge of cultural mediation, production and management. “We prepare scholarship holders so that they think about the world and have autonomy in their management”, she adds.

At ESCH, scholarship holders have pedagogical monitoring and psychological and artistic support, since the demands of the school demand a lot from each student. Some productions made by them have already brought results, “such as the play [‘Irmãs Coragem’] produced by the first group of scholarship holders of the CSN Foundation, which is brilliant! It’s been a wonderful experience working with them.”

Now, with the start of the 2nd edition, the expectations with the new scholarship holders – Nathan, Mariane and Isadora – “are that

they develop each with their own story, potentiality, desires and needs, and that we can listen to what they have to produce and develop”, she says.

Lígia reinforces that “we follow closely and have a lot of admiration for the work of the CSN Foundation. This partnership brings a renewal, because it values this new professional. We want both institutions to share with society the greatness of the Bolsa de Teatro and that the program can become a source of inspiration and reflection on actions that make the world a little better”, she adds.

“ The Theater Scholarship is deeply relevant and has a very strong impact on the lives of scholarship holders and on the development of the arts. There are three institutions that come together for the solid training of these students, in an exemplary work. For us, this partnership has been key, and we wish to strengthen these ties more and more. ”

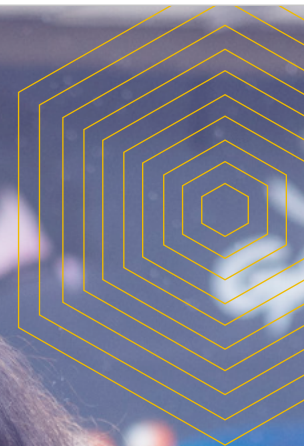
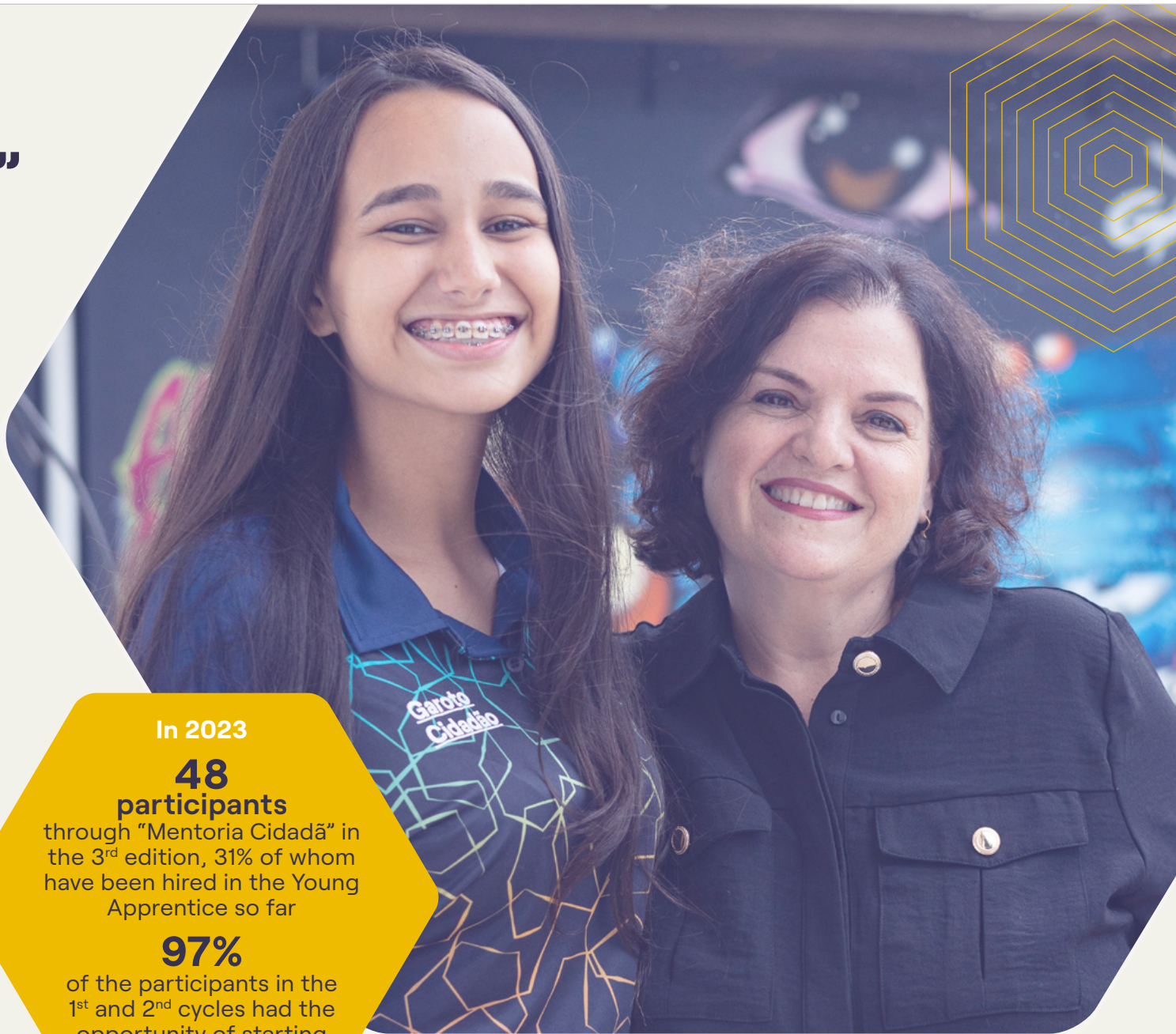
Lígia Cortez,
actress, theater director, art educator and general director of the Célia Helena Center for Arts and Education

“Mentoria Cidadã”

The partnership between the CSN Group’s businesses and the CSN Foundation enabled the creation of the “Mentoria Cidadã” program, a relevant action to promote employability and the continuity of the training of Garoto Cidadão students.


Through this initiative, in partnership with CSN, we provide an open space for Group leaders to volunteer to act as mentors for young people who have completed the “Garoto Cidadão” cycle and are now part of the Company’s staff as apprentices. In this way, we boost the continuity of the construction of the future that is started with the “Garoto Cidadão”, strengthening the students’ ability to adapt and professional development with the opportunity of their first job in a company of the CSN Group.

The third cycle of “Mentoria Cidadã” has the participation of 48 young people and 48 volunteer mentors. The success in the training and preparation of these young people in the two editions that we have already concluded made it possible to expand the partnership to a total of six units, in the states of Minas Gerais, Paraná, Rio de Janeiro and São Paulo.



In 2023
48
participants
through “Mentoria Cidadã” in the 3rd edition, 31% of whom have been hired in the Young Apprentice so far
97%
of the participants in the 1st and 2nd cycles had the opportunity of starting their first job



 Student Maria Eduarda Gomes Lima, from Itaguaí (RJ), and mentor Cláudia Pereira dos Reis, Administration and Relationship Manager at CBS Previdência

“

My mentor gave me many important tips on how to make a cool resume, courses that would add to my career, always thinking about what I liked to do. I completed seven months at CSN, and the mechanics part enchants me a lot.”

Sabrina Alves Vieira,
a former student of the “Garoto Cidadão” of Itaguaí, currently works in the area of mechanical maintenance, Tecar and Tecon, at CSN



Sabrina Alves Vieira, at the age of 17, met the “Garoto Cidadão” of Itaguaí. At the time she was in high school, she noticed that two classmates were reading sheet music during classes and, as “I was crazy to take a music class”, she became curious. Her colleagues soon explained that they were part of a social project and, on the same day, took her to the headquarters of Garoto Cidadão.

It all happened very quickly: after getting into the project, she started participating in violin lessons and, in a short time, she was already taking the instrument home to rehearse. “It was there that I let go, learning to make friends, talking more with people. But I was about to turn 18 and, when I realized, it was time to say goodbye,” she says.

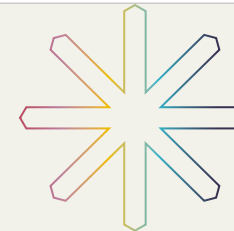
At that time, “Mentoria Cidadã” was being launched: “It was there that I had the opportunity to participate in another initiative of the CSN Foundation,” she explains. Later, she began the mentoring process. **“My mentor, throughout the meetings, gave me several tips on what I could do to improve myself professionally, such as starting an English course, for example.”**

At the same time, she participated in the “Mentoria Cidadã”, attended the Logistics college and applied to participate in the Orchestra in Barra, “and my mentor always giving me the greatest strength and support to continue with my studies. I registered, studied and passed”, she reveals. Then, and due to her

experience within “Mentoria Cidadã”, Sabrina was hired in a vacancy as a Young Apprentice at CSN, in the administrative assistance area, where she worked until March 2023.

Shortly after, she learned about “Capacitar Mulheres”, a CSN program that aims to insert more women into the labor market, with a special focus on the mechanical maintenance sector. “They called me, asking whether I was interested in this area, because they knew about my background in Logistics. And mechanical maintenance has always interested me a lot”, she comments. Sabrina accepted the opportunity and started working at Tecar and Tecon, still within CSN: “I’ve been there for seven months. I never imagined that I could work with mechanical maintenance, even though I had always been interested, because many people said that it is an area more for men, that this is not for women.”

Sabrina reveals that, for the new work, she entered “raw, without knowing anything”, but “it was there where I found a new passion, because I thought I only liked violin, but the mechanics part enchants me a lot. Sometimes I can’t believe the way everything was going. I thought college was not for me. It may seem simple, but it is not. I was able to make dreams come true that I thought were impossible. My dream was to go to another state, and I went to São Paulo with the people from Garoto Cidadão for the meeting of students. I had never entered a municipal theater and ended up entering it.”



Wellington Gabriel Trajano Maxiano is 16 years old and is a student of the “Garoto Cidadão” of Heliópolis, in São Paulo, and current Young Apprentice at CSN. “With the inauguration of the “Garoto Cidadão” here in Heliópolis, we got to know the teachers and felt very welcomed, because we are from a very precarious neighborhood in the Sacomã region,” he explains.

Within the “Garoto Cidadão”, the students began the process of building the drum section called Vai Quebrada: “When the UNAS Walk for Peace arrives, we bring our drum section to the front, a movement to claim our project, where we live and our rights. We grew, more people came in, we built a history together.”

Wellington says that he and a friend thought “about having a place to stay until I was 18. Because, when we left the CCA [Center for Children and Adolescents], at the age of 15, we had nowhere to go.” It was then that the “Garoto Cidadão” of Heliópolis started to develop the 14+ project, serving the age group of young people between 14 and 18 years old. At this stage, the students of the program work on the Life Project, preparing themselves personally and professionally for the future of opportunities they will have.

It is in this context that the Heliópolis unit also received the “Mentoria Cidadã”. Wellington explains that, during the months of the program, **“CSN mentors accompany us, our development. They hold online training meetings with us once a month**

for six months.” Wellington, for example, was advised by Vinícius de Oliveira Santos, Supervisor of Electro-Electronic Inspection in Volta Redonda, and, upon completing the program, received the certificate. “Recently, I went through the interview phase to see if I could get a job at CSN, because since then I have been thinking about working there,” he says.

Now, after the mentoring phases, Wellington was approved and hired as a Young Apprentice and will work in the Company’s Audit, Risk and Compliance Department, in São Paulo. “Since CSN came into my life, I recognized myself at CSN. I want to be part of it,” he says. For the future, Wellington says he also wants to attend the college of Pedagogy or Business Administration.

“I am very happy to know that Wellington is excited to develop at CSN, especially in the area of Compliance Management. We will do everything for him to develop and get to know our world of opportunities within the Company”, says Marcelo Rozas Lopes, CSN’s Internal Audit Manager and current leader of Wellington. He says it is “a great pleasure, as well as very enriching, to be able to participate in the “Mentoria Cidadã”. I am fully sure that, with our efforts, we will make Wellington one of the great examples for new young people to be selected and recruited to participate in future editions of ‘Mentoria Cidadã.’”

“ The ‘Mentoria Cidadã’ process was a great novelty. It was a very big achievement for everyone, because it is important to be here and have this involvement with CSN. ”

Wellington Gabriel Trajano Maxiano,
student of the “Garoto Cidadão”
and current Young Apprentice
at CSN





Student *Emilly Anna Venancio da Silva*, from Volta Redonda (RJ), and mentor *Andréa Domingos Vieira*, Computer Systems Manager at CSN

When he joined CSN in 2021, Alan Gianotti, the Company's current Diversity and Inclusion Manager, received what he calls "a gift" when he heard about the concept of "Mentoria Cidadã". For him, the program, together with Diversity Training, made him see the right opportunity to start developing work that has the equity process as its main mechanism. In this sense, the idea of "Mentoria Cidadã" was to "provide opportunities for young people who have gone through the "Garoto Cidadão" to enter CSN through the Young Apprentice program, which is today one of the main means of inclusion of young people in the industrial environment."

Alan explains that the program was designed in two stages: the first, with development for the first job; the second, directly related to sponsorship by CSN executives. "This ensures that this young person stays at least another 12 months in a Young Apprentice program, already with a salary," he says. Alan says that "Mentoria Cidadã" is a process that activates several mechanisms, such as equity and education: **"With a favorable condition for development, we equalize the conditions so that these young people can have the prospect of aiming for other positions in their careers, of growing. And, from this, improve their own life and even that of the family."**

CSN's leadership engaged in the program, "because "Mentoria Cidadã" brought meaning to people. Now, in

“ When we open up possibilities, this young person has a year of preparation for future life. We have young people who go through the ‘Mentoria Cidadã’, who have done the Young Apprentice process and who are now hired employees of CSN. Our expectation is that, in the near future, we will have supervisors, coordinators, managers or directors from the ‘Garoto Cidadão’ who have participated in the ‘Mentoria’.”

Alan Gianotti,
Diversity and Inclusion Manager at CSN

addition to feeling good about sharing knowledge and experience with young people, executives learn a lot in this exchange", Alan comments. He defines the program as "a process of continuous improvement, which is part of the CSN culture. It started as a pilot project and today it is already part of the Company's history."

The manager was present at the inauguration of the program in Heliópolis (SP), a moment that he considers "key and part of our position of contribution to the region." Today, four young people from Heliópolis who were part of the "Mentoria Cidadã" are working at CSN's corporate office as Young Apprentices. "It brings a differential to the corporate, because we begin to see that they are people who have names, stories", Alan points out.



Hexagon icon: *Jasminy Alexandra Alves, student of "Capacitar para Crescer" at CRAS Açude, in Volta Redonda (RJ)*



“Capacitar para Crescer”

Launched in 2023, “Capacitar para Crescer” fosters youth protagonism and preparation for entry into the world of work in Young Apprentice programs for adolescents in situations of social vulnerability. The program rose when we identified that part of the young people who applied for apprenticeship programs did not get a job because they had a previous training gap. They needed support and preparation to improve their skills and competencies valued by companies, such as effective communication,

professional posture, commitment, discipline, writing, interpretation, logical reasoning and emotional intelligence.

Through a teaching plan promoted in the after-school period, young people referred by the Social Assistance Reference Centers (CRAS, acronym in Portuguese) in the municipalities of Volta Redonda (RJ) and Congonhas (MG), aged between 14 and 17 years, develop issues such as identity, teamwork, social life and career prospects.

In 2023
70
 young people
 in the first two classes
 of the program

30%
 of them have already
 joined the CSN
 Foundation's Young
 Apprentice program





Participating in the National Conference was an outstanding moment. I met important people, I was able to give my opinion on a lot of things, I helped in the youth policy. It was a very unique thing, and I am very grateful to the professors and friends of the course, who always encouraged me.



landra Martins,
former student of “Capacitar para Crescer”
and current Administrative Assistant
in a logistics company



At the age of 17, landra Martins learned about “Capacitar para Crescer” through a friend. Right away, he liked it and started attending classes. “What struck me the most about ‘Capacitar para Crescer’ was when we participated in the 5th Municipal Youth Conference, in Volta Redonda”, an event that discussed public policies in the city.

landra comments that, from a very young age, **“I was interested in politics, so I commented to my friends and to the teachers of ‘Capacitar para Crescer’ that I wanted to apply to be a delegate during the Conference.”** When she found out that she would have to speak in front

of everyone present at the event, she almost gave up: “Normally, I’m not ashamed to speak in front of people, but this time I was shy, because there were a lot of people. But everyone supported me and encouraged me to continue.” Feeling safer, landra spoke about “defending my race, because I am black, and supporting all black women, especially within politics.”

Also during the event, a vote was also held for the young people who would be delegates in the state stage of the Conference. A while later, landra received confirmation that she had been chosen as a representative in the capital Rio de Janeiro: “I was very happy and accepted the invitation! There, I also had several experiences. ‘Capacitar para Crescer’ made me realize that I really like politics.”

The young woman decided to run again, this time for the National Conference. “I did it too and we went to Brasilia. It was an incredible moment. I met important people, I was able to give my opinion on a lot of things, I helped in the youth policy. It was a very unique thing, and I am very grateful to ‘Capacitar para Crescer’, to the professors and friends of the course, who always encouraged me.”

After the course, landra was called for a job vacancy and today works as an Administrative Assistant. For the future, she wants to finish high school and then start law school, so she can fulfill her dream of being a Federal Police chief.

Paloma Lopes is chairwoman of the Municipal Council for the Rights of Children and Adolescents (CMDCA, acronym in Portuguese) of Volta Redonda (RJ). For her, “Capacitar para Crescer” emerged from a very strong pedagogical involvement proposed by the CSN Foundation: “The team is very good! We have the Young Apprentice register, guided by the Education and Work Program (PET, acronym in Portuguese), in which we realize how much the role of the CSN Foundation will make a difference in the employability of these young people in vulnerable situations”, she explains.

The chairwoman of the CMDCA cites as an example Maria Gabriela Silva Claudino, 17 years old. Maria was already registered at the Social Assistance Reference Center (CRAS, acronym in Portuguese) of Três Poços, in Volta Redonda, when her mother received a call about the vacancy in “Capacitar para Crescer” and decided to enroll her daughter. Maria Gabriela, who was part of the class of the second semester of 2023, says that, as a student of the course, **she learned from an early age “how to make a resume, how to sell, I learned how to have posture in companies. Things I had no idea about and I am very grateful to have taken the ‘Capacitar para Crescer’ course. Today I can get into the company I want.”**

After she graduated from the course, a company contacted Maria about a job

opening: “We made an appointment to be able to do an interview, and I work at this company, called Serrana, the Heineken distributor, which I got through ‘Capacitar para Crescer’.” In addition to working as a Young Apprentice in the company’s administrative sector, Maria also participates in the forum Juventude Sul Fluminense em Ação, where she sits as an advisor at the CMDCA. For the chairwoman of the Council, “seeing this happening makes me very happy.”

For Rosane Marques – or Branca, as she is known –, Secretary of Social Assistance of Volta Redonda, “the municipality gains a lot, in terms of social development, when it joins the partner entities that carry out work in priority for young people and adolescents.” She says that the work done by “Capacitar para Crescer” is of “extreme importance, as it includes adolescents from 14 to 17 years old, with the promotion of preparation for the job market. The project strengthens the social work carried out with families through the service of coexistence, new perspectives, life projects and reflections on citizenship.” Branca also points out that “our proposal is this change of perspective of a new world full of possibilities, including the fact that they feel equal and belonging, how much they can build and rebuild their environment. And I understand that, together, we are managing to achieve it!”, he says.

Hexagon icon: Maria Gabriela Silva Claudino, former student of “Capacitar para Crescer”



“The work of the CSN Foundation is extremely important, as it operates in several areas where social risk is very strong. With the projects carried out, we see the opportunity being given to a young person in a vulnerable situation, who could easily be subject to child labor.”

*Paloma Lopes,
president of the CMDCA of Volta Redonda, who is part of the story of **Maria Gabriela Silva Claudino**, a former student of “Capacitar para Crescer” and the current Young Apprentice of our Learning Program*



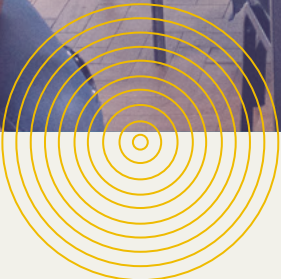


Young people from the "Conexão Aprendizagem" of Volta Redonda (RJ)

In 2023
1,453
 young people
 trained

168
 partner
 companies

“Conexão Aprendizagem”



Our work with apprenticeship has been going on for more than 60 years and establishes a bridge between young people seeking insertion in the labor market and companies, from the Young Apprentice and Internship Integration fronts. The employment of these future professionals in different companies helps to transform not only the participant’s life, but also their entire surroundings.

Promoted in partnership with 168 companies in 11 municipalities, “Conexão Aprendizagem” transforms the experience of adolescents who enter programs implemented under the Apprenticeship Law and the Internship Law, training them for their professional future.

The **Young Apprentice** involves the offer of technical qualification in a complementary way to the practical activities

that these adolescents perform in partner companies. We offer training with theoretical content on the labor market and personal and professional development, as well as courses in the areas of Industrial Automation, Administrative, Hygiene and Health, Logistics, Electromechanics, Retail Operation and Negotiation and Services.

Internship Integration, on the other hand, focuses on connecting candidates to internship vacancies with hiring partner companies. In both programs, we act as a link between companies and young people, managing the entire process of recruitment, hiring and support for those involved.

The financial resources generated by the contracts with partner companies are applied to our social activities.



“

I am the first in my family to have Higher Education, having graduated in Psychology. Today, I work at the same hospital where I was a Young Apprentice.”

Márcio Pinheiro Pimenta,
who participated in our Learning Program and is now a psychologist

At the age of 20, Márcio Pinheiro Pimenta was selected to participate in the Young Apprentice program at the Bom Jesus Hospital, in the city of Congonhas (MG). Over seven months, he was an apprentice, until he went through an internal admission process and was hired as a concierge assistant at the same hospital. Some time later, he studied Psychology, graduated and, today, at 28, he is a hospital psychologist at the same institution.

In Congonhas, Márcio was a student in the first class of the “Garoto Cidadão” in the city, inaugurated in 2006. He participated in all activities, but the great identification was with dance, and such was his passion that, for a few years, he performed the profession of teacher of this modality. Also through contact with the “Garoto Cidadão”, he discovered the CSN Foundation’s Young Apprentice program. In 2016, Márcio joined the program and was allocated to the Bom Jesus Hospital, a position he remained in until he was hired to work as a concierge assistant. “I worked there for four years,” he recalls, “and in the midst of working at the hospital, I started thinking about starting college.”

Márcio highlights the teachings within the Learning Program, defining them as “emblematic”, because the teachers encouraged him “to think about

the possibility of taking a university course and consider psychology.” For him, “coming from where I came from, for me it was a very distant reality to think about being a health professional. I didn’t even know what psychology was for.” Listening to the advice of the learning teachers, he went to research about the course and soon identified himself: “I applied to get a scholarship”, he says. Márcio then started studying Psychology and, “the more I participated in classes, the more I understood that that was in fact what I wanted to do.” When she started her graduation, she left the hospital entrance to dedicate herself to the course and do internships in the area.

“Understanding that I can also occupy these spaces, which gave me this possibility to see that I could occupy this chair of having Higher Education and being able to be a psychologist – and a good psychologist too”, is how he defines how the learning acquired in the CSN Foundation projects allowed him to have access to spaces hitherto unknown. In early 2024, Márcio was hired as a hospital psychologist at Bom Jesus Hospital, the same one where he worked as a Young Apprentice. “It is very rich to be able to realize the path I have taken so far and how fundamental the program was for me. I come from the peripheral place, where you don’t have many life prospects, and having the opportunity to build makes a difference.”



Maria Vitória Silva Luceno is 19 years old and is in the last year of her undergraduate degree in Financial Management at night. During the day, she is an intern in the Controllershship area of “Banco Fibra”, where she joined the Young Apprentice program, in June 2022, and has also worked in the Commercial Operations and Retail sector in Processing and Settlements.

The young woman says that, after going through the job interview to be an apprentice, “I already imagined myself working and building my career there.” With the purpose of discovering more about the dynamics of “Banco Fibra” and learning a little bit of everything, Maria Vitória began to interact with employees from other departments, offering help in whatever was necessary, in addition to the responsibilities of an apprentice.

It was as an apprentice that she had her first contact with the corporate world: **“There, I learned how to behave, how to speak, how to act, and this is something I take to my personal life as well. Being a Young Apprentice helped me a lot in terms of personal and professional maturation.”**

She gradually got to know more about the processes and how each one acted within the institution. “When I realized, I was already helping everyone. They started asking me to make other more complex demands and started asking me about the processes that only I was touching and knew about,” she says.

The desire to continue growing within “Banco Fibra” only increased: “I always made it clear to HR that I was interested in continuing to work there. I also talked a lot with my manager that, if there was an opportunity to take an extra step in there, I would accept. I knew I could contribute a lot in any industry.”

In one of these conversations with her supervisor, he advised her on the positive side of progressing in her professional life step by step, as if this trajectory were a ladder. Shortly thereafter, “Banco Fibra” opened affirmative internship vacancies and, aiming to leverage her career within the institution and having all the prerequisites, Maria Vitória decided to apply for the selection process. In June 2023, after going through dynamics and interviews, she was hired as an intern.

She carries with her the teaching of not wanting to rush things: “I learned that things happen at the right time.” Maria Vitória also says that she will always take the learning baggage that the Young Apprentice program has provided her and that she will not be afraid of new challenges in her career.

Now, as an intern, also from the Learning Program, in the Controllershship area, Maria Vitória has contact with Power BI, programming language and Excel. She has also learned data analysis and financial analysis. The focus is “to test my limits and, as long as this is possible inside, I will make an effort and make it work.”

“ Now that I’m an intern, I’m very happy, because I’ve been where I craved to be since the beginning. I have high professional expectations, since within the bank I can learn from professionals who have enormous knowledge. ”

Maria Vitória Silva Luceno,
intern at “Banco Fibra” for our
Learning Program



The partnership between the CSN Foundation and “Banco Fibra” began in October 2021, in São Paulo. Maria Inês Pastori, Director of the financial institution, points out that the social and impact nature of the CSN Foundation in the communities that seeks young professionals was fundamental to strengthen the ties between the institutions.

The CSN Foundation is responsible for carrying out the process, which includes everything from attracting young people with the profile established for the vacancy, through screening, referral, payroll management, to training and monitoring for the professional development of apprentices. Maria Inês says that, according to the vacancy profile, **“we are able to connect with these young people in situations of social vulnerability so that they gain a work experience that can boost the beginning of their careers.”**

“


The CSN Foundation plays a key role in the communities in which it operates. As our partners in the Young Apprentice Program, I am sure that the Foundation is fundamental in the lives of these young talents and has the power to change the context of their families.”

Maria Inês Pastori,
Director of “Banco Fibra”



At “Banco Fibra”, through the “Administrative Assistant” Learning Program, which lasts 15 months, young people experience, in practice, the day-to-day life in the company, take theoretical training classes, receive compensation and benefits and have all labor rights guaranteed. In this regard, the Bank’s Director points out that the preparation of the young people who participate in the program is visible: “We noticed young people who are very proactive, and the applied training effectively contributes to the development of professionals.”

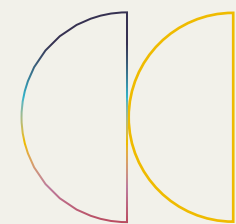
“The Foundation is a great partner”, highlights Maria Inês. At the end of the contract, the young people receive certificates, with a great possibility of being hired in the company, so that they can continue to walk and develop a professional future, as is the case of Maria Vitória.

 Theoretical class of the Young Apprentice program, in Volta Redonda (RJ)





Forest Protectors Activity – Visit of the Luiz Cantanhede Municipal School to the Zoo, in Volta Redonda (RJ)



Environmental Education Program

We implemented the CSN Group's Environmental Education Program (PEA, acronym in Portuguese), an instrument to enhance the engagement of employees and communities regarding the preservation and protection of the environment and cultural heritage. With the activities carried out throughout the year, we contribute to expanding and strengthening social participation, local community relations and the sense of citizenship in each place where we conduct the program.

Since 2013, the PEA has been held in the Minas Gerais cities of Arcos, Belo Vale, Congonhas, Ouro Preto, Pains and Rio Acima – regions influenced by the activities and businesses of CSN Mineração, CSN Cimentos and Minérios Nacional. The PEA also takes place in Volta Redonda (RJ), in partnership with the local city hall, the municipality where the UPV steel mill is located.

One of the main highlights of last year was the special program to celebrate World Water Day, on March 22. In Arcos, Congonhas and Volta Redonda, the activities reinforced the importance of conscious consumption and potability of water. Among the initiatives we carried out involving employees and the local population were exhibitions, board games, cleaning of streams, CinePEA, lectures and release of fingerlings of endangered species.

In 2023
617 actions carried out
24,818 people involved in environmental education activities



In addition to the special events, each location in which the PEA is carried out has an annual calendar of actions. These initiatives contemplate the characteristics of the municipalities and the environmental potential existing in the region.

In Arcos, for example, the **“Férias Ecológicas”** action took students on a guided tour of the Environmental Interpretation Center museum of the Corumbá Ecological Station and

promoted the Memory Game with pairs of the museum’s heritage and species of local fauna and flora.

In Congonhas, in turn, the project named **“Se Essa Rua Fosse Minha”** delivered to the Dom Oscar Social Assistance Reference Center (CRAS, acronym in Portuguese) new colors and graffiti art with socio-environmental actions, including lectures and workshops on hanging garden, earth paint and painting.



Employees of the Environment area of CSN Volta Redonda (from left to right): Maria Eduarda Quinelato, Gabriel Luiz Freitas, Antônio Carlos Filho and Aldo José Santana

“

Today the PEA is much more than just environmental education, it is an instrument that has gained breadth of social engagement, which identifies local cultures and vocations. We are improving the PEA for training, such as in Arcos, with workshops that value handicrafts. Through the Foundation, the program became a direct contact between the communities and CSN’s actions and was formed as a space for listening and dialogue.

”

Helena Guerra,

Director of Sustainability, Environment and Occupational Health and Safety at CSN Group

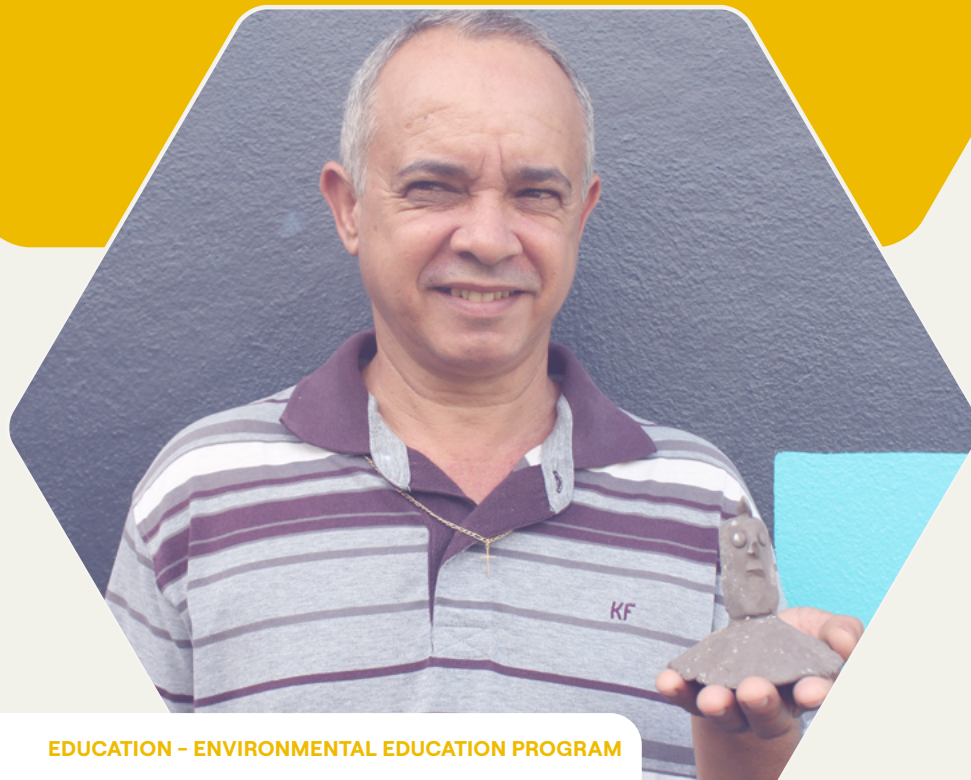
12 thousand fingerlings of endangered fish species were released into the Paraíba do Sul River, to celebrate World Water Day

“

People are more environmentally aware with the activities of the PEA. When people say that there is going to be a visit, a meeting, people think it's really good, because it brings together a lot of people. The community is small, but these actions bring many people together. Surely everyone knows the PEA, and it makes a difference to have the program with us. ”

Geraldo Rodrigues de Lima,

leader of the Boca da Mata community, in Arcos



The PEA has been present in the community of Corumbá, in Arcos, since 2013. Before the pandemic, the program began the production of soap from the fat of cooking oil and modeling clay pieces – and to this day the used oil is kept and the homemade production of soap still continues among the residents.

Geraldo Rodrigues de Lima, who is a community leader, says that **“with the PEA, we visit many places we didn't know.”** This is because the program has actions that include visits to historical points in the city of Arcos, in support and appreciation

of the local cultural heritage. The tours take the residents of the community, who are accompanied by a teacher to explain the history of the place visited. Places such as the Archaeological Museum of Corumbá, in Arcos, and the Archaeological Museum of the Karst of Alto São Francisco (MAC, acronym in Portuguese), in Pains, are part of the itinerary.

There are also meetings within the community: every month, people get together to talk and exchange ideas, a dynamic that, according to Geraldo, “embrace people and cause them to like it. With the PEA, we had an activity here in the community to make clays”, he comments. During this workshop, residents were encouraged to create pieces with the aim of disseminating items that are part of everyday life and that are also cultural heritage of the place – for this reason, the pieces are exhibited during the last event of the year of the PEA. Geraldo says that they made “some sculptures, a type of doll, and we took them to another event, in another community, in Boca da Mata. And the people there loved it.”

With activities aimed at the children of CSN employees, the “Férias Ecológicas” event is an initiative developed by the Environmental Education Program (PEA, acronym in Portuguese). For a week, in the months of January and July, children and young people from 5 to 12 years old have the opportunity to get involved in playful activities that address environmental issues in an interactive way. Participants explore various aspects of ecology through activities such as recycling, planting and composting workshops, sustainable crafts, lectures and educational games, as well as interactive sessions with environmental experts.

“In addition to providing moments of fun and learning, the ‘Férias Ecológicas’ offer several benefits for children,” says Ívanor de Queiroz Pinheiro, Coordinator of Environmental Education at the CSN Foundation, including environmental education, practical skills, connection with nature and social development. Ívanor points out that, in each edition, a different theme is worked on, such as the Sustainable Development Goals (SDGs), circular economy, regional biomes, fauna and good environmental practices.

Juliano Vitor Mendes de Faria and his twin sister, Juliana Vitória, now 15 years old, participated in nine editions of the event: in 2016 (Carnafauna and Eco Olympics); 2017 (Web of Life and Thinking Eco is Logical); 2018



(Environmental Almanac and Our Environment); 2019 (Rethink: for Each Waste to Stay in Its Place and a Sustainable Festival); and 2020 (Fauna in Focus). The father, who was an employee of CSN in Congonhas (MG), saw in the program an enriching opportunity for his children.

Ívanor explains that the objective of the event is to work and debate with the participants, through playful activities, the importance of sustainable development and how each one can contribute to a better future. The significant experiences of the event aim to raise awareness and inform about

environmental, cultural and artistic issues, encouraging participants to be protagonists of actions that promote environmental preservation and cultural appreciation.

Among the habits acquired, Juliano highlights the correct separation of garbage and the concern with water waste. At home, he monitors the taps to avoid waste and always alerts the family about the importance of environmental preservation. Her mother, Luana, reinforces the importance of the program: **“We already taught them not to throw garbage on the**

“ I started participating in the ‘Férias Ecológicas’ when I was 8 years old and to this day I take with me many of the lessons learned from the nine editions. ”

Juliano Vitor Mendes de Faria,
now 15 years old, participated in nine
“Férias Ecológicas”

street and to preserve water, but their participation in the program helped a lot. I remember Juliano coming home excited, telling him about endangered animals and the importance of preserving them.”

At school, Juliano applied what he learned by developing a work on the correct way to separate garbage. He says he learned about the types of plants and Brazilian fauna in a practical and fun way, and believes that participating in the “Férias Ecológicas” was key to develop environmental awareness and care for one’s own body.

“

All meetings were very important to awaken the need to take care of the environment in our students. Seeing them excited, interested and well participating is of great value. They loved the meetings, they loved the activities and they loved the professionals who accompanied them.”

”

Lucia Helena da Silva Vasconcellos Guimarães,
former Director of the Luiz Cantanhede C. Almeida School,
in Volta Redonda



Lucia Helena da Silva Vasconcellos Guimarães, who was director of the Luiz Cantanhede C. Almeida Municipal School, in Volta Redonda, until January 2024, makes a point of highlighting the interaction of the Environmental Education Program (PEA, acronym in Portuguese) team with the institution’s students: “The cordiality with which they treated our students, the empathy, the joy, the dynamism, was all really amazing.” For Lucia, it is this commitment and dedication to work that arouses the interest of children in wanting to learn more about the environment.

Under Lucia’s management, actions were carried out with the members of the School Community Council, with students from Kindergarten to 5th grade, with teachers, employees and parents of the students. There was also a visit to the Engar Farm, to the Municipal Zoo. She highlights “the participation of the PEA with our special education students. We did a photography activity, which culminated in an exhibition of the images taken, where they could recognize and admire their own work and also that of their colleagues. It was beautiful!”

Lucia comments that “it is very beautiful to see how this CSN Foundation program has the support of the entire community. Everyone actively participated in the meetings, the lectures, the dynamics.” To shine with joy



Forest Protectors Activity – Visit of the Luiz Cantanhede Municipal School to the Zoo, in Volta Redonda (RJ)

at participating: “The incentive that the Foundation gave to our students recognizing and valuing each student was of great importance.” As the school’s manager, Lucia is grateful for the invitations and actions developed with the students and says she is **“sure that all of them will take all the teaching received with them for life. Today they know that taking care of the environment is everyone’s duty.”**



Articulation

Hexagon icon Training on the Regulatory Framework for Civil Society Organizations in Belo Horizonte (MG)



Launch of the Arigó Alley in Volta Redonda (RJ)

Engagement with stakeholders and articulation with the community, the government, local entrepreneurs, institutions and CSN are fundamental for a prosperous and harmonious relationship. Based on this constant dialogue and the formation of partnerships, we align efforts to overcome challenges in each territory, strengthening public policies.

With the expansion of our operations in 2023, the actions in this pillar now encompass new challenges. During this period, we began the implementation of pilot projects guided by the Theory of Change – CSN Group’s Economic and Territorial Development Strategy.

The strategy covers three axes of action: Urban Entrepreneurship, Urban Employability and Rural Productive Inclusion. The Street Art Hub, which we developed in Volta Redonda (RJ) to promote urban art (learn more on page 37), is within the entrepreneurship axis.

Another project was approved in 2023 by the CSN Group in the context of this strategy: the Investment Program in Rural Productive Inclusion Actions (PINAPS, acronym in Portuguese), in Piauí (Rural Productive Inclusion axis). We will actively participate in the governance of PINAPS.

“ In the development of the Theory of Change, we seek to multiply the methodology that the CSN Foundation already applies in its projects and programs. The Foundation knows well the territories in which it is present, has good relations with stakeholders. In these more than 3 years already working together, CSN Inova and CSN Foundation, we have leveraged the Foundation’s way of doing things to implement the PINAPS and Street Art Hub pilot projects. ”

Alessandra Steinbruch,
Head of CSN Inova Bridge



In 2023
5
 training sessions
 held, totaling 335
 participants, from
 32 municipalities

Training on the Regulatory Framework for Civil Society Organizations in Belo Horizonte (MG)

Training programs

Engagement with public authorities, local institutions and entrepreneurs, and civil society as a whole is essential to drive long-term transformations and align efforts with public policies. In order for the projects and actions developed in the territories to have effective gains and translate into real changes in the lives of people and communities, we invest in offering training to representatives of the public authorities and social institutions, contributing to the better allocation of resources. In this way, we collaborate to strengthen local organizations, which multiply the potential for transformation of our performance.

Training	Area of influence
1 st Intersectoral Seminar for actors of the Child and Adolescent Protection Network	Congonhas (MG) and 6 other cities in the surrounding area
Elaboration of Projects from MROSC ¹ for social organizations (3 editions)	Araucária (PR), Barroso (MG), Belo Horizonte (MG) and 18 other cities in the surrounding area
Unified Social Assistance System (SUAS, acronym in Portuguese) for public managers	Rio Acima (MG) and 3 other cities in the surrounding area

1. Portuguese acronym for Regulatory Framework for Civil Society Organizations.





CSO Home and School
Recanto das Crianças

a complementary school work. During the training, the topics presented and discussed “brought essential clarity and knowledge to the participants.” For example, the key aspects for the effective functioning of third sector organizations were addressed, as is the case of the Children’s Corner Home and School, “which seeks to implement preventive work to prevent children from dropping out of school”, explains Cristina.

For her, the training highlighted the Regulatory Framework for Civil Society Organizations (MROSC, acronym in Portuguese), “which is a topic of many doubts and questions, being explained in a very dynamic way, with clarifications within the practices of the organizations!” She also highlights the explanation about project preparation, fundraising and accountability.

Training is **“essential to know that we have a very important role both in creation and to find our place in this perspective of meeting the demands of our assisted and the community in order to contribute to an improvement in the quality of life of the population in general.”**

Today, the institution has a service and license permit and participates in the CMDCA and the Municipal Council of Social Assistance (CMAS, acronym in Portuguese).

Cristina Gama, President of the Civil Society Organization (CSO) Home and School Recanto das Crianças, participated in the training on public policies, project development and fundraising offered by the CSN Foundation, in 2021, in Volta Redonda. For her, the participation was “very important for our institution”, since, based on the learnings, in 2023 the institution was approved by the local Municipal Council for the Rights of Children and Adolescents (CMDCA, acronym in Portuguese).

The Recanto das Crianças School is located in the Três Poços neighborhood, in Volta Redonda, and serves children in the early childhood education modality. Currently, 206 children are served with

“We know that the community of Três Poços is in a situation of great social and emotional vulnerability. Our work is preventive, to help these children and young people to continue with their studies and culture.”

“ I emphasize the importance of being able to participate in training courses like the one offered by the CSN Foundation, which certainly brought a lot of knowledge to be able to change, expand and create projects that are really worthy of approval. Understanding public policies, law policies, initiatives and partnerships is a big step to be taken. ”

Cristina Gama,
Chairwoman of the CSO Home and School Recanto das Crianças

“

The training allowed us to have a vision of how CSN allocates its resources via tax incentive laws, creating the opportunity to, at the end of 2023, raise the contribution of R\$ 700 thousand to develop the project submitted and approved by the Ministry of Health.”

”

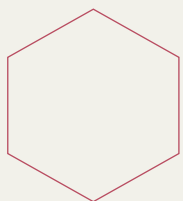
Cláudia Mayrink,
Institutional Director of
APAE Barroso

The partnership between CSN and the Association of Parents and Friends of the Exceptional (APAE, acronym in Portuguese) of Barroso (MG) works directly with the development of health in Brazil, because “it improves the quality of life of people with disabilities (PWD)”, explains Cláudia Mayrink, Institutional Director, “by enabling early intervention diagnoses, stimulation and rehabilitation treatments, improvements in prognosis and prevention of diseases in these people.” In 2023, the institution participated in the Project Development Training, organized by the CSN Foundation in the municipality, and obtained funding from CSN via the incentive law of the National Program to Support Health Care for People with Disabilities (PRONAS/PCD, acronym in Portuguese).

According to Cláudia, the incentive provided by CSN to APAE has a positive impact on the Rehabilitation and Quality of Life of PWD project, since it “makes it possible to hire a multiprofessional team, which includes doctors from different specialties, dentists, psychologists, speech therapists, physiotherapists, social workers, occupational therapists and physical educators, for a period of 24 months.” Cláudia says that these are the professionals who will collaborate to reduce the waiting time for evaluations or new follow-ups, as well as to increase the number of appointments and new vacancies for people with disabilities within the institution.

With the participation in the training carried out by the CSN Foundation, APAE was able to **“understand how the Foundation directs CSN’s contribution via tax incentive laws. The result was more than satisfactory: it enabled us to make this important initiative a reality, with the aim of transforming the lives of people with disabilities”**, says Cláudia. She comments that the initiative also expanded “our knowledge in the elaboration of social development projects and construction and citizenship, with a diagnosis with 11 specific questions, fundamental for the presentation of a good project.”

Now, with the Rehabilitation and Quality of Life of PWD already underway, Cláudia highlights: “The training showed us how much the company is involved in actions that transform the lives of society and people, especially in the communities where its units operate.”





Training on the Regulatory Framework for Civil Society Organizations in Barroso (MG)

The CSN Foundation arrived in Barroso two years ago, and Fábio Ribeiro, General Manager of the Barroso Plant – CSN Cimentos, highlights the importance of the training carried out jointly by CSN Cimentos and the CSN Foundation in 2023: the initiative trained representatives of local institutions in the preparation of incentivized projects and clarified how CSN sponsors it.

Fábio says that **“we have already reaped the fruits of this training: three institutions that participated had mentoring in the preparation of projects and clarification of doubts about the notices for incentivized projects.”** The three institutions had their projects approved, which had a contribution from CSN and are already in progress.

The General Manager also highlights the implementation of the “Garoto Cidadão” project, which, “with just a few months, is already having incredible results with the children and young people who are served by this initiative that is so important in the history of CSN.” According to him, these short-term results “are thanks to the synergy created between the CSN Foundation, Fábrica Barroso and local public authorities.” The positive impact is also noticeable in the climate between the company and the community, “including when we receive important reports of positive transformations in people’s lives,” he says.

“ With the rise of the CSN Foundation, we had an important and fundamental reinforcement in the relationship of the Cement Factory in Barroso with the local community. In recent years, there has been an important increase in investments in local incentive projects, in different themes, such as culture, sports, the elderly, health and the environment, positively impacting the lives of the people of Barroso. ”

Fábio Ribeiro,
General Manager of the Barroso Plant at CSN Cimentos

Agui! 

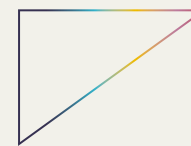


Maria Barroca
Course at the
Support House, in
Congonhas (MG)

In 2023
1,383
services
provided to the
local population

Support House

We are responsible for managing the CSN Support House, installed in the vicinity of CSN Mineração's Casa de Pedra Mine. This space plays an important role in providing clarification to the population, raising awareness about dam safety and formulating initiatives according to local demands and expectations, functioning as an open and receptive listening channel. Through the dissemination of job opportunities, the Support House contributes to the generation of employment and income and acts as a catalyst for local hiring.



“ The Support House is the materialization of our relationship with the communities. There they seek out the Company to understand the projects, their environmental issues and how they can send their resumes to work. And it is the Foundation, with the operation of the space, that makes this contact and builds dialogue with society. ”

Luiz Paulo Barreto,
*Director of Institutional Relations and
Communication at CSN Group*

César Augusto de Paula Lima is 22 years old and lives in the city of Congonhas (MG). Currently, he works in the Geology area of CBSI as an assistant, providing services to CSN Mineração – an opportunity that he connects with the Support House.

As soon as he graduated as a Mining Technician at CET, César left in search of his first job. He registered at the Support House, which soon contacted him “saying that an opportunity had arisen for a vacancy as a support assistant and asked if I would be interested”, he says. César promptly answered yes and soon they scheduled the job interview: “I went there, did the selection process, passed and went to the area of Geology of Mina.” Now, he works as a Sampling Assistant, a sector in which he says he has learned a lot and, **“to this day, I am learning. I hope that many young people show up there and that they have this outstanding experience that I am having. Now, I just hope to grow.”**

As a Sampling Assistant, he is responsible for collecting ore directly from the mine, opening a channel or drill hole. “We do this to feed the database to generate the geological model, which will provide the basis for the mining planning to direct the proxy points, which will

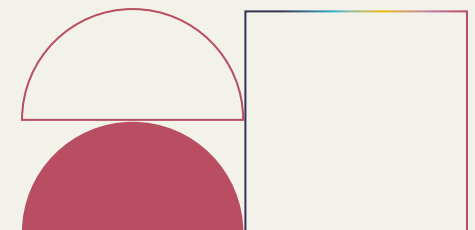
feed the crushing circuit, which will later form homogenized piles, which will generate the final products.”

For the future, César plans to “grow and learn a lot in the company, so that, in the future, he can get a job as a technician and get to know other areas and, then, attend Higher Education in the mining area.”



“ It was at the Support House that they showed me a job opportunity. The space is amazing for giving these opportunities to young people like me, who have showed up and will still show up there.”

César Augusto de Paula Lima,
former student of the Technical Course in Mining at CET, currently assistant in the geology of CBSI



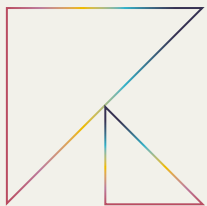
Luan Borges, CSN's Institutional Relations Analyst, points out that other workers who work within CSN have also showed up at the Support House, as is the case of Victor, who now works as a driver. "There are people who have recently arrived in the neighborhood and have already contacted the Support House, applied for CSN vacancies and got a job," he says.

The Support House and CBSI are partners for disclosing vacancies available at CSN: in the first one, it is where job interviews for the second are held. If there is no vacancy available, the residents of the community "have the opportunity to leave their resumes there, with the staff of the Support House, so that they can be forwarded to CSN's HR", explains Luan.

The entire city of Congonhas and people from neighboring municipalities can be served by the institution. **"They arrive with feedback on the work selection process, come to the Support House, usually talk and thank them. They have this feeling of gratitude, which is reciprocal"**, points out the Institutional Relations Analyst.

In addition to the services at the Support House, Luan sees as positive for the region the fact that the children of the residents are also benefited by the presence of the "Garoto Cidadão" in the city. "This is very clear in the expression of each of the students", he comments.

Facade of the Support House, in Congonhas (MG)



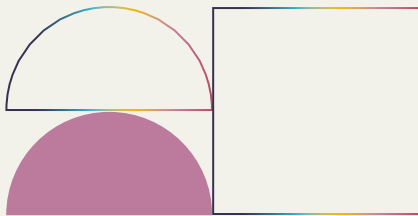
“Without the Support House, this contact with the community would be more difficult and we would not be so present: we would not be able to hear what the residents have to say. The employees at the Support House are there representing us to the community, they are the spokespersons and make the process more effective and faster.”

Luan Borges,
Institutional Relations Analyst at CSN



Curatorship

Facade of the Museum of Modern Art (MAM) in São Paulo (SP)



Our work in the curatorial pillar allows us to multiply our transformation impacts, supporting the selection of projects from external organizations for the contribution of CSN Group resources obtained through incentive laws. The amounts are mainly directed to the areas of culture, sports, health and protection of the rights of children, adolescents and the elderly.

These resources strengthen the Company's performance in supporting social initiatives in the various regions where the business is present, in addition to expanding our potential for transformation. The benefited institutions are able to enable, through these contributions, actions that help social contexts in each territory, enabling the continuity of projects aimed at social well-being.

In 2023, CSN contributed resources to 104 organization projects, reaching 31 municipalities in 12 Brazilian states. Among the main initiatives supported, the following

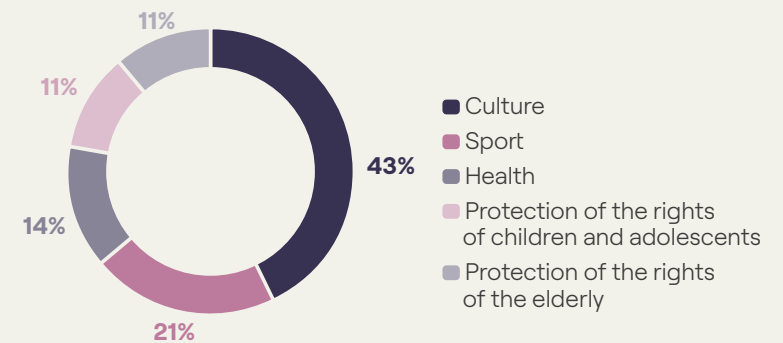


© Cris Oliveira

Swimming with Thiago Pereira Project in Volta Redonda (RJ)

stand out: **26th Tiradentes Film Festival**, **"Craque Cidadão"** and **"Escola do Futuro Morro do Papagaio"** (MG); **Show de Bola Project** (MG and PB); **"Esporte pela Vida"** and **"Melhor Idade"** (GO); **Pequeno Príncipe Hospital and Angelina Caron Hospital** (PR); **Swimming with Thiago Pereira** and **VR Philharmonic Association** (RJ); **São Paulo Biennial**, **"Hospital do Amor"**, **Museum of Modern Art of São Paulo**, **Futsal Heliópolis** and **Einstein Hospital** (SP).

Investments in third-party projects by theme in 2023





Students of the “Garoto Cidadão” of Heliópolis (SP) with the Brazilian Rugby Confederation team

“

CSN does enormous good for Brazilian sport through rugby. It is with the support of CSN that we are able to pursue our goals of growth in the sport and reach young people in vulnerable situations, helping to increase the base of rugby. And, more than that, it helps to form good citizens.”

Mariana Miné,
CEO of the Brazilian Rugby Confederation

The partnership between CSN and the Brazilian Rugby Confederation has been going on for three years. Mariana Miné, CEO of the Confederation and the first woman to assume this position in a maximum entity of an Olympic sport in Brazil, highlights that, for the Confederation, “it is an immense pleasure to have CSN together with us on this journey of growth of rugby and contribution to the construction of a better Brazil through sport.”

As a result of the partnership, CSN granted the Confederation “a super-relevant resource that made it possible for the Cobras team to participate in Super Rugby Americas, the largest rugby league in the American continent”, explains Mariana. The Confederation also promoted training processes with the “Garoto Cidadão” of Heliópolis, in São Paulo. The main idea was to introduce students to sports, “always thinking about the bias of

citizen formation”, says the CEO. She explains that citizenship training is linked to the values of rugby – which include discipline, respect, integrity, passion and solidarity, and which speak directly to the objectives of the “Garoto Cidadão” and the CSN Foundation itself.

During these trainings, which took place in two Centers for Children and Adolescents (CCAs) – Georgina and Plácido – rugby was introduced in four different sessions: the first, introduction to the sport; the second, with a training for the students of the “Garoto Cidadão” to get to know rugby; then, the educators of the “Garoto Cidadão” taught the sport to the students and received feedback from the Federation’s professionals; and the last one was a visit focused on the values of rugby.

Mariana says that the relationship between the Confederation and the CSN Foundation project **“is very strong and very true, which is why we’ve already had young people from ‘Garoto Cidadão’ going to the games with us, we had the ‘Garoto Cidadão’ drums playing in our games. It is a relationship that goes far beyond sport, which is associated with the formation of citizens, and that is why it works so well.”**

The Association of Retirees and Pensioners of Volta Redonda (AAP-VR, acronym in Portuguese) emerged in the mid-1970s. The institution, of a philanthropic and charitable nature, aims to promote, through social assistance, health, education, sports, culture and leisure, the improvement of the quality of life of the elderly and their associates. Rita Souza, Manager of Philanthropy and Resource Mobilization at AAP-VR, says that **“CSN’s sponsorship is essential for the institution to continue providing the elderly with the exams offered that are not performed by the public network.”**

With the Better Vision for Better Age project, the objective of AAP-VR is to warn about preventable eye diseases, acting directly in the prevention and treatment of better vision for this age group. “There is no precedent for an awareness campaign about the importance of carrying out preventive eye exams for the elderly in the municipality”, says Rita. The campaign proposes the performance

of preventive exams that make it possible to identify diseases such as hypertension, kidney disorders, diabetes and “even some types of cancer by observing the fundus of the eye and the help of specific equipment, acquired thanks to the sponsorship”, emphasizes the Manager.

Rita says that, through this partnership, CSN welcomes recent retirees and their families: “Now, we hope to provide excellent services to 2.5 thousand elderly people.”

 Facade of AAP-VR, in Volta Redonda (RJ)

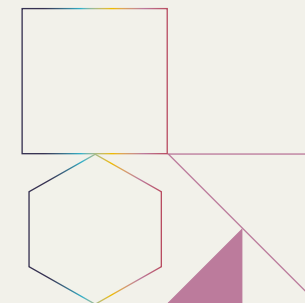


“

This partnership strengthens existing bonds and has caused a lot of pride in the elderly. The fact that CSN invests directly in health has a positive impact on the relationship between the quality of vision and the quality of life and maintenance of the autonomy of the elderly.”

Rita Souza,

Philanthropy and Resource Mobilization Manager at the AAP-VR Group



“

The Biennial Foundation believes that art cannot be dissociated from education. And our processes are all integrated so that they lead to the exercise of citizenship. The partnership with CSN brings precisely this educational perspective, since it works with a series of projects focused on this area of training and the social area. It has been a very pleasant and fruitful relationship.”

Antônio Lessa,
Superintendent of
the Biennial Foundation

35th São Paulo Art
Biennial

The partnership between CSN and the Biennial Foundation “provides the possibility of developing one of the great contemporary art exhibitions in the world”, explains Antônio Lessa, Superintendent of the Biennial. CSN sponsors the art exhibition that takes place every two years at the Ciccillo Matarazzo Pavilion, in the Ibirapuera Park, in São Paulo.

Lessa comments that another reflection of this partnership is the synergy with the CSN Foundation: the art institution also receives initiatives from the CSN Foundation itself, “as is the case of “Tambores de Aço”, which has been presented with enormous success, both at the Biennial and in the traveling exhibitions. The group’s passage through Curitiba was grandiose, the Secretary of Culture of Paraná was so delighted that she asked for more presentations in the state.”

In November 2023, “Tambores de Aço” was present at the 35th São Paulo Biennial of Arts. Lessa, who watched the performance facing the stage, was “delighted. It was the first time I saw the group and I thought it was great.” With a background in music and, as a pianist, he felt captivated by the musical modalities offered by the group. **“I believe that when young people in vulnerable situations have this contact with music, the result is learning and the exercise of citizenship. I thought it was a beautiful, touching presentation, and soon after, I asked ‘Tambores de Aço’ to also participate in some of the Biennial’s itineraries.”**

The superintendent says that the Biennial Foundation envisions the possibility of integrating visual arts activities, taking advantage of the relationship between the foundations to give visibility to other actions that CSN also develops – as with “Tambores de Aço” –, incorporating values and educational actions within the set of actions that the Biennial already offers and that takes place during the visual arts exhibition. “I hope that this partnership will remain steadfast for a long time. It’s very healthy, both for the Biennial and for CSN.”





Facade of the Pequeno Príncipe Hospital, in Curitiba (PR)

The Pequeno Príncipe Hospital is dedicated exclusively to pediatrics and, since 2021, has received support from CSN. The institution states that “the Company understands the importance of the cause of promoting quality health for children and adolescents throughout Brazil.” The Pequeno Príncipe Hospital invests in knowledge, innovation, research and humanization, and, in this sense, “continued donations, especially via tax waiver, represent an essential help in this process.”

CSN supports the Pequeno Príncipe Hospital through projects of the Childhood and Adolescence Fund (FIA, acronym in Portuguese) and the National Program to Support Oncological Care (PRONON, acronym in Portuguese). CSN’s support

remains aligned with the Company’s ESG strategy, that is, support for projects with social importance. In this way, it contributes to the hospital expanding beds, implementing new facilities and readjusting spaces, as well as enabling the training and qualification of professionals. The hospital also brings that the Company’s support “helps to ensure assistance, advanced diagnostic tests and education, culture and recreation services, guaranteeing the rights of children and adolescents in treatment.”

The funds also contributed to the increase in early diagnosis capacity, enabling the institution’s investment

in increasingly advanced technologies and helping to boost research and development of new therapies. This is the case of liquid biopsy research in central nervous system tumors: “CSN is helping Pequeno Príncipe fulfill its commitment to address the most urgent challenges in pediatric oncology and improve outcomes for children and adolescents affected by these conditions.”

Another highlight provided by CSN’s contributions was the improvement of Pequeno Príncipe’s infrastructure and facilities: “With this support, the hospital continues to maintain a safe, comfortable and adequate environment for the

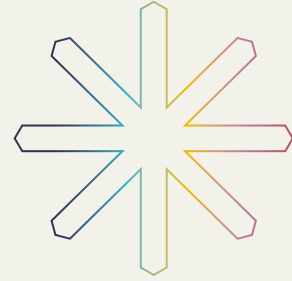
treatment of patients, with a focus on the modernization necessary for their care and recovery.”

These noticeable breakthroughs are a direct outcome of CSN’s continuous support to Pequeno Príncipe throughout these years of partnership. The institution highlights that **“CSN has played a crucial, continuous and comprehensive role in the work carried out by the hospital, whether in the fight against pediatric cancer, in providing quality health care for children and their families or even in raising society’s awareness of the importance of early detection of cancer.”**

“The partnership between CSN and the Pequeno Príncipe Hospital has generated a series of breakthroughs, especially in the context of oncology. CSN’s support is essential for the expansion of the initiatives to combat pediatric cancer that we promote at the Pequeno Príncipe Hospital.”

Pequeno Príncipe Hospital

Corporate information



Deliberative Council

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

Benjamin Steinbruch

Deputy Director President at CSN

Victoria Steinbruch

Chief Innovation Officer at CSN

Felipe Steinbruch

Director of Institutional Relations and Communication at CSN

Luiz Paulo Teles Ferreira Barreto

Treasury Director at CSN

Bruno Tetner

Fiscal Council

Legal Manager at CSN and Chairman of the Fiscal Council of the CSN Foundation

Fernando Carlos Pinheiro

Advisor to the Presidency of the Executive Board at CSN

Alberto de Senna Santos

Advisor to the Presidency of the Executive Board at CSN

Pedro Barros Mercadante Oliva

Real Estate Business Manager at CSN

Egberto Prado Lopes Bastos

Corporate

Chairwoman

Monica Fogazza

Director

Enéas Garcia Diniz

General Manager

André Leonardi

Projects Manager

Fábio Silvestre

Administrative Finance Manager

Allan Kouwen

Articulation and Culture Manager

Helder Oliveira

Legal Manager

Luís Carlos Pini Nader

Administrative Supervisor

Renata Franco

Accounting and Financial Supervisor

Vilma de Faria

Educational Projects Supervisor

Lucia Toledo

Evaluation and Monitoring Coordinator

Fabiana Dapia

Communication and Marketing Coordinator

Letícia Panichi

Territorial Development Analyst

Pamela Quevedo

Head of Maintenance

Vanderson Domiciano

Apprenticeship

Educational Services Manager

Denise Martins

Pedagogical Coordinator – Learning

Laudeanne Vasconcelos

Administrative Learning Coordinator

Elton Machado

Learning Coordinator – Congonhas

Rilton Santos

Learning Coordinator – Contagem

Girleene Azevedo

Learning Coordinator – Rio de Janeiro

Aline Santos

Schools

School Director – CET

Wellington Martins

School Director – ETPC

Joaquim Lopes

Administrative Consultant – ETPC

Débora Feijó

Activities Coordinator – ETPC

Débora Eunice Maciel

Asset Coordinator – CET

Agostinho Miranda

Technical Coordinator – CET

Moacir Inácio

Hotel

Hospitality Manager

Maria Carolina Wiziack

Sales Manager – Hospitality

Debora Xocaira

Head of Hotel Operations

Sueli Galantini

Head of Hotel Reception

Alessandra Ventura

Head of Hotel Reservations

Fábio Lourenço

Hotel Administrative Coordinator

Ester Oliveira

Hospitality Activities Coordinator

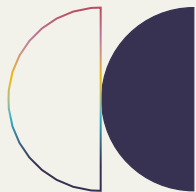
Carla Carvalho

Executive Chef

Omar de Souza Filho

Housekeeper – Hospitality

Darlene da Silva



Education, culture and curatorial projects

Administrative Supervisor for Projects and Curatorship

Ana Amélia Barbosa

Educational Activities Coordinator

Natanne Azevedo de Lima

Activities Coordinator of the Elderly Project

Lucimar de Caires Silva de Carvalho

Dance Technical Coordinator

Rafael Silva Ferreira Mendes

General Coordinator “Garoto Cidadão”

Lena Inocência

Regional Coordinator “Garoto Cidadão” – Minas Gerais

Magda Cunha

Administrative and “Garoto Cidadão” Coordinator – Volta Redonda

Sabine Marangon

“Garoto Cidadão” Coordinator – Alhandra

Judith de Souza Pimentel

“Garoto Cidadão” Coordinator – Araucária

Lisania Souza

“Garoto Cidadão” Coordinator – Arcos

Alex Luis Trevonelly

“Garoto Cidadão” Coordinator – Barroso

Maria Clara Curty Seabra Maia

“Garoto Cidadão” Coordinator –

Belo Vale/Moeda

Elcio Antônio Gomes

“Garoto Cidadão” Coordinator –

Bonito/Porto Murinho

Flávio Teixeira

“Garoto Cidadão” Coordinator – Congonhas
Hortência Efigênia Castro Ribeiro

“Garoto Cidadão” Coordinator – Coxim

Paulo Henrique Neri

“Garoto Cidadão” Coordinator – Heliópolis

Ana Lúcia de Camargo

“Garoto Cidadão” Coordinator – Itaguaí

Jorge Alex Andrade

“Garoto Cidadão” Coordinator – Rio Acima

Tathiana Batista Pedroso

Coordinator of the
CSN Foundation Cultural Center

Giane de Carvalho

“Tambores de Aço” Coordinator

Letícia Costa

Pedagogical Coordinator

“Capacitar para Crescer” Minas Gerais

Mariane dos Santos Araújo

Coordinator of the Minas Gerais Environmental
Education Program

Ívanor Pinheiro

Coordinator of the Volta Redonda Environmental
Education Program

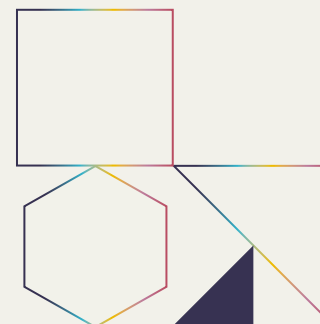
Edna de Azevedo

Coordinator “Capacitar Hotelaria e Serviços”

Rosilene Gomes

Support House Coordinator

Fernanda Rafaela Santos Paula



Credits

Coordination

Letícia Panichi

Research and investigation

Fabiana Dapia

Interviews and testimonials

Beatriz Milanez

Interview transcription

Mariana Pires

Thayenne Augusto

Revision

Beatriz Milanez

Fabiana Dapia

Letícia Panichi

CSN Collaboration

Communications Team

People and Management Teams

Institutional Relations Team

Sustainability and Environment Teams

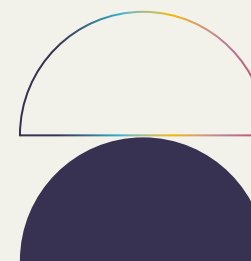
CSN Inova Team

Photos

CSN Foundation Collection

Content and design

usina82





Master Sponsorship



Logística S.A.



Sponsorship



TECON



Safr



Realization

GOVERNO FEDERAL

MINISTÉRIO DA CULTURA



UNIÃO E RECONSTRUÇÃO