


Integrated
Report
2023



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 Thermoelectric Power Plant of the Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)

Message from the Board of Directors

The performance of the CSN Group in 2023 highlighted the importance and success of the strategy of building, consolidating and expanding an integrated and verticalized business portfolio in essential production chains for different types of industries, with a close eye on sustainability issues and challenges. Last year's achievements and results confirm the investment thesis and the search for organic and inorganic growth in the different markets in which we operate.

CSN Mineração achieved record operational and financial results, in a favorable market context for iron ore combined with significant operational improvements. CMIN has a robust investment plan to position itself at a new level in the transoceanic iron ore market. The startup of P15, scheduled for the beginning of 2027, and the bold strategy of de-characterization and reprocessing of dam tailings will allow the commercialization of premium products, which enable the decarbonization routes of steel mills globally.

CSN Cimentos is also on a path to growth and business expansion. With the integration of the new units acquired, the Company reached second place in the national market and expanded its participation in the technical cements and aggregates segment, with a portfolio of products and new solutions for the construction industry. A highlight is ECOCEM50, a cement that has one of the lowest CO₂ emissions intensities in the world, adding value, safety and sustainability for customers. In line with this trend, CSN is also increasing its appetite for capturing greeniums in its product portfolio.

In the steel segment, investments for the modernization of the Presidente Vargas Steelworks (UPV, acronym in Portuguese) will position the CSN Group at the forefront of a more sustainable steel production model. The strategy of vertical operation in the steel chain, with solutions in the distribution and marketing of products with higher added value, in addition to the consolidated international presence in Europe and the search for new opportunities in the United States, contributes to increasing CSN's competitiveness.

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Performance in 2023 highlights the success of the corporate strategy and ratifies the quest for business growth”

The year was also marked by relevant achievements in ESG risks and opportunities management, complementing corporate risk management. In 2023, mainly following the guiding vectors of the TCFD (Task Force on Climate-related Financial Disclosures) and the TNFD (Taskforce on Nature-related Financial Disclosures), the Company mapped the risks and opportunities related to climate change, its physical and regulatory consequences, and related to the dependencies and impacts of nature and biodiversity. The pace is to work aiming to meet future expectations of more active management of social risks based on frameworks that are being developed for this purpose.

Other relevant work contributed to strengthening relationships with local communities neighboring our operations. At CSN Mineração, for example, the focus is to mitigate possible social impacts during the execution of expansion plans, applying an action plan based on the Human Rights Due Diligence, started in 2022.

CSN Cimentos' operations now have a community engagement plan, which allows to understand the demands and opportunities of these territories and support local actors.

In logistics, mainly in the Transnordestina works, the Investment Program in Rural and Sustainable Productive Inclusion Actions (PINAPS) was launched in the state of Piauí, built based on the CSN Group's Theory of Change. With an investment of approximately R\$ 15 million, the program was created with the mission of transforming the lives of at least 100,000 people in the state, through the promotion of rural agroforestry and family productive inclusion actions.

In this edition of the Integrated Report, the CSN Group shares this story that grows richer every year and makes all employees proud. The mission of "doing well, doing more, doing it forever" remains, with the certainty that the Company is more prepared and strengthened to overcome the challenges of the future.

Good reading!

CSN Board of Directors

 Integrated cement factory (Arcos, MG)



Message from the CEO



 Benjamin Steinbruch
CEO

For the entire CSN Group, the year 2023 was marked by intense work to integrate the new assets acquired in the cement and energy segments and, also, to overcome the challenges in the different sectors in which the Company operates, always guided by the purpose of doing well, doing more and doing it forever. Therefore, it is a source of pride to be able to celebrate, together with our employees, the achievements attained with maturity, focus and determination.

CSN Mineração, the second largest exporter of iron ore in the country, had a record result in its history, with 42.6 million tons of iron ore produced and a 37% growth in its revenue in the annual comparison. With greater efficiency and quality, CMIN captured relevant price opportunities throughout the year and contributed to maintaining the CSN Group's positive financial indicators.

Cement is another segment in which we were able to celebrate large deliveries. The integration of the new units was fully completed and CSN Cimentos reached second place in the sector, a trajectory of exponential growth. We made progress in capturing synergies and increasing market share, reaching

around 13 million tons of cement sold and an adjusted EBITDA of R\$ 975 million.

In the energy sector, the integration of generation assets acquired by CSN Energia was also completed successfully. The growth in participation in this segment guarantees the supply of 100% renewable electrical energy to the CSN Group's businesses and accelerates the strategy of offering essential carbon neutral inputs to society.

In the steel industry, we had to overcome major challenges during 2023. Internally, cost pressure and temporary inefficiency faced in the furnace at Usina Presidente Vargas Steelworks (UPV, acronym in Portuguese) reduced operating margins and increased slab costs. Externally, the conditions of competition between Brazilian and imported steel were completely unbalanced and affected the national industry. The situation has been reversing since the second half of last year, with a solid investment plan for the modernization of the UPV and the implementation of new management practices that will take CSN's steel production in Brazil to an even greater level of efficiency, quality and competitiveness.

It is important to highlight the strength of the CSN Group in the steel sector on the international stage, with innovations and solutions aimed at the decarbonization of products. Currently, 19% of the Company's steel production is classified as green steel, with the Green Steel seal, as it has reduced CO₂ emissions in its production process.

On the logistics front, the highlight was the evolution of performance levels in the railway sector, offsetting a lower performance in the port segment in the annual comparison. In the end, we operated with an adjusted EBITDA of R\$ 1.3 billion and a margin of 50.6%, a result 21% higher than the previous period, which demonstrates the efficiency gain and the improvement of the cargo strategy implemented.

Decarbonization

The decarbonization agenda is one of the main themes of the CSN Group's ESG strategy. In a structured way, we have connected innovation projects, investments in new technologies, risk management models and definition of goals so that all businesses contribute to mitigating the impacts of climate change and, at the same time, are adapted to new impacts arising from the transformation of the climate on our planet.

CSN Cimentos was a pioneer in its business portfolio to establish a science-based decarbonization target. In 2023, I signed the submission of our commitment to the Science Based Target Initiative (SBTi) platform, seeking to reduce our emissions in the sector to guarantee the limitation of global warming to up to 1.5 °C. Another highlight was the evolution of CSN Mineração towards the electrification of off-road vehicles. Three 100% electric trucks have already been acquired by the Company after positive tests last year and four more will enter the evaluation phase in 2024.

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The effectiveness
of our ESG strategy
has been recognized
by the market
and leverages the
decarbonization of
business”

Our efforts and results in climate management have been positively recognized by external institutions. One of the main ones is the CDP, an international platform that evaluates governance and plans for mitigation, adaptation and management of risks and opportunities associated with climate change. In 2023, we were able to celebrate achieving an A- grade in the voluntarily submitted questionnaire.

Other ESG ratings also show great evolution. The Sustainalytics assessment listed CSN and CMIN among the 11 organizations with the best scores in the sector in the global ESG Risk Rating. The Company was also recognized with the Industry Mover seal, in the steel segment, by the rating agency S&P ESG, as the one that had the greatest improvement in relation to its peers in the world. Furthermore, it was the only organization in Brazil in the mining, steel and civil construction sectors to be named in the 2023 Sustainability Yearbook of this same agency.

Innovation

Much of the progress on the climate agenda, as well as on other business fronts, is driven by CSN Inova. With a strategy and four action fronts, our innovation platform across all businesses provided more than R\$ 400 million in incremental revenue with technological update solutions, new production routes, and advances in the ESG agenda and in the relationship with stakeholders.

In the steel industry, we began testing the use of technology that injects controlled amounts of green hydrogen to increase combustion stability. This solution, successfully applied in the cement operation, is an example of how CSN Inova works to generate value in a way connected to our integrated and diversified business model.

Another example is the Circula+ spinoff, which stimulates the circular economy by promoting the valorization of co-products and unusable products in other production chains. In the last year alone, with ten active customers, the platform transacted around R\$ 4.5 million.

People

The protagonists of the evolution of the CSN Group are our employees, who have made exceptional efforts to achieve the vision we outlined for the year. The qualification and engagement of our people are a competitive differentiator that unequivocally drives the business forward.

We continue with the strategy of expanding diversity and inclusion, having reached more than 6.5 thousand women employed at the CSN Group. Furthermore, as one of the founders of Mover (Movement for Racial Equity) we are tasked

with the responsibility and ambition of promoting intentional actions, which generate genuine opportunities for the black race.

In human capital management, safety is a non-negotiable value for the CSN Group. Therefore, in 2023, we launched the AGIR Program, an initiative that encourages the active participation of leadership in the prevention of high-potential accidents and fatalities. The continuous improvement of safety indicators is an absolute priority for the Company and a commitment of all managers.

“

The care we take with people is reflected in the improvement of diversity and inclusion, the strengthening of safety and in the social responsibility investments ”

Additionally, I highlight the work of the CSN Foundation, which, in 2023, accompanied the expansion of the CSN Group. The Garoto Cidadão project reached the Northeast region and four other territories, going from 9 to 14 units. Furthermore, we implemented the Empower to Grow project, aimed at preparing young people to enter the job market, as well as the formulation of two projects dedicated to elderly people, marking our debut with this audience. The Foundation worked directly in 37 cities with an investment of R\$ 57 million in 104 projects of its own or partner institutions.

I am very proud to lead a Company that is so influential in the national narrative, an entity that transcends all the challenges presented to it. I remain confident in our ability to generate positive impact, in our resilience and in our competence to adapt to the different scenarios imposed.

It is with great pleasure that I invite you to explore more about the CSN Group's journey in this Integrated Report.

Benjamin Steinbruch
CEO

About the report

This tenth edition of CSN Group's Integrated Report reinforces the Company's commitment to transparent accountability to society and the constant evolution of social, environmental and governance information disclosure practices. This publication has been prepared by CSN since 2012, and, since 2020, it has been published annually and is subject to independent verification.

Approved by the Board of Directors and audited by Grant Thornton, this document presents the management practices, performance and goals defined by the Company in the period from January 1 to December 31, 2023¹. The topics covered throughout the chapters were defined according to the 2023 materiality study and represent the main impacts, risks and opportunities associated with the CSN Group's business model.

The 2023 Integrated Report covers the same scope as CSN Group's financial statements, except for the hydroelectric plants of which CSN is a minority shareholder and MRS Logística. These companies are considered for the consolidation of financial results but are not covered by GRI disclosures. In relation to the previous year, the scope of the Integrated

Report was expanded with the inclusion of units acquired in 2022 by CSN Cimentos and CSN Energia. Any specific scope limitations in the disclosures are indicated throughout the content.

In line with the main market benchmarks, the document was prepared in accordance with the following frameworks:

- GRI Standards for Sustainability Reporting, from the Global Reporting Initiative;
- International Framework for Integrated Reporting (IIRC) in accordance with Technical Guidance 09 of the Accounting Pronouncements Committee (CPC);
- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Task Force on Nature-related Financial Disclosures (TNFD);
- Sustainability Accounting Standards Board (SASB) indicators for the Iron & Steel Producers, Goalls & Mining, and Construction Materials sectors.

The financial data² follow the guidelines issued by the CPC Committee and the international accounting standards (International Financial Reporting Standards - IFRS) issued by the International Accounting Standards Board

(IASB), as well as the interpretations of the International Financial Reporting Interpretations Committee (IFRIC).

To send comments, questions or suggestions, please contact us by email sustentabilidade@csn.com.br.


1. The data and information presented in this Integrated Report contain statements about current and future sustainability measures, targets and other objectives. These targets have been disclosed in the limited context of the Company's sustainability efforts and should not be construed as statements of management's expectations or estimates of financial results or other guidelines. The Company cautions investors not to apply these statements in other contexts.
2. In the case of conversions with foreign currencies in relation to the Real, the average annual exchange rate for the reference period of this Integrated Report applies.

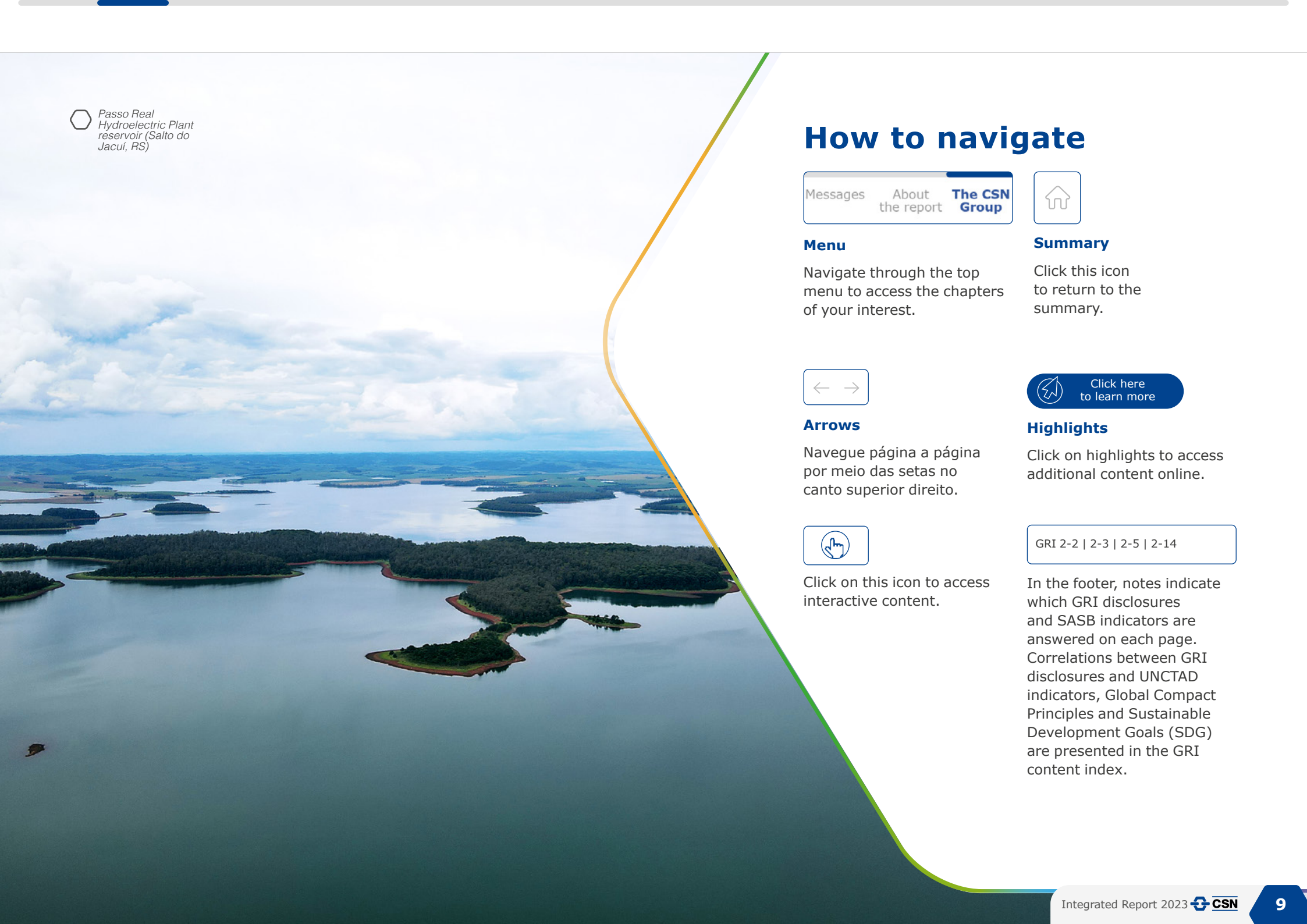
ESG Databook

Detailed information that meets the GRI, SASB, TCFD and TNFD requirements is gathered in the CSN Group's ESG Databook. This document improves transparency to meet the specific needs and demands of different stakeholders.



Click here and access the ESG Databook

 *Passo Real
Hydroelectric Plant
reservoir (Salto do
Jacuí, RS)*



How to navigate

Messages About the report **The CSN Group**



Menu

Navigate through the top menu to access the chapters of your interest.



Arrows

Navegue página a página por meio das setas no canto superior direito.



Click on this icon to access interactive content.

Summary

Click this icon to return to the summary.



Highlights

Click on highlights to access additional content online.

GRI 2-2 | 2-3 | 2-5 | 2-14

In the footer, notes indicate which GRI disclosures and SASB indicators are answered on each page. Correlations between GRI disclosures and UNCTAD indicators, Global Compact Principles and Sustainable Development Goals (SDG) are presented in the GRI content index.

Materiality matrix



Integrated cement factory (Arcos, MG)

The materiality study conducted by CSN in 2023 guides the topics covered by this edition of the Integrated Report and brought two significant advances in relation to previous exercises of evaluation and prioritization of material topics.

The first of these is the incorporation of the financial materiality bias, giving the study methodology the condition of double materiality. From this perspective, the evaluations considered both the impacts generated by the Company on people, the environment and human rights, as well as the most relevant social and environmental risks and opportunities for the business segments. Double materiality is one of the premises of the European Sustainability Reporting Standards (ESRS), approved in 2023 and which will become mandatory for companies covered by the Corporate Sustainability Reporting Directive (CSRD).

The second differential of the most recent materiality study is the integration with CSN Group's permanent channels of listening and dialogue with stakeholders. This approach, known as organic materiality, makes it possible to capture the demands and interests of the various audiences in a continuous and integrated way into the day-to-day processes of operations. In this way, it is possible to obtain a much more dynamic and in-depth view of stakeholder expectations and the impacts, risks and opportunities associated with material topics.

The materiality review process was organized into two complementary work stages. On the desk review front, five market studies, four ESG rating questionnaires and 20 benchmarks from the CSN Group's sectors of activity were analyzed. On the other hand, the evaluation of the Company's permanent engagement channels involved 13 workshops with various areas to identify and evaluate existing channels. For the consolidation of the material topics, the inputs of the channels already structured and with systematization of the results (ESG and financial institution questionnaires, Green Line, Whistleblowing Channel and Stakeholder Engagement Plan of CSN Cimentos units) and themes raised by the managers in the workshops were considered. With this approach, it was possible to obtain expectations and demands from customers, employees, local communities, business and civil society entities, suppliers, financial institutions, investors and civil society as a whole.

As a result, ten topics were identified to compose CSN Group's materiality matrix, five of which were considered material both in terms of impact and financial. In a transversal way, the approach to the management of material topics is driven by adequate mechanisms of corporate governance, risk management and promotion of innovation and new technologies.

The review of material topics in 2023 considered the double materiality methodology and incorporated inputs from the Company's permanent engagement channels

MATERIAL TOPICS OF CSN GROUP



¹. Material topics in the impact and financial perspectives.



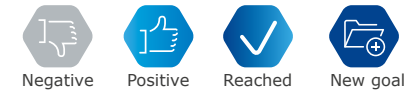
ETHICS AND COMPLIANCE

It covers the management practices that ensure CSN's compliance with the legislation and the conduct of activities in accordance with ethical premises, including preventive approaches and mechanisms for investigating complaints and taking action in case of misconduct. This topic has financial and impact materiality.

ESG Scorecard performance

KPI	2021	2022	2023
Percentage of employees trained in compliance	72%	83%	100%

ESG Goals



Segment	Goal	Goal measurement KPI	Performance in 2023	Status
CSN Group	Conduct compliance training with 90% of active employees at CSN Group, covering code of conduct and anti-corruption policy	Percentage of employees trained in compliance In 2020 (base year): 30% In 2023 (target year): 90%	100% of employees trained	
	Maintain in 100% the percentage of active employees trained in compliance, covering the code of conduct and anti-corruption policy	Percentage of employees trained in compliance	-	
	Continuously increase the rate of compliance with the best governance practices provided for in CVM Instruction No. 80/2022	Full or partial compliance rate of compliance with best practices in accordance with CVM Instruction No. 80/2022 In 2018 (base year): 41% In 2023: 76%	+85.4% compared to the base year (2018)	

Prioritized reporting content

GRI 205-1, 205-2, 205-3, 207-1, 207-2, 207-3 and 207-4

SASB EM-MM-510a.1, EM-MM-510a.2 and EM-CM-520a.1

Global Compact Principles

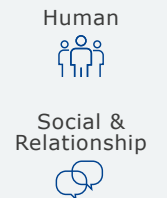


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Sustainable Development Goals (SDG)



Capitals of Integrated Reporting



Employee of Casa de Pedra mine (Congonhas, MG)



VALUE CHAIN

It highlights CSN's strategy and key initiatives to drive sustainable development among business partners, whether they are customers, suppliers or other institutions. It includes the mechanisms to ensure legal compliance and the adoption of good ESG practices in the supply chain. This topic has an impact materiality.

ESG Scorecard performance

KPI	2021	2022	2023
Percentage of purchases from local suppliers	31.6%	27.8%	34.4%
Suppliers assessed for compliance through due diligence	705	936	3,394

ESG Goals



Segment	Goal	Goal measurement KPI	Performance in 2023	Status
CSN Group	Evaluate 100% of potentially critical suppliers in ESG aspects through a systematized questionnaire by 2025	Percentage of evaluated suppliers	-	

Prioritized reporting content

GRI 204-1, 308-1 and 414-1
SASB EM-IS-430a.1, EM-CM-410a.1 and EM-CM-410a.2

Global Compact Principles



Sustainable Development Goals (SDG)



Capitals of Integrated Reporting

Social & Relationship



PEOPLE MANAGEMENT AND DE&I

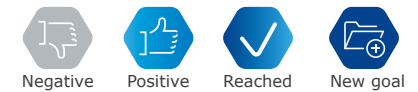
It focuses on CSN's strategy and main initiatives to continuously promote the qualification of its employees and the retention of talent, the improvement of the organizational climate and the alignment of all with the Company's strategic objectives and culture. It also encompasses the promotion of a diverse and inclusive work environment, especially on issues of gender, race and employability of people with disabilities. This topic has financial and impact materiality.

ESG Scorecard performance

KPI	2021	2022	2023
Female representation in CSN Group ¹	17.5%	20.5%	23.0%
Female representation in CSN Group's leadership ¹	11.0%	12.7%	15.2%

1. Considers employees in the CLT, Apprentice, Internship and Capacitar Program categories. It differs from the GRI data because the latter does not cover the Internship Program and includes operations abroad.

ESG Goals



Segment	Goal	Goal measurement KPI	Performance in 2023	Status
CSN Group	Reach 28% female representation in the CSN Group ¹	Percentage of women among total employees In 2020 (base year): 14.3% In 2023: 23.0% In 2025 (target year): 28.0%	+61% compared to the base year (2020)	
CSN Mineração	Doubling the percentage of female representation at CSN Mineração ¹	Percentage of women over total employees In 2019 (base year): 13% In 2023: 24% In 2025 (target year): 26%	+85% compared to the base year (2019)	

1. Considers employees in the CLT, Apprentice, Internship and Capacitar Program categories. It differs from the GRI data because the latter does not cover the Internship Program and includes operations abroad.

Prioritized reporting content

GRI 401-1, 404-1, 404-3, 405-1, 405-2 and 406-1

SASB EM-MM-310a.1 and EM-MM-310a.2

Global Compact Principles



Sustainable Development Goals (SDG)



Capitals of Integrated Reporting





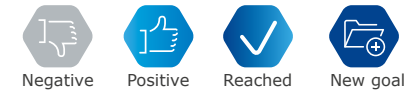
HUMAN RIGHTS

It brings together themes associated with the respect and guarantee of non-violation of human rights. The topic covers potential impacts on local communities, especially indigenous and traditional peoples, and aspects of decent work, such as the fight against child, forced or slave-like labor. This topic has an impact materiality.

ESG Scorecard performance

KPI	2021	2022	2023
Employees trained in human rights (thousand)	5.8	20.1	29.3

ESG Goals

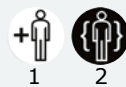


Segment	Goal	Goal measurement KPI	Performance in 2023	Status
CSN Cimentos	Implement the Stakeholder Engagement Plan (SEP) at the Alhandra and Arcos units by 2025	SEP implemented	-	
CSN Mineração	Update the human rights training of the CSN Mineração Property Security team in 2024	Training carried out	-	
	By 2025, complete 50% of the actions proposed from the Human Rights Due Diligence carried out in Congonhas (MG)	Percentage of activity execution	-	

Prioritized reporting content

GRI 408-1, 409-1 and 411-1
SASB EM-MM-210a.1, EM-MM-210a.2 and EM-MM-210a.3

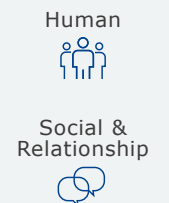
Global Compact Principles



Sustainable Development Goals (SDG)



Capitals of Integrated Reporting





HEALTH, SAFETY AND WELL-BEING

It encompasses the promotion of a safe and healthy work environment for the workforce, including employees and third parties in health and safety programs and control. It also includes health promotion, going beyond the scope of occupational aspects and aiming at the quality of life and well-being of workers. This topic has financial and impact materiality.

ESG Scorecard performance

KPI	2021	2022	2023
Number of fatal accidents	2	4	6
Accident frequency rate ¹	2.40	1.79	1.79

¹. It covers accidents with and without leave for own employees and third-party employees and considers the factor of 1 million man-hours worked. The Company recorded an improvement in the accident frequency rate last year, from 1.793 in 2022 to 1.786 in 2023.

ESG Goals



Segment	Goal	Goal measurement KPI	Performance in 2023	Status
CSN Group	Reduce the accident frequency rate by at least 30%	Frequency rate with and without leave for employees and third parties, with the factor of 1 million HHT In 2020 (base year): 2.46 In 2023: 1.79 In 2030 (target year): 1.72	-27.2% compared to the base year (2020)	
	Reduce the number of days lost ¹ due to accidents with own employees by at least 30%	Days lost due to accidents involving own employees In 2021 (base year): 2,541 In 2023: 2,010 In 2030 (target year): 1,779	-20.9% compared to the base year (2021)	
	Continuously achieve zero fatalities across the entire CSN Group	Number of fatal accidents (own and third parties)	6 fatal accidents	
CSN Mineração	Reduce the accident frequency rate by at least 30%	Frequency rate with and without leave for own employees and third parties, with the factor of 1 million HHT In 2021 (base year): 1.96 In 2023: 1.09 In 2030 (target year): 1.37	-44.4% compared to the base year (2021)	

¹. Considers manageable days lost, excluding those resulting from fatal accidents and with serious consequences. Therefore, the value differs from the GRI data.

Prioritized reporting content

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9 and 403-10

SASB EM-IS-320a.1, EM-MM-320a.1, EM-CM-320a.1 and EM-CM-320a.2

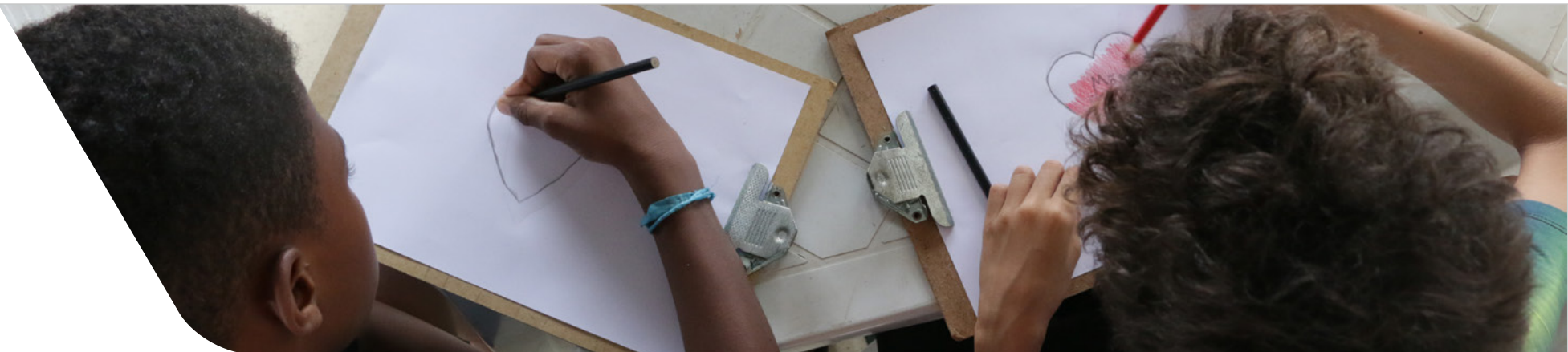
Global Compact Principles

Sustainable Development Goals (SDG)

Capitals of Integrated Reporting

Human
Social & Relationship

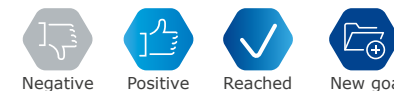
Students of Garoto Cidadão project, from CSN Foundation (Congonhas, MG)



LOCAL COMMUNITIES

It deals with the practices of engagement with local communities, the reduction of the impacts associated with the activities on these populations and the direction of the Company's private social investment towards reduced inequalities, a transparent dialogue and the promotion of local development. This topic has an impact materiality.

ESG Goal



Segment	Goal	Goal measurement KPI	Performance in 2023	Status
CSN Foundation	Expand by 39% the service provided to children and adolescents through the Garoto Cidadão project	Number of people served In 2020 (base year): 2,300 In 2023 (target year): 3,492	+52% compared to the base year (2020)	
	In 2024, implement two pilot projects for the elderly community of Volta Redonda, marking the debut of the CSN Foundation with this beneficiary public	Implemented projects	-	
	Expand training aimed at local entities to 80% of the territories in which the Garoto Cidadão project is present, in order to guarantee the social and sustainable development of these territories, by 2028	Percentage of territories reached 2023 (base year): 36% 2028 (target year): 80%	-	

Prioritized reporting content

GRI 203-1, 413-1 and 413-2
SASB
EM-MM-210b.1 and EM-MM-210b.2

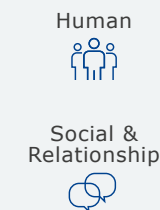
Global Compact Principles



Sustainable Development Goals (SDG)



Capitals of Integrated Reporting



Permanent Preservation Area in the reservoir at the Itaúba Hydroelectric Plant (Pinhal Grande, RS)



CLIMATE CHANGE

It covers the perspectives of mitigation and adaptation, considering CMIN's practices to minimize its greenhouse gas (GHG) emissions and the Company's management of risks and opportunities related to the impacts of climate change. This topic has financial and impact materiality.

ESG Scorecard performance

KPI	2021	2022	2023
Tons of CO ₂ e emitted per ton of crude steel	1.98	1.99	2.07
Kilograms of CO ₂ e emitted per ton of cementitious	480	500	485
Kilograms of CO ₂ e emitted per ton of ore	6.58	7.92	7.01

Prioritized reporting content

GRI 201-2, 302-1, 302-2, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4 and 305-5
 SASB EM-IS-110a.1, EM-IS-110a.2, EM-IS-130a.1, EM-IS-130a.2, EM-MM-110a.1, EM-MM-110a.2, EM-MM-130a.1, EM-CM-110a.1, EM-CM-110a.2 and EM-CM-130a.1

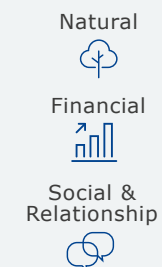
Global Compact Principles



Sustainable Development Goals (SDG)



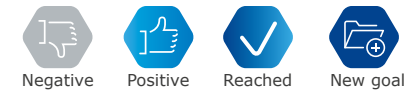
Capitals of Integrated Reporting





CLIMATE CHANGE (continuing)

ESG Goals



Segment	Goal	Goal measurement KPI	Performance in 2023	Status
Steel Industry	10% reduction in CO ₂ e emissions per ton of crude steel by 2030, according to the World Steel Association (WSA) methodology	Tons of CO ₂ e per ton of crude steel In 2018 (base year): 2.10 In 2023: 2.07 In 2030 (target year): 1.89	-1.4% compared to the base year (2018)	
	20% reduction in CO ₂ e emissions per ton of crude steel by 2035 according to the World Steel Association (WSA) methodology	Tons of CO ₂ e per ton of crude steel In 2018 (base year): 2.10 In 2023: 2.07 In 2035 (target year): 1.68	-1.4% compared to the base year (2018)	
CSN Mineração	30% reduction in CO ₂ e emissions per ton of ore produced by 2035 (scopes 1 and 2) ¹	Kilograms of CO ₂ e per ton of ore produced (scopes 1 and 2) In 2020 (base year) ² : 7.10 In 2023: 7.01 In 2025 (target year): 4.97	-1.3% compared to the base year (2020)	
	Carbon neutral in scope 1 and 2 emissions by 2044	Net Scope 1 and 2 emissions (tCO ₂ e) In 2020 (base year) ² : 155.499 In 2023: 222,880 In 2044 (target year): 0	+43.3% compared to the base year (2020)	
	Maintain electricity consumption from 100% renewable sources at CSN Mineração	Percentage of electricity consumption from renewable sources In 2020 (base year): 100% In 2023: 100%	100% of electricity consumption from renewable sources	
CSN Cimentos	23% reduction in CO ₂ e emissions per ton of cementitious by 2030, according to the methodology of the Global Cement and Concrete Association (GCCA)	Kilograms of CO ₂ e per ton of cementitious In 2020 (base year) ³ : 509 In 2023: 485 In 2030 (target year): 392	-4.7% compared to the base year (2020)	
	Reduce the clinker factor in cement by 16%	Clinker factor In 2020 (base year) ³ : 63.7% In 2023: 61.4% In 2030 (target year): 53.5%	-3.6% compared to the base year (2020)	
	Reduce the intensity of electrical consumption by 5%	Electricity consumed per ton of cement (kWh/t) In 2020 (base year) ³ : 73.18 In 2023: 83.00 In 2030 (target year): 69.52	+13.4% compared to the base year (2020)	
	Reduce the intensity of thermal consumption by 1%	Thermal energy consumed per ton of clinker (GJ/t) In 2020 (base year) ³ : 3.24 In 2023: 3.54 In 2030 (target year): 3.21	+9.3% compared to the base year (2020)	

1. Does not cover emissions resulting from changes in land use.

2. The base year of the target was changed from 2019 to 2020 to consider the period in which the practice of moving dry waste without the use of dams became common. This significant change in the tailings management process impacts the level of GHG emissions in operations and, therefore, the comparison with 2020 is more appropriate.

3. Base year recalculated considering new assets retroactively. This target has been submitted to the Science Based Targets initiative (SBTi) and is awaiting approval.



ECO-EFFICIENCY

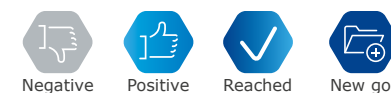
It deals with aspects related to environmental management, aiming at legal compliance, mitigation of negative impacts and better use of natural resources in operations. It includes practices related to the management of water resources (minimization of the water footprint, efficiency in water and effluent management), waste (reduction of generation, optimization of disposal methods, reuse and circular economy) and atmospheric emissions (particulate matter, NOx, SOx and other pollutants). This topic has an impact materiality.

ESG Scorecard performance

KPI	2021	2022	2023
Revenue generated by special waste and co-products sales (R\$ million)	293.7	337.6	203.6
Circularity of waste ¹	95%	93%	96%
Water withdrawal (thousand megaliters)	101.1	92.6	99.1

1. Class 1 and 2 waste intended for recycling, re-refining, reuse and co-processing.

ESG Goals



Segment	Goal	Goal measurement KPI	Performance in 2023	Status
Steel Industry	40% reduction in particulate matter emissions per ton of crude steel produced at UPV	Particulate matter emissions per ton of crude steel (ktMP/t) In 2019 (base year): 0.78 In 2023: 0.85 In 2030 (target year): 0.47	+9.0% compared to the base year (2019) ¹	
CSN Group	By 2025, systematize and transparently present the volumes of water permitted, captured and released at CSN Group units, relating them to the risks of water scarcity in the basins in which they are located	Delivery of a navigable public system	-	
CSN Mineração	Maintain water intensity ² below 0.45 m ³ of water withdrawn per ton of ore produced	Volume of water withdrawn per ton of ore (m ³ /t) In 2023: 0.26	42% below the established maximum limit	
	Achieve 94% water recirculation by 2032	Percentage of recirculated water In 2023 (base year): 88.2% In 2032 (target year): 94.0%	88.2% of water recirculation	

1. Despite the increase in the emissions rate per ton, the absolute volume of particulate matter emissions in 2023 was 30% lower than in 2022.

2. The water intensity is calculated based on the production of iron ore (wet + dry) and the withdrawal of water destined only for the ore production process, considering the water used in the Central Plant, in the Pires Complex and drinking water.

Prioritized reporting content

GRI 303-1, 303-2, 303-3, 303-4, 303-5, 305-7, 306-1, 306-2, 306-3, 306-4 and 306-5
SASB EM-IS-120a.1, EM-IS-140a.1, EM-IS-150a.1, EM-MM-120a.1, EM-MM-140a.1, EM-MM-140a.2, EM-MM-150a.4, EM-MM-150a.7, EM-MM-150a.8, EM-MM-150a.9, EM-MM-150a.10, EM-CM-120a.1, EM-CM-140a.1 and EM-CM-150a.1

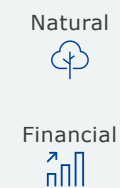
Global Compact Principles



Sustainable Development Goals (SDG)



Capitals of Integrated Reporting



Casa de Pedra Dam (Congonhas, MG)



DAMS AND MINERAL CO-PRODUCTS

It addresses aspects related to dam safety and tailings reuse and management in the mining sector. It also contemplates the discontinuity and de-characterization of CMIN's dams. This topic has financial and impact materiality.

ESG Goal

Negative
 Positive
 Reached
 New goal

Segment	Goal	Goal measurement KPI	Performance in 2023	Status
CSN Group	Carry out the de-characterization of CSN's dams built by the upstream method by 2030	Number of de-characterized dams In 2020 (base year): 1 In 2023: 4 In 2030 (target year) ¹ : 8	4 de-characterized dams	

¹. In 2023, the dams built upstream of ERSA were included in the Company's de-characterization schedule. One of them was de-characterized in 2023 and the other will be de-characterized in 2024.

Prioritized reporting content

SASB EM-MM-150a.5, EM-MM-150a.6, EM-MM-540a.1, EM-MM-540a.2 and EM-MM-540a.3

Global Compact Principles

7
 8
 9

Sustainable Development Goals (SDG)

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
 11 SUSTAINABLE CITIES AND COMMUNITIES
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
 15 LIFE ON LAND

Capitals of Integrated Reporting

Natural
 Manufactured
 Social & Relationship



BIODIVERSITY

It highlights aspects related to the mitigation of impacts on biodiversity and efforts to promote measures for compensation, reforestation, monitoring and conservation of biodiversity. It covers developments in the management of ecosystem services and nature's risks and opportunities. This topic has an impact materiality.

ESG Goals



Segment	Goal	Goal measurement KPI	Performance in 2023	Status
CSN Group	In 2023, improve the diagnosis, aiming to provide details regarding recovered areas and monitored species	Completion of the inventory of preserved areas with evidence control and information flow defined for reporting the number of threatened species	Completed inventory with archived evidence and updated number of threatened species with established information flow	
	In 2023, prioritize the most relevant dependencies and impacts on ecosystem services for each of the Company's operating segments	Percentage of dependencies and impacts identified and prioritized for the five segments and list of main dependencies and impacts	100% of dependencies and impacts analyzed and prioritized and list reported according to the TNFD format	
	Carry out an assessment of the condition of biodiversity (application of the BIO methodology) in all operational units that have relevant ecosystems, by 2025	Percentage of operational units evaluated 2023 (base year): 70% 2025 (target year): 100%	-	
	Seek to achieve no net loss in biodiversity and, whenever possible, net positive impact (net gain)	Indicator composed of quantitative and qualitative factors (impacted area X protected area depending on the impact)	-	

Prioritized reporting content

GRI 304-1, 304-2, 304-3 and 304-4

SASB EM-MM-160a.1, EM-MM-160a.2, EM-MM-160a.3, EM-CM-160a.1 and EM-CM-160a.2

Global Compact Principles



Sustainable Development Goals (SDG)




Capitals of Integrated Reporting

Natural



2023 Highlights

 Employee at Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)



⬡ Loading area in an integrated cement factory (Barroso, MG)

FINANCIAL
CAPITAL

R\$ 45.4 billion
in consolidated net revenue

R\$ 4.5 billion
in investments

R\$ 11.3 billion
in added value distributed

R\$ 7.5 billion
in taxes paid

R\$ 11.9 billion
in adjusted EBITDA

MANUFACTURED CAPITAL



Steel Industry

R\$ 7.9 billion
in CAPEX (2023-2028)
for the modernization of UPV

19%
of the production classified
as green steel



Cement

76%
increase in sales volume in
the year (12.8 million tons in
2023), with the integration of
acquired units

**22
thousand tons**
of cement certified with
ECOCEM50 green seal
(~275 kgCO₂e/ton of cement)



Mining

New production
record:

**42.6
million
of tons**
(+26% in the year)



Energy

33 energy assets
in the portfolio, totaling 2,026 MW
of installed capacity

Commercialization of surplus energy

on the free market, certified
I-REC since May 2023



Logistics

832 km
of TLSA railway already
concluded



Pile of iron ore at the
Casa de Pedra mine
(Congonhas, MG)



HUMAN CAPITAL

100 %
of employees
trained in compliance

**Adherence to the
Citizen Company Program,**
which extends the period of
maternity and paternity leave
in all units in Brazil

11.6 %
increase in female
representation in the
workforce in the year

19.7 %
increase in female
representation in leadership
positions in the year

54.4 %
of blacks and browns in the
workforce in the year

Employees at an
integrated cement
factory (Barroso, MG)

INTELLECTUAL
CAPITAL

Spinoff of Circula+

a circular economy platform
boosted by the activities
of CSN Inova

73 innovation

projects under development

Selene Project

contributes to
decarbonization of
CSN Paraná unit

Employee
in research
laboratory
(Congonhas, MG)





**SOCIAL & RELATIONSHIP
CAPITAL**

**R\$ 57
million**

invested in
social responsibility


**5,700
youngsters**

benefiting from the
CSN Foundation

**104
social projects**
supported

**751
students**
with scholarship

 Students of Garoto Cidadão
project, from CSN Foundation
(Congonhas, MG)



Aerial view of the Itaúba Hydroelectric Power Plant (Pinhal Grande, RS)

NATURAL CAPITAL

100%

of electricity in Brazil self-generated from renewable sources

11.5%

reduction in CSN Mineração's emissions intensity in the year

3.0%

reduction in CSN Cimento's emissions intensity per ton of cementitious in the year

Decarbonization target

of CSN Cimentos submitted to Science Based Target Initiative (SBTi)

Assessment

of nature-related risks and opportunities based on the TNFD framework

Awards and recognition

CDP (Disclosure Insight Action)

The CSN Group achieved, for the first time, an A- grade in the CDP Climate Change and Water Security questionnaires. The performance allowed the Company to achieve a leadership position in the CDP. CSN Mineração obtained a B grade in both questionnaires.

Top Rated Companies (Sustainalytics)

CSN was included in the list of companies with the best scores in the sector in Sustainalytics' Global ESG Risk Rating. The Company obtained a score of 26.7 in the most recent evaluation and received the Industry Top Rated seal. CSN Mineração was rated 23.1 in 2023.

S&P Global Sustainability Yearbook 2023

The CSN Group was also recognized in the yearbook prepared by S&P Global with the Industry Mover seal, as the company in the steel sector that has made the most progress in ESG practices globally, and is also the only Brazilian company in the mining, steel and civil construction sectors listed in the 2023 Yearbook.

MSCI ESG Ranking

The CSN Group advanced in the MSCI ESG ranking in 2023, evolving its score from B to BB. The evaluation considers a scale from CCC to AAA.

TOP Open Corps Ranking 2023

CSN ranked 41st on the list of the 100 companies that hired and innovated the most with startups in Brazil in 2023. The ranking is prepared annually by 100 Open Startups.

Paraná Climate Seal

The CSN Paraná unit received the Climate Seal from the Government of the State of Paraná, for its transparency in disclosing information about its greenhouse gas emissions and for adopting good practices with the aim of reducing its carbon footprint.

Human Rights and Diversity

The Garoto Cidadão project, from the CSN Foundation, was recognized with the Human Rights and Diversity Seal, from the Municipal Secretariat of Human Rights and Citizenship of São Paulo, and the Sesi SDG 2023 Seal, from the Social Service of Industry.

Learning Partner Company

The CSN Foundation was recognized by the Municipal Chamber of Volta Redonda (RJ) for its support to the municipality's Apprentice Registry, with emphasis on the Learning Connection and Empower to Grow projects.

Mover Challenge

In 2023, the CSN Group stood out in the Mover Challenge, which engaged 49 companies from different sectors in the racial literacy of employees and leaders. The Company was recognized with two gold, one silver and one bronze trophies.

Great Place to Work

CSN Cimentos achieved Great Place to Work certification in 2023, with a favorability rate of 83% and a survey adherence rate of 88%.

ABRH-SP Human Being Award 2023

CSN Cimentos was champion in the Development category, with the project "Industrial academy: developing team skills through corporate education". The recognition is promoted by the São Paulo regional of the Brazilian Association of Human Resources.

Supplier of the Year

For the second time, CSN won the General Motors award, which recognizes the company's best partners. The innovation and quality of the Company's steel were differentiators for the recognition.

Women in Leadership Award

CSN Cimentos was recognized in the Construction Industry category of the 2022/23 edition of the Women in Leadership Award. Promoted by the NGO Women In Leadership In LatinAmerica (WILL), in partnership with Valor Econômico and Editora Globo and with methodology from the Ipsos Institute, the research highlights companies with the best practices, policies and processes for promoting female leadership.

The CSN Group

The CSN Group is the largest integrated Brazilian conglomerate in the basic industry. With 83 years of history, the Company operates synergistically in the mining, steel, cement, energy and logistics sectors – a set of businesses essential for Brazil’s economic growth and sustainable development.

Headquartered in the city of São Paulo, its production units are located in 15 different states, in all regions of the country. It also has production units in Germany and Portugal, as well as commercial offices in strategic countries for international operations – the most recent one was opened in 2022, in New York (United States). The Company’s shares are listed on the São Paulo (B3) and New York (NYSE) stock exchanges.

The CSN Group’s operations are complemented by CSN Inova, a platform that leverages the search for new solutions and technologies aimed at increasing efficiency and productivity with a focus on ESG. In just five years of existence, CSN Inova already has more than 70 projects in its portfolio distributed among the Company’s different businesses.

The entire business model is strengthened by investments and social projects developed by the CSN Foundation, one of the oldest and longest-running business foundations in Brazil. With 62 years of activities completed in 2023, the CSN Foundation is present in 37 territories with the purpose of transforming lives and communities.



 *Integrated
cement factory
(Arcos, MG)*

CSN GROUP'S ASSETS

2 iron ore
production
mines

3 iron ore
processing
plants

1 tin
production
mine

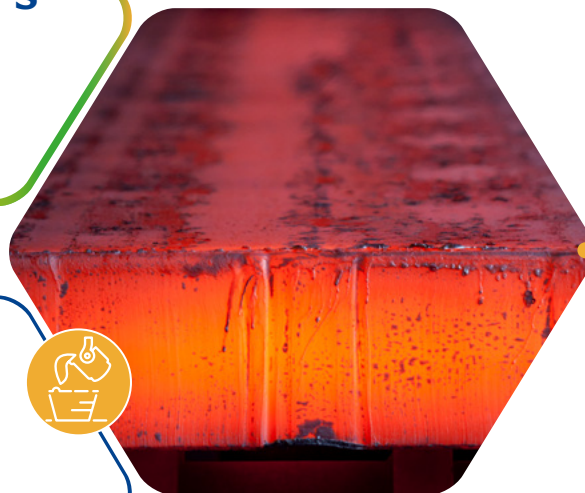


2 steel
production
plants (Brazil
and Germany)

3 rolling
and galvanizing
units

6 metal
packaging
production units

18 steel
distribution centers



7 integrated
cement
factories

6 grinding
units

8 concrete
and aggregate
units

21 cement
distribution
centers

+ than 50
franchised
stores



1 solid bulk port
terminal (iron ore)

1 container
port terminal



4,089 km
of railway network²

2. Considers all MRS railways (direct participation of 18.64%), FTL and Transnordestina, with construction works.



13 hydroelectric
plants (HPPs)¹

11 small
hydroelectric plants
(SHPPs)¹

3 cogeneration
plants (TPPs)

3 hydro
generating plants
(HGPs)

3 wind
farms¹

1. CSN is a minority shareholder in seven HPPs, one PCH and three wind farms.

Operations map

Through its five business segments, the CSN Group has production units in 15 Brazilian states, United States, Portugal and Germany.



Click on the icon of each business segment to check out where its production units are located.

Essence of CSN Group

Doing well

We are a reference in what we do, always seeking operational excellence. We act with passion, we take care of ourselves and achieve consistent results, with safety, quality and satisfaction of our customers.

Doing more

We do more with less by being innovative and committed. We constantly seek to optimize results and processes for continuous and responsible growth.

Doing it forever

Our learning is constant so that we can always act to build a sustainable future. This is our success.

Mission

To act in an integrated and innovative fashion, generating development in a sustainable and perpetual manner.

Vision

To be the most respected and globally recognized national group, strengthening the meaning of Being Brazilian.

Values

Our path is one of respect for life, ethics and the planet;
Our focus is on operational excellence;
Our solutions are innovative and integrated;
Our strength comes from people who make a difference;
We are proud to be CSN.

Business model

The operational diversification of the CSN Group is a fundamental competitive differentiator for long-term value generation. In 2023, even with greater cost and competitive pressure for the Brazilian steel sector, the results achieved in mining, cement and logistics supported the growth in revenue and maintenance of cash generation capacity.

The international expansion of this integrated and diversified business model is part of the Company's strategy. Last year, the employee internationalization program began in the United States and European markets, focusing on identifying opportunities for growth (learn more on page 106).



Employee at CSN Paraná (Araucária, PR)

Business model

To synthesize the generation of financial and non-financial value in our activities, we adopted the business model representation of the International Integrated Reporting Framework (IIRC). On this page developed with interactivity, we highlight the flow of value in our Company using the six IIRC capitals.



Click on the icons for each capital to learn about the main inputs and value generation KPIs.

Inputs



Operational model



Value generated



Mining

In the mining segment, the CSN Group operates through its subsidiaries CSN Mineração S.A. (CMIN), Estanho Rondônia S.A. (ERSA) and Minérios Nacional S.A.

CSN Mineração S.A. (CMIN) is the second largest exporter of iron ore in Brazil and the seventh largest in the world, with certified reserves of more than 2 billion tons. The Casa de Pedra and Engenho mines, located in the iron quadrangle of Minas Gerais, are the main areas in which mineral extraction occurs. The high-quality

iron ore produced by CSN Mineração supplies steel production at the Presidente Vargas Steelworks (UPV), in Volta Redonda (RJ), and is exported through TECAR, a port terminal for loading and unloading bulk cargo in Itaguaí (RJ).

At Minérios Nacional, iron ore production occurs through the processing of tailings at the Fernandinho mine, located in the city of Rio Acima (MG). The CSN Group subsidiary has an annual

production capacity of 1 million tons. In addition, it has the mining rights to the Cayman and Pedras Pretas reserves.

ERSA, located in Rondônia, extracts cassiterite at the Santa Bárbara mine, in the municipality of Itapuã do Oeste, and smelts the ore for tin production in the city of Ariquemes. The unit has the installed capacity to produce 3.2 thousand tons of tin per year, an essential raw material for the production of tinplate, a steel used in the production of metal packaging.



2.1 billion tons
in certified reserves of CSN Mineração



Hexagon icon Pile of iron ore in Casa de Pedra (Congonhas, MG)

Hexagon icon Mining equipment in Casa de Pedra (Congonhas, MG)



Mining expansion

CSN Mineração plans to invest R\$ 15.3 billion to expand its production capacity by 2028. The projects designed for this growth will add 28.4 million tons to the Company's annual production capacity (currently at 33 million tons).

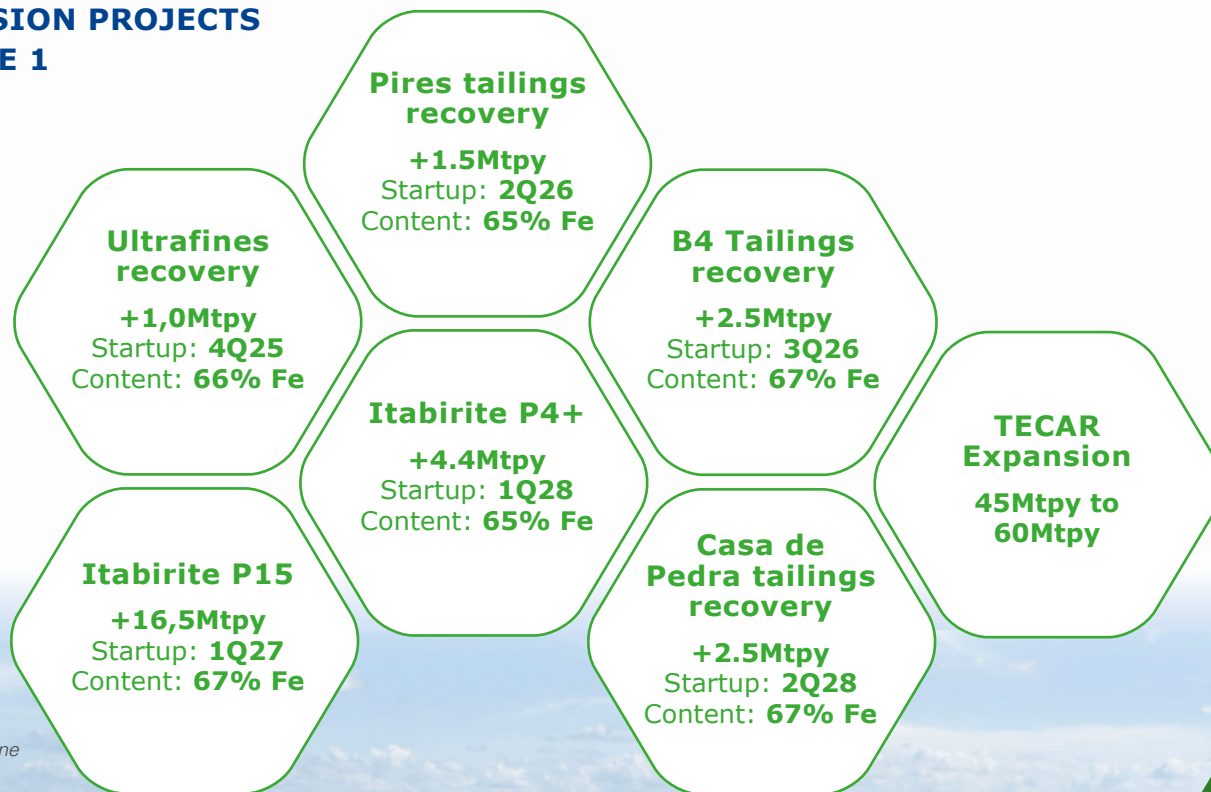
The investment is directed to Phase 1 projects, with emphasis on the itabirite processing plant (P15). It also includes actions for the recovery of tailings and ultrafines from dams that are in the process of de-characterization, in addition to the expansion of TECAR's capacity to 60 million tons per year (currently at 45Mtpy).


Another benefit of CAPEX directed to new projects is the increase in the quality of iron ore. With the installation of the P15 plant, scheduled to start operating in 2027, the iron content will reach 67%.

The high quality of P15's iron ore allows it to be used for the production of pellets and HBI (hot briquetted iron), a product that contributes to the reduction of CO₂ emissions in steel production. To this end, CSN Mineração announced in 2023 its participation in the Low-Carbon Iron Hub in the United Arab Emirates. The initiative is a joint-venture for the production of direct reduction pellets, HBI and other types of products for export – CMIN will be able to participate with up to 10% of the project.

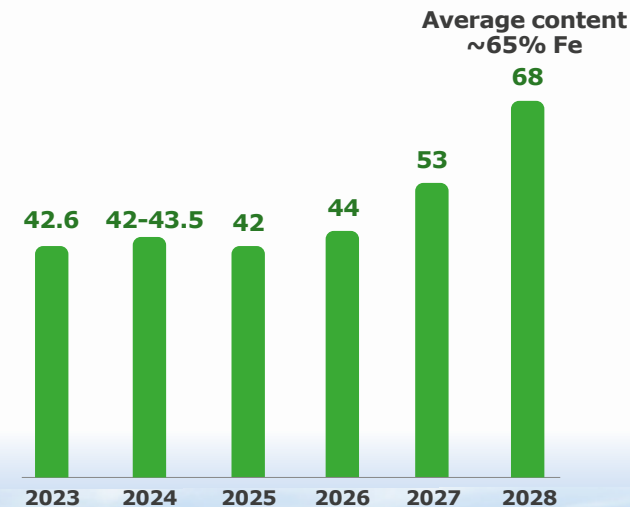
By 2028,
R\$ 15.3 billion
will be invested
to expand
CSN Mineração's
production
capacity to
61.4 million tons

EXPANSION PROJECTS - PHASE 1



 Aerial view of the Casa de Pedra mine (Congonhas, MG)

Volume of production + purchased (Mtpy) - Phase 1



R\$ 15.3 billion
in investments
(average of R\$ 3 billion per year)

+ 28.4Mtpy
capacity

Performance in 2023

CSN Mineração reached a new production record in 2023, attaining 42.6 million tons of iron ore (own and third-party purchases). This volume represents a growth of 26% compared to the previous year.

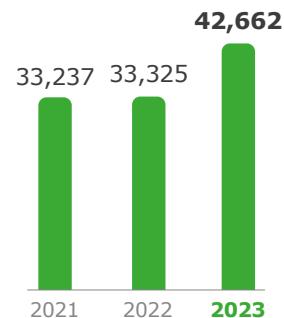
Iron ore sales also grew 28% year on year (total of 42.7 million tons), driven by the heating up of demand in China for steel production. The year was also marked by an improvement in price levels.

Adjusted net revenue totaled R\$ 17.1 billion, 37% higher than in the previous year, reflecting a higher volume of shipments and higher price realization in the period.

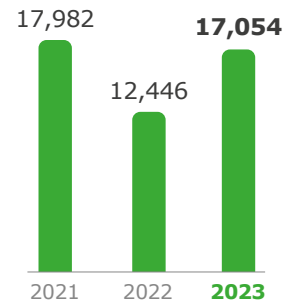
This result is also due to projects aimed at increasing efficiency in CMIN's operational and logistics processes. The Company has invested in projects to optimize production even in periods of greater rainfall, maintaining inventories close to the processing plants.

With the support of CSN Inova, CMIN implemented a technology for water drainage in the sinter feed piles at the Casa de Pedra mine. This solution reduces the moisture content of iron ore, improving rail and sea transport. The innovation also provides financial gains, such as the reduction of demurrage (cost of the ship sitting idle waiting for loading).

CSN Mineração sales volume
(thousand tons)



CSN Mineração adjusted net revenue
(R\$ million)



Iron ore reclaimer at TECAR port (Itaguaí, RJ)

Steel industry


The CSN Group operates in an integrated and vertical manner across the entire steel production chain, from the extraction of iron ore (with CMIN) to the sale of finished products. The Presidente Vargas Steelworks (UPV, acronym in Portuguese), located in Volta Redonda (RJ), is CSN's largest production unit, with a production capacity of 5.6 million tons of steel per year.

UPV's diversified product line advances in the production chain through a robust integrated structure of the CSN Group, which adds value and meets the quality and innovation demands of customers in different industrial segments. In Brazil, CSN Porto Real and CSN Paraná produce and sell galvanized steel, galvalume and pre-painted steel, used in civil construction and by manufacturers of vehicles and household appliances, among other uses.


 Employee at the CSN Porto Real (RJ) unit

5.6 million
tons of steel per year of production capacity at UPV



 Pombo anilhaut as sinci ut eosan la vent quis na





Abroad, the steel produced by UPV supplies the production of Lusosider, in Portugal. With a production capacity of up to 550 thousand tons per year, the unit produces cold-rolled steel and pickled & oiled steel, in addition to selling tinplate produced in Brazil.

In Germany, SWT is another production unit of the CSN Group specialized in the production of profiles (long steel), used in civil construction. SWT has an annual installed capacity of 1.1 million tons and a high-tech manufacturing park, with an electric arc furnace (FEA) that enables the production of steel with the Green Steel seal, due to the low intensity of CO₂ emission.

In 2023, SWT produced 771 thousand tons of steel with an emission factor of 0.21 tons of CO₂ per ton of steel. This volume received the Green Steel seal for being produced from scrap recycling and using 100% renewable electricity



 Prada Embalagens
production line
(São Paulo, SP)

The integrated presence of the CSN Group in the steel chain advances with the operations of Prada Distribuição, responsible for the processing and distribution of high-quality flat and long steel for the automotive, civil construction, household appliances, packaging industries, among other segments. With the same expertise, the Company serves clients all across Brazil.

In the United States, the CSN Group has CSN LLC, a steel import and distribution unit for the North American market. Among the various products sold in the northern hemisphere are galvanized steel, galvalume, pre-painted coils, tinplate, cold-rolled, hot-rolled and long steel.

Prada Embalagens completes the integration of the CSN Group into the steel and metallurgical chain. The company has manufacturing units in São Paulo, Paraná, Rio de Janeiro, Minas Gerais, Goiás and Rio Grande do Sul. It is one of the main manufacturers of cans and steel packaging in Brazil, with the capacity to transform more than 65 thousand tons of steel per year.

CSN Group companies in Brazil and the United States complement integrated operations in the steel chain

Modernization of UPV

Operational excellence and increased productivity are at the heart of CSN's strategy to strengthen its ability to capture opportunities and generate value in the steel production chain. The plan designed for the UPV covers a series of initiatives aimed at operational improvements and the modernization of the industrial park.

Process improvements began in 2022 and will continue in the coming years. They cover modernization, maintenance and repair actions on equipment in the blast furnace, coke oven, sintering, steelmaking and hot rolling processes for the production of steel plates – one of the main products exported by CSN.

The evolution also foresees investment in the operational training of employees, with a focus on improving good practices and materializing the concepts of lean manufacturing and continuous improvement. One of the goals is to achieve the formation of approximately one thousand continuous improvement groups at UPV.

By 2028, an investment (CAPEX) of R\$ 7.9 billion will be made aimed at increasing production volume and recovering margins in product sales. More than R\$ 400 million has already been made in 2023, with the beginning of coke batteries renovation and dedusting initiatives in sintering, improving environmental performance.

The benefits of these investments will be realized in the short term. Once completed, the modernizations and improvement actions have the potential to add up to R\$ 2.8 billion to CSN's EBITDA until 2028.

In 2023, CSN invested more than R\$ 400 million in UPV modernization projects, focusing on operational improvement and environmental and productivity gains



Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)

Performance in 2023

CSN's performance in the steel industry was impacted by internal and external factors. In the first half of 2023, operational bottlenecks reduced productivity at UPV, which was normalized from the second half of the year with maintenance and improvement actions.

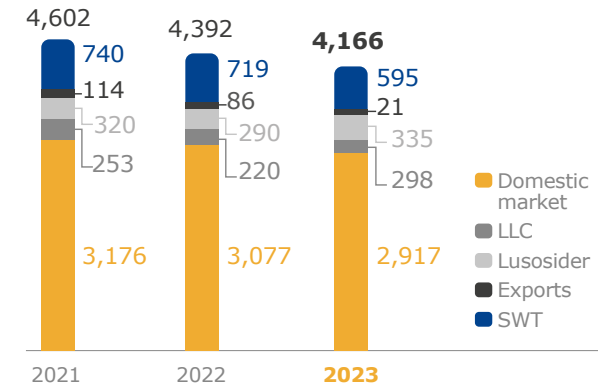
Externally, the entire Brazilian steel sector was affected throughout the year by the significant increase in steel production in China, which influenced international prices and sales volume in Brazil. The apparent consumption (national and imported) of steel in Brazil was 23.9 million tons, according to the Instituto Aço Brasil (IABr), an increase of 1.5% in the annual comparison. The presence of imported products in the domestic market grew by 50% on the same basis of comparison, caused by imbalances in import tariffs for steel products. In the United States and Mexico, for example, rates are 25%, while in Brazil they vary between 10% and 15%.

In this context, CSN's total sales in the steel industry reached 4.2 million tons in 2023, with 70% destined for the domestic market. This result reflects the success of the commercial strategy of serving a

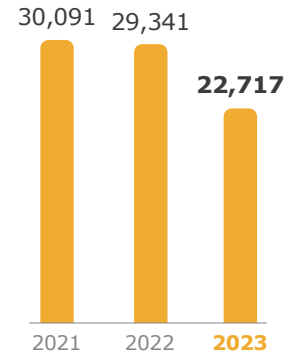
diversified customer base in multiple markets, with a complete portfolio of products with high added value.

Net revenue reached R\$ 22.7 billion, a reduction of 23% in the annual comparison. Adjusted EBITDA totaled R\$ 1.8 billion, a reduction of 70% compared to 2022. If there are measures to institute controls on the entry of imported steel into Brazil, the expectation is for profitability in the steel industry to normalize from 2024 onwards, with the resumption of productivity in the UPV associated with signs of recovery in Brazilian industry drove by the growth of the automobile and truck, white goods and agricultural machinery sectors and continued investment in civil construction.

Sales volume in the steel industry
(thousand tons)



Net revenue in the steel industry
(R\$ million)



Production of long steel at the Presidente Vargas Steelworks - UPV (Volta Redonda, RJ)

19%
of production
was classified
as green steel
in 2023

Cement


In 2023, CSN Cimentos consolidated its position as the second largest cement producer in Brazil. The Company completed the integration of all units acquired in 2022 and captured synergies, with financial gains of around R\$ 360 million.

With an installed capacity of 17 million tons per year, CSN Cimentos has a strong presence in the Southeast, Midwest and Northeast regions of Brazil. With 13 industrial units (7 integrated plants and 6 grinding units) and 8 aggregates and concrete units, the Company has a diversified portfolio of high-quality technical products to serve different customer profiles.

With the acquisitions and integration of new plants, CSN Cimentos showed growth in sales of technical cements, aggregates and concrete. These products serve specialized construction clients, with solutions to optimize the production processes of construction companies in different applications. Bulk products already account for almost 40% of CSN Cimentos' sales mix.

The growth of CSN Cimentos also boosts the sale of bagged cement, product recognized by consumers for its high quality and efficiency. The increase in Distribution Centers and geographic diversification make it possible to meet demand in different states, with competitive costs and more efficiency in distribution logistics (freight reductions, optimization of the modal mix and other solutions).

R\$ 360 million
in gains from capturing synergies in the integration of new units


 Integrated cement factory (Barroso, MG)



CSN Cimentos has limestone mines in all of its integrated plants, including the Bocaina mine, located in Arcos (Minas Gerais), which supplies essential fluxes such as calcitic limestone and dolomitic limestone for steel production at UPV.

Another innovation by CSN Cimentos was its entry into the agribusiness segment, offering agricultural limestone. This portfolio diversification takes advantage of the opportunity to optimize existing assets to serve a market with differentiated profitability and maximize mineral resources and mining rights. The Company also evaluates growth opportunities through acquisitions (M&As) in regions with strategic potential for the integrated growth of cement and agribusiness operations.

Limestone extracted from CSN Cimentos mines is used in cement production and in other production chains

 Employee at an aggregates unit of CSN Cimentos (Cajamar, SP)



JUNTOS E AINDA MAIS
FORTAÇOS

Fortaço Network, innovation in distribution

CSN Cimentos products are sold by Rede Fortaço, a franchise model for transforming neighborhood construction materials stores. With more than 50 retail points in operation in 2023, the network offers a series of benefits for both end consumers and store owners.

In addition to CSN's complete line of cements, Rede Fortaço reached the market with comprehensive solutions for construction and renovation projects, offering everything from basic materials to finishes. The chain's stores also offer differentiated financial services such as their own credit card, Hubcred, Parcelize, PicPay, PagSeguro, among others.

For technical customers, such as construction companies, CSN Cimentos sells its products through 21 distribution centers spread across Brazil.



Integrated
cement factory
(Arcos, MG)

Innovation and sustainability

In its operating model, CSN Cimentos adds value and sustainability to its products to benefit customers from different segments. In 2023, the Company started producing ECOCEM50, a high-resistance cement produced with low carbon emissions.

Used in the development of concrete, ECOCEM50 exceeds the limits of NBR 16697 for high-performance cements. The technology reduces the demand for clinker in the manufacture of cement, replacing the input with alternative, low-carbon materials. The product has already been used in projects for the construction of buildings, dams and highway expansions in the states

of Minas Gerais and São Paulo. With emissions close to 275 kgCO₂e per ton of cement, more than 22 thousand tons of the ECOCEM50 have already been produced in 2023.

Another highlight of CSN Cimentos is the expansion of Revalora, a waste management platform that promotes the circular economy in the cement production process. Co-processing technology allows urban and industrial waste to be used as alternative fuel or raw material substitutes, replacing fossil fuels and non-renewable materials in clinker kilns. With this action, CSN Cimentos contributes to avoiding the disposal of waste in landfills and reduces greenhouse gas emissions.

In 2023, Revalora allowed for the reuse of 710 thousand tons of waste as an alternative fuel in the CSN Cimentos production process

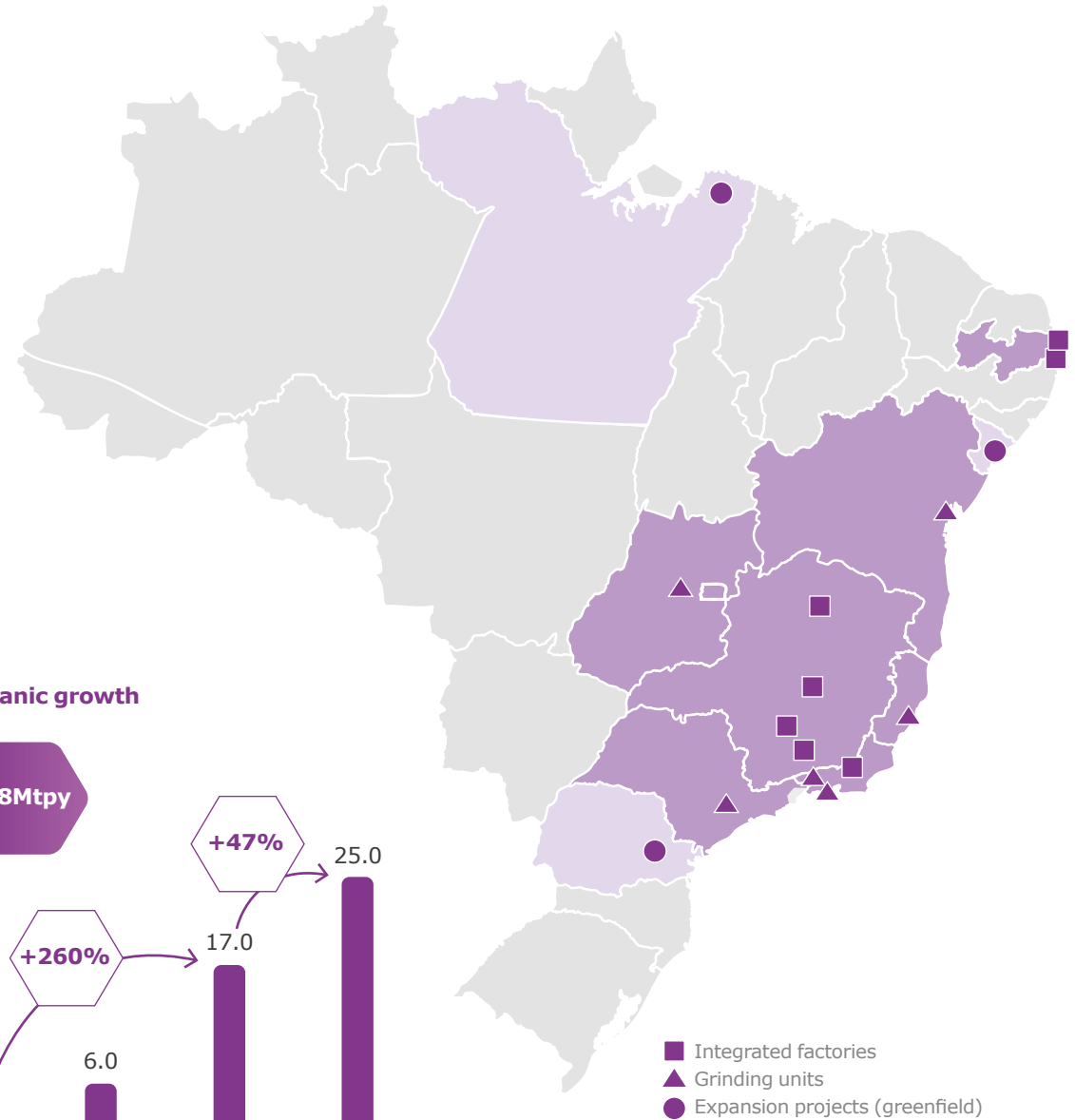
Growth in cement

CSN Cimentos has plans to expand its operations in the Brazilian market, extending its geographic diversification in the North, Northeast and South regions of Brazil. With a planned investment of R\$ 5 billion, the Company plans to install three new integrated plants.

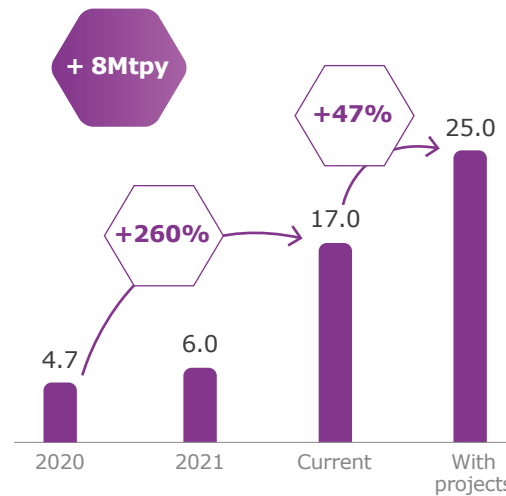
With this evolution, CSN Cimentos will significantly increase its installed capacity, going from the current 17 Mtpy to 25 Mtpy. The strategy is driven by the positive track record of integrations and capture of synergies carried out in 2023.



Employees at an integrated cement factory (Arcos, MG)



Organic growth



- Integrated factories
- ▲ Grinding units
- Expansion projects (greenfield)

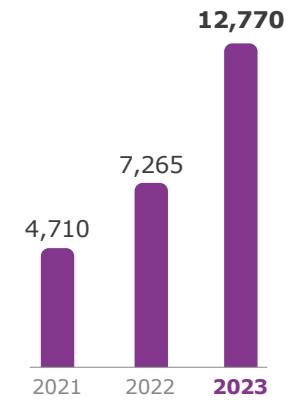
Performance in 2023

CSN Cimentos showed growth above the market average in 2023. The Company's sales volume increased 76% compared to the previous year, reaching 12.8 million tons, while the sector registered stability on the same basis of comparison, according to data of the National Cement Industry Union (SNIC, acronym in Portuguese).

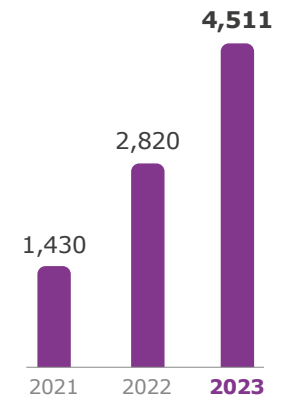
Net revenue totaled R\$ 4.5 billion, a growth of 60% year on year. The result reinforces the more assertive commercial strategy, mainly for the structured and bulk cement market.

CSN Cimentos' adjusted EBITDA increased by 24%, reaching R\$ 975 million, reflecting the capture of synergies achieved with the integration of new plants.

Sales volume in cement
(thousand tons)



Net revenue in cement
(R\$ million)



Loading area in an integrated cement factory (Barroso, MG)



Energy

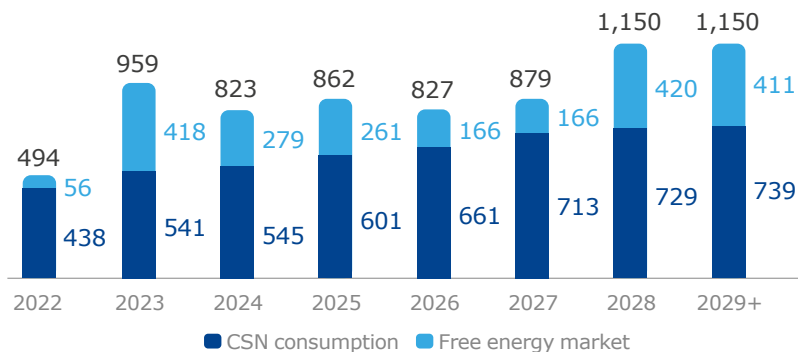
CSN Energia is a strategic company for the CSN Group's integrated business model. With the acquisitions of 21 generating plants from CEEE-G, PCHs Sacre and Santa Ana, HGP Cachoeira dos Macacos and HHP Quebra-Queixo (99.9% CMIN), the Company reached 2,026 MW of installed capacity.

Its assets also include two Thermolectric Cogeneration Plants (CTE1 and CTE2) and a Top Recovery Turbine (TRT), installed at the UPV. It also has a stake in the Itá Hydroelectric Plant (ITASA), on the border of Santa

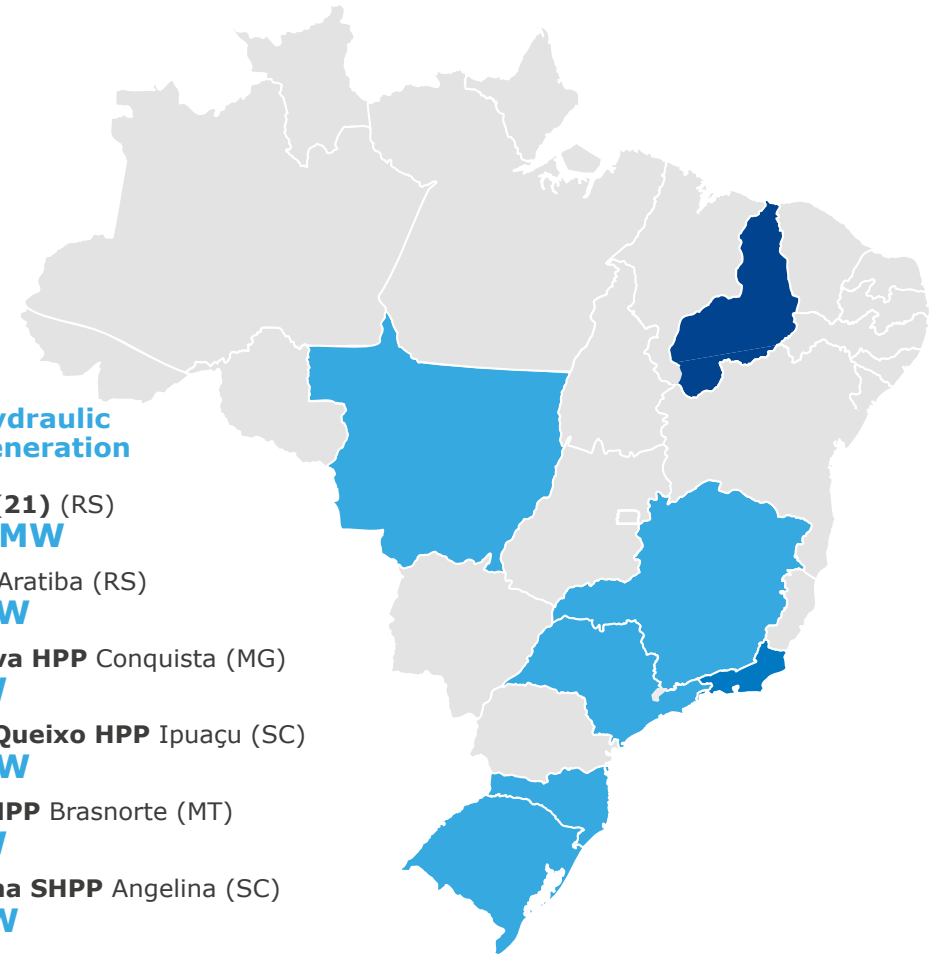
Catarina with Rio Grande do Sul, and in the Igarapava Hydroelectric Plant, located in the city of Conquista (MG).

With this generation capacity, CSN Energia provides 100% of the electricity required by the CSN Group's businesses, entirely from renewable sources. The surplus is sold in the free energy market, with renewable energy certification (I-RECs) – which contributes to the decarbonization journey of other industries.

Projection of use of generated energy¹



¹ Considers effects of the GSF and technical losses, in addition to the issuance of authorization from ANEEL, in 2024, for Photovoltaic Generating Plant (PGP) Floriano.



Hydraulic generation

CEEE-G (21) (RS)
1,134 MW

Itá HPP Aratiba (RS)
428 MW

Igarapava HPP Conquista (MG)
38 MW

Quebra Queixo HPP Ipuaguá (SC)
120 MW

Sacre SHPP Brasnorte (MT)
30 MW

Santa Ana SHPP Angelina (SC)
6.3 MW

Cachoeira dos Macacos HGP
Perdizes (MG)
3.4 MW

Cogeneration

UTES: TRT, CTE1, CTE2
Volta Redonda (RJ)
267 MW

Wind generation

EOL Ventos do Sul (3)
Osório (RS)
15 MW

Povo Novo Project (3)
Rio Grande (RS)
52 MW

Photovoltaic

Floriano PGP Project
Floriano (PI)
1,200 MW

In 2023, CSN Energia focused on the integration of CEEE-G, whose assets are located in Rio Grande do Sul. In this first year, the Company promoted an organizational restructuring and achieved relevant cost reductions that will be expanded in the coming years.

Self-production of energy adds competitive advantages to the CSN Group's financial strategy. CSN Energia's assets reduce exposure to energy price fluctuations, which tend to increase in periods of poor rainfall.

CSN Energia has also been investing in diversifying its generation portfolio and increasing installed capacity. One of the main projects underway is the Floriano Project, a photovoltaic plant planned in the state of Piauí with capacity to add another 1,200 MW. The energy generated in Floriano will have incentives that guarantee discounts on tariffs for using the transmission and distribution systems, adding value to CSN Energia's operations.

Another initiative is the development of the Generation Operation Center (GOC), from which the energy generation operation in controlled assets will be managed. With this structure, CSN Energia will achieve scale economy and synergies that will increase its competitiveness. The Company has also been involved in projects to expand SHPPs, with a focus on maximizing returns from increasing the physical guarantee of hydraulic assets, and in the development of three wind farms in Rio Grande do Sul, acquired in the CEEE-G portfolio.

The expansion and diversification of the energy generation portfolio add competitive advantages to the CSN Group

Passo Real
Hydroelectric Plant
(Salto do Jacuí, RS)

Performance in 2023

CSN Energia's performance is directly related to energy prices practiced on the free market. Throughout 2023, the Difference Settlement Price (PLD, acronym in Portuguese), which guides energy purchase and sale operations, remained below historical averages, due to the higher water level in the hydroelectric reservoirs.

The total volume of energy traded in the year was 7.28 thousand GWh, which totaled a net revenue of R\$ 546 million – 86% higher than the previous year, due to the integration of new generation units.

Total adjusted EBITDA in 2023 was R\$ 144 million, which reflects the significant growth of the segment. Furthermore, incremental EBITDA of R\$ 584 million was generated, related to cost reduction in other segments as a result of self-sufficiency in renewable energy.

Free natural gas market

The migration to the free natural gas market is one of the main opportunities mapped by CSN Energia. The operation can result in a reduction of up to 12% in the energy input tariff, through direct negotiation with producers. Due to the operation of UPV and the other units in the state, CSN is the largest industrial consumer of natural gas of Rio de Janeiro. With the advancement of legislation and the opening of the sector, the Company has the opportunity to achieve cost reductions in the short term and open new opportunities for other businesses, strengthening the competitiveness of the national industry.



Employees at the Itaúba Hydroelectric Plant (Pinhal Grande, RS)

Section of railway managed by TLSA (Salgueiro, PE)

Logistics

The CSN Group's operations in the logistics sector boost the Company's ability to add value to its different businesses through efficiency and innovation in the transport of raw materials and products.

In port logistics, the Company holds the concession for Sepetiba Tecon, a port terminal for cargo concentration, container movement and finished

products at the Port of Itaguaí (RJ). CSN Mineração also operates TECAR, a port terminal for shipping iron ore and receiving coke and coal, strategic inputs for the steelmaking chain.

The CSN Group is also present in important sections of the country's railway network, with a 33.7%¹ stake in MRS Logística S.A. – operator of 1,643 kilometers in the states of Minas Gerais,

São Paulo and Rio de Janeiro; controlling interest in FTL (Ferrovia Transnordestina Logística), a private operator of 1,237 kilometers connecting the ports of Itaqui (Maranhão), Pecém and Mucuripe (both in Ceará); and controlling interest in TLSA (Transnordestina Logística S.A.), responsible for the construction of 1,206 kilometers of railways that will connect Piauí and Pernambuco to the port of Pecém (Ceará).

With port-rail integration, the CSN Group obtains important competitive advantages for the flow of production across all businesses. Gains of scale and synergies between operations boost the competitiveness of the sectors and excellent service to all customers.

1. Direct interest of 18.75% (CSN) and indirect interest of 14.95% (CMIN) in the share capital of MRS Logística S.A.

4,089 kilometers of railways managed




Furthermore, the Company seeks to extract maximum value from logistics assets, identifying opportunities to enhance the natural vocations of each type of infrastructure.

One of the main examples in this sense is the modernization of Sepetiba Tecon, which started to operate with new RTGs (Rubber Tire Gantry Cran) with a focus on cargo diversification and verticalization of the logistics chain. The asset's distinguishing features are its proximity to the country's main industrial centers and the terminal's integration with MRS rail access, combined with the one-stop shop operating model.

In the railway segment, the renewal of concessions under the Federal Government's Logistics Investment Program (PIL) is a lever for new investments. The MRS concession was renewed until 2056, with associated investments of R\$ 11 billion. The renewal of the FTL was requested to ANTT.

At the same time, TLSA continues to advance in the execution of phase 1 of the new section of the trans-northeastern railway. The works already reached around 70% of the physical progress and activities are expected to begin in 2027, enabling the transport of grains, ores, fertilizers, fuels and cement in the Northeast region of Brazil.

 Sepetiba Tecon port terminal (Itaguaí, RJ)



Performance in 2023

In 2023, the logistics business showed growth compared to the previous year. Railway logistics achieved net revenue of R\$ 2.6 billion (14% higher than 2022) and an adjusted EBITDA of R\$ 1.3 billion (+21%).

Port logistics reached R\$ 266 million in net revenue (-13% in the annual comparison) and an adjusted EBITDA of R\$ 54 million (-40%). The Sepetiba Tecon terminal shipped 1.1 million tons of steel products, 58 thousand containers, 35 thousand tons of general cargo and 659 thousand tons of bulk cargo, consolidating its operations with a diversified portfolio mix.

The 21% growth in railway logistics EBITDA demonstrates the efficiency gain and improvement of the executed cargo strategy

 Sepetiba Tecon
port terminal
(Itaguaí, RJ)

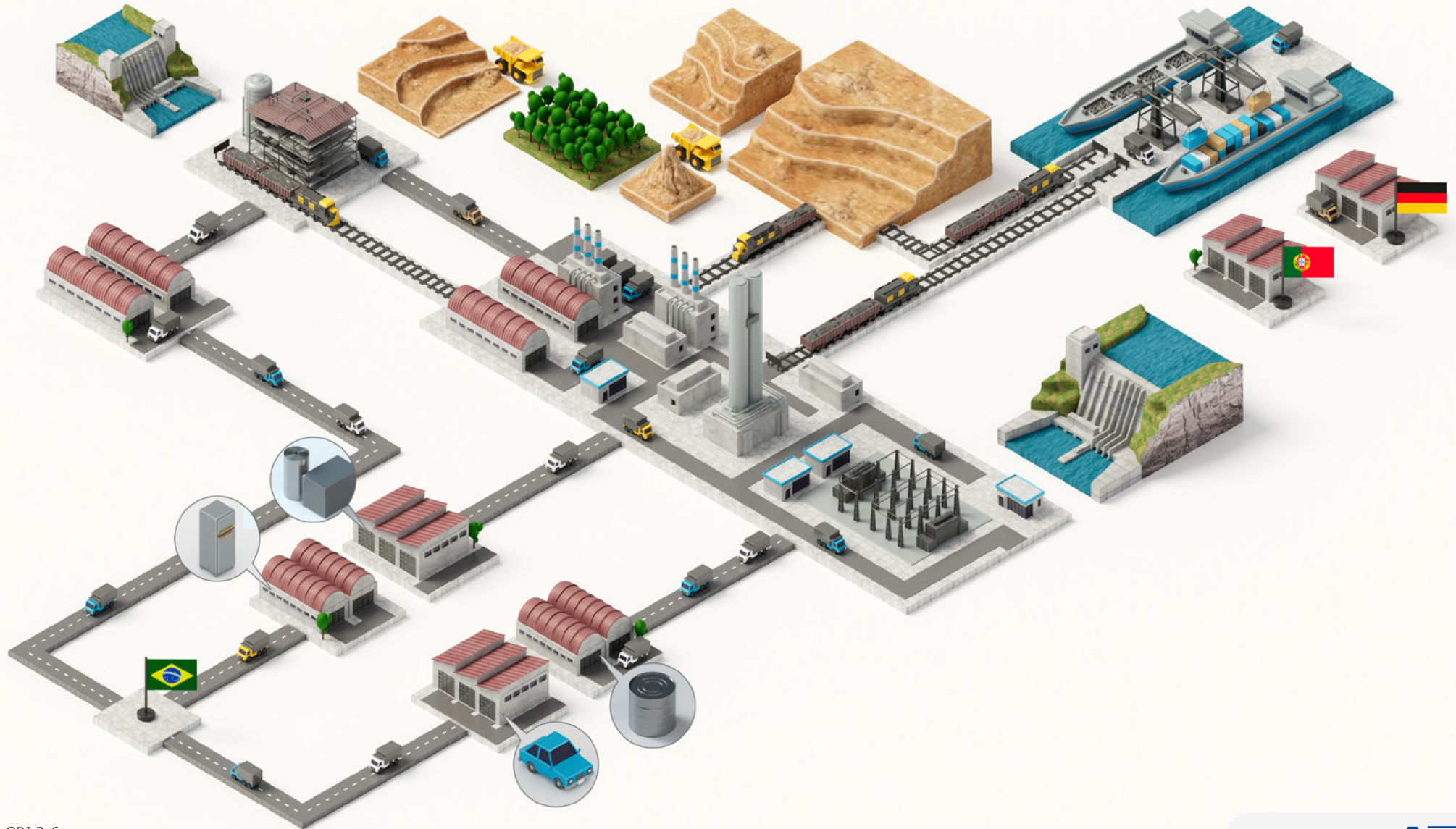


Integrated value chain

Our businesses are complementary and promote the circular economy, driving synergies and scale economies. On this page developed with interactivity, we highlight how the performance of each segment is integrated into a transversal view of our value chain.



Click on the icons
of each segment to understand
how this integration occurs





Employees at the
Faria Lima Office
(São Paulo, SP)

Performance of CSN Group

The business growth and diversification strategy boosted the CSN Group's results in 2023. The composition of a balanced operational portfolio made it possible to maintain positive financial indicators, overcoming the challenges of the global macroeconomic situation.

Net revenue totaled R\$ 45.4 billion, an increase of 2% compared to 2022. The result was mainly driven by the record sales volume of CSN Mineração, which captured opportunities with the recovery of prices on the international scene and improvements that resulted in record productivity.

CSN Cimentos also achieved significant results in the year, with the materialization of a more assertive commercial strategy, mainly for the structured and

bulk cement market. Furthermore, capturing synergies with the integration of new industrial units led to an expansion in margins.

The resilience of the CSN Group's business portfolio was decisive in reversing the challenges of the steel sector. Operational challenges and the drop in steel prices, associated with the greater entry of imported products into the national market, led to a decrease in sales volume and, consequently, in the Company's EBITDA.

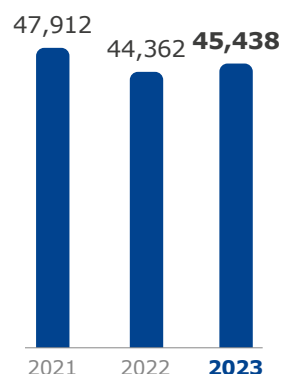
With a reduction of 13.8% compared to the previous year, EBITDA in 2023 totaled R\$ 11.9 billion, and net profit was R\$ 403 million, a reduction of 81% compared to the previous year.

The Company ended the year with R\$ 16.2 billion in cash. This volume is sufficient to support the planning for amortization of the net debt, which totals R\$ 30.7 billion (stable in relation to 2022) and has an average term of 14 years.

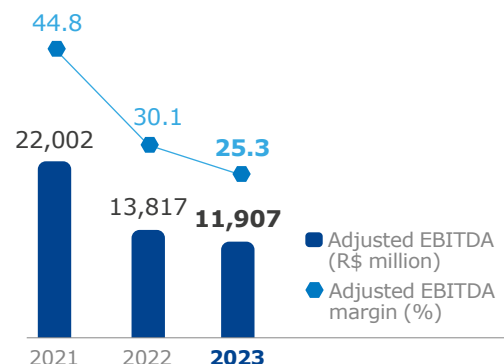
Financial strength is also important to boost the investment plan aimed at business growth and the modernization of industrial assets. In 2023, the total CAPEX carried out by the CSN Group was of R\$ 4.5 billion, an increase of 33% compared to 2022, with advances in CSN Mineração's expansion projects and repairs to UPV's coke batteries.

Reducing leverage, which ended 2023 at 2.58x (Net Debt/EBITDA) remains a strategic objective of the CSN Group.

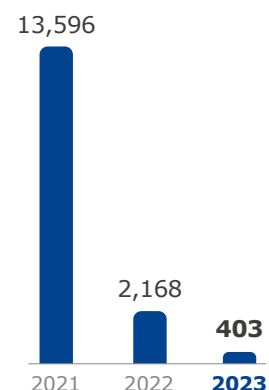
Net revenue (R\$ million)



Adjusted EBITDA

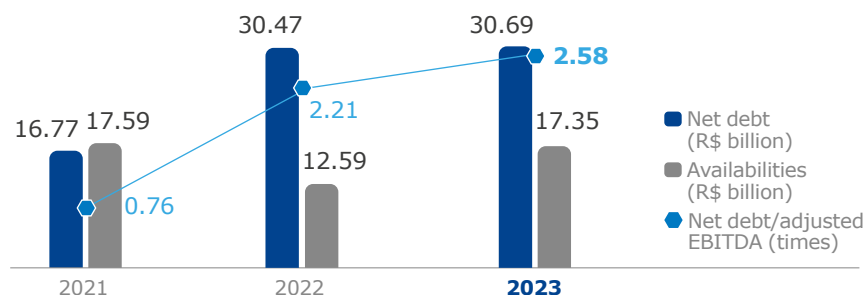


Net profit (R\$ million)

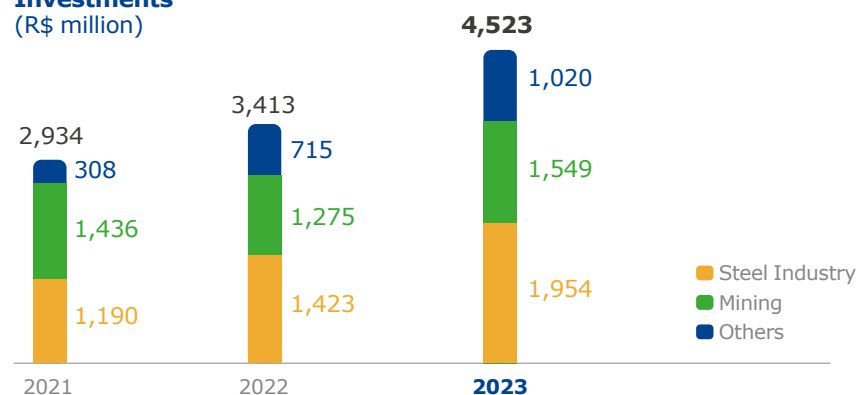


The added value distributed in 2023 totaled R\$ 11.28 billion, a reduction of 32% mainly due to the increase in inputs purchased from third parties. In the distribution of added value, the most significant portion is the remuneration of third-party capital (59% of the total), related to the payment of interest and rent and passive monetary and exchange variation.

Debt



Investments (R\$ million)



Statement of added value – main lines (R\$ million)

	2021	2022	2023
Revenues	57,886.65	51,013.43	51,328.48
Inputs purchased from third parties	(30,817.30)	(35,174.50)	(39,553.55)
Gross added value	27,069.36	15,838.93	11,774.93
Retentions	(2,212.41)	(2,870.23)	(3,372.07)
Net added value produced	24,856.95	12,968.70	8,402.86
Added value received in transfer	2,151.53	3,489.31	2,877.42
Total added value to be distributed	27,008.49	16,458.01	11,280.28
Distribution of added value			
Personnel and charges	2,307.07	2,862.78	1,687.76
Taxes, fees and contributions	7,183.93	4,655.50	2,493.68
Compensation of third-party capital	3,921.86	6,772.03	6,696.19
Compensation of own capital	13,595.62	2,167.70	402.65
Total added value distributed	27,008.49	16,458.01	11,280.28

CSN Inova

CSN Inova is the platform that acts in a transversal way to transform all of the CSN Group's businesses towards management that is even more focused on innovation and ESG aspects. Its objective is to map the challenges that exist in different production chains and encourage the identification, development and incorporation of industry 4.0 technologies and new solutions to boost efficiency, productivity, digitalization, decarbonization of processes and the circular economy.

To achieve its strategic objectives, CSN Inova operates on four fronts of action. Its innovation methodology enables the identification of new ideas, modeling of pilot projects in the different businesses of the CSN Group and assessment of viability to add scale and synergy gain to solutions.

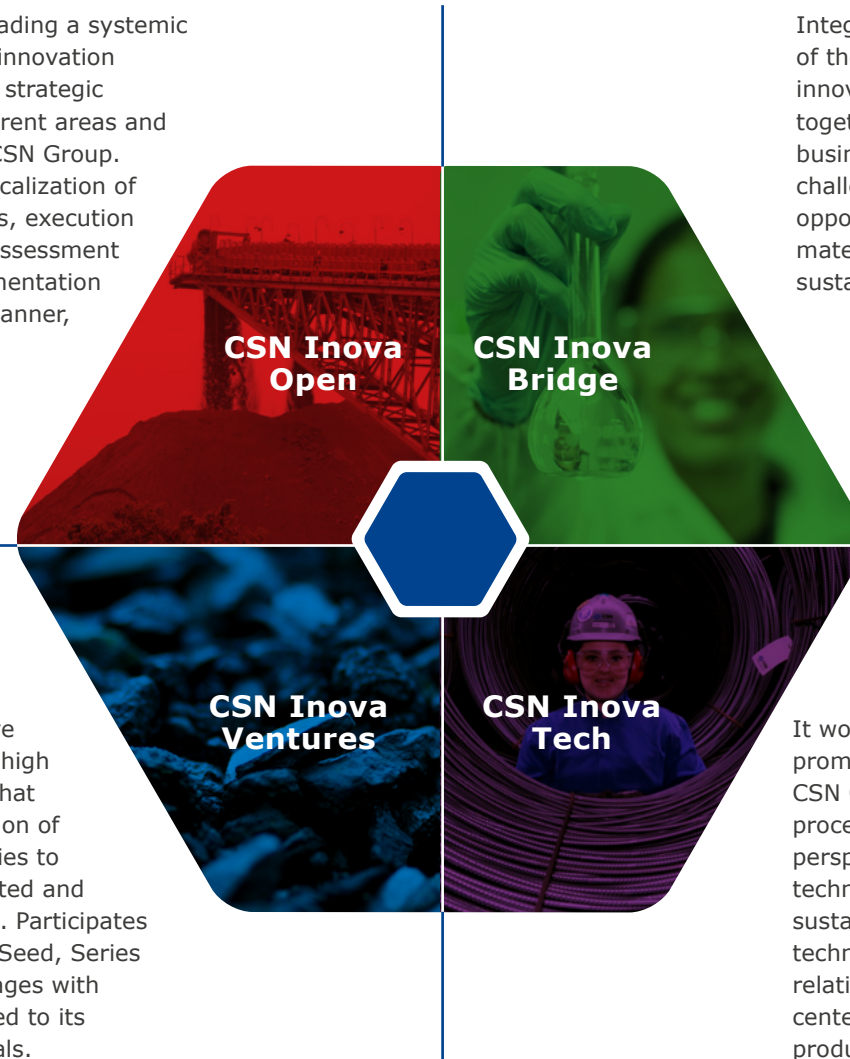
CSN INOVA'S FRONTS OF ACTION

Responsible for leading a systemic and collaborative innovation process, aimed at strategic challenges in different areas and segments of the CSN Group. Mapping and verticalization of internal challenges, execution of pilots, impact assessment and scaled implementation in an organized manner, with innovation management and open innovation methodology.

Integrated management of the CSN Group's ESG innovation strategy, working together with leaders and business areas to identify challenges and transition opportunities related to material topics of the sustainability management.

Focus on disruptive technologies with high growth potential that enable the transition of traditional industries to a smarter, connected and sustainable future. Participates in startups in the Seed, Series A and Series B stages with solutions connected to its investment verticals.

It works with the aim of promoting changes in the CSN Group's products and processes with an innovative perspective, mapping new technologies for a more sustainable future. Monitoring technological trends, relationships with research centers, development of new products and technological routes.



[Click here to learn about CSN Inova and the development of new ideas, solutions and technologies](#)



Analysis at the CSN Research Center (Volta Redonda, RJ)

CSN Inova plays a fundamental role in the decarbonization of business and other challenges for the competitiveness and sustainability of operations

Since its founding in 2018, CSN Inova has played a relevant role in supporting business decarbonization journeys. The risks associated with climate change are one of the main themes driving the CSN Group's ESG management, and innovation is a lever to act in an integrated way in the development of new technologies, investment in disruptive solutions and engagement of different stakeholders.

The growth and consolidation of CSN Inova occur as a result of the strategic vision built for innovation management. The search for solutions, the formation of partnerships and the evaluation of pilot projects are guided by alignment with the corporate strategy, based on concrete and real business challenges and measurement of operational and financial indicators.

This way of operating adds different competitive advantages to the CSN Group. One of them is the positive financial impact generated by cost reductions, increased revenue in current businesses and the creation of new revenues. Between 2019 and 2023, the projects conducted by CSN Inova provided gains of around R\$ 400 million.

Another differentiator is the opportunity to leverage new business by validating the positive impacts and scalability of projects in the CSN Group ecosystem. The creation of Circula+, a company specialized in e-commerce of industrial by-products, is an example of the materialization of this strategy (learn more on page 163).

CSN Foundation

The CSN Foundation completed 62 years of uninterrupted operations in 2023, supporting the CSN Group in enhancing the positive impacts generated by different businesses in all regions of Brazil. The non-profit institution acts as a vector of economic, social and cultural development in different territories, promoting the link between the Company and the communities.

The CSN Foundation's programs and investments are developed within four lines of action: Culture, Education, Articulation and Curatorship. Its achievements support children and adolescents in humanistic development, providing tools and spaces for intellectual growth, artistic expression and technical and professional training.

With its own governance and a structured management system, the CSN Foundation has fulfilled its mission of connecting the CSN Group's social responsibility strategy to the Sustainable Development Goals (SDG), proposed by the UN within the scope of the 2030 Agenda for sustainable development.

In 2023, the CSN Foundation followed the growth of the CSN Group and expanded its operations to new regions. Currently, projects are developed in 37 municipalities, benefiting more than 5.7 thousand young people. Investments made in projects and actions totaled R\$ 57 million.

One of the main differentiators of the CSN Foundation is its economic and financial maturity. The financial resources managed by the institution come from the operation of its own business units, such as managed hotels and schools, in addition to direct contributions and incentive resources made by the CSN Group's businesses.

 Swimming with Thiago Pereira project in Volta Redonda (RJ)



CSN Foundation's lines of action

Education

Environmental Education Program

Environmental preservation and responsibility to transform the community with responsible behaviors towards the environment

Empowering Hospitality and Services

Professional training of young people carried out in CSN Foundation hotels

Empower to Grow

Promotion of youth protagonism and preparation for the world of work with emphasis on the Apprentice Program

Scholarships

Offer of scholarships in schools managed by the CSN Foundation in Congonhas and Volta Redonda

Theatre Scholarship

Access for young graduates of Garoto Cidadão to graduate in theater in partnership with the Célia Helena School Center for Arts and Education (São Paulo)

Citizen Mentoring

Support for the entry of young graduates of the Garoto Cidadão program into the CSN Group's Apprentice Program

Learning Connection

Job opportunities for young people in internship and apprenticeship programs

Culture

CSN Foundation Cultural Center (Rio de Janeiro)

A space for cultural diffusion focused on the formation and strengthening of art, education and culture

Garoto Cidadão

Present in 14 cities in 6 states (Minas Gerais, Mato Grosso do Sul, Paraíba, Paraná, Rio de Janeiro, São Paulo)

Tambores de Aço

Musical group composed of scholarship holders from Garoto Cidadão, between 13 and 19 years old

Stories that Stay

National program of consultancy, sponsorship and dissemination of Brazilian documentary

Articulation

Technical training

Training on the development of projects, fundraising and public policy for guardianship counselors, educators, public servants and members of Civil Society Organizations, with the aim of expanding coordination with territorial communities

Theory of Change

Promotion of social and cultural transformation through urban entrepreneurship, urban employability and rural productive inclusion Street Art Tourist Center (Volta Redonda – RJ)

Support House

Meeting the demands of the local community in Congonhas (MG)

Curatorship

Analysis and selection of external projects for the allocation of resources via incentive laws to stimulate culture, education, health, sports and leisure

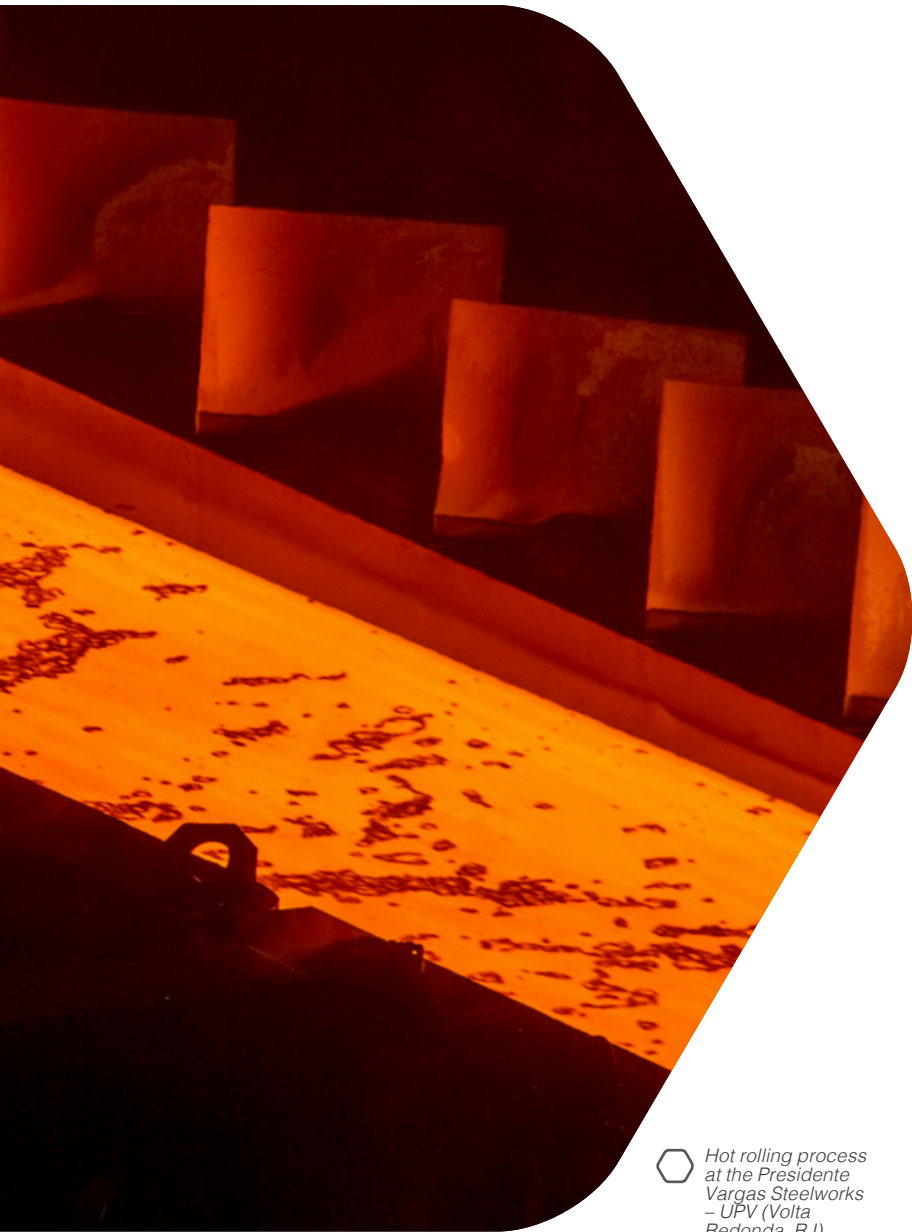



[Click here to learn more about the CSN Foundation's work](#)



Participants of the Tambores de Aço project





 Hot rolling process
at the Presidente
Vargas Steelworks
– UPV (Volta
Redonda, RJ)

Tax management

CSN Group has a tax management model aimed at ensuring compliance with the laws and rules applicable to each business, with the calculation and payment of tax obligations in a correct, controlled and timely manner. The tax strategy also seeks to capture tax incentives that promote greater business competitiveness.

In this process, the Company observes and complies with the legislation of each country where it operates. The Company complies with local rules for calculating the transfer price between international transactions and with the Country-to-Country Declaration – an accessory obligation for Brazilian tax administration. The Company is also subject to the Universal Base Taxation rules (CFC Rules) and the debt limits established by Brazilian legislation, the impacts of which can be assessed in the CSN Group’s Financial Statements available on the [Investor Relations website](#).

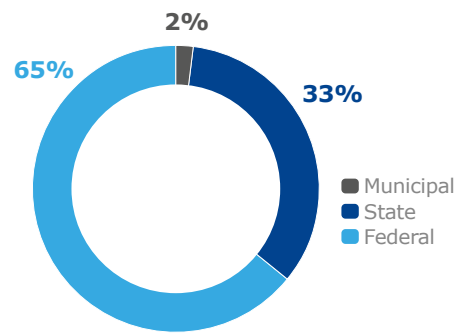
This work is carried out by the General Tax Management, with the consent of the Financial Department. The tax strategy is reviewed by the Chief Financial Officer in conjunction with the Tax Legal Department. The Board of Directors and the Executive Board oversee strategic tax matters.

The Tax and Fiscal areas, together with the Legal Department, constantly monitor and evaluate changes in federal, state and municipal legislation, as well as compliance rules established by the tax authorities in the jurisdictions in which the Company is present and any concerns about behaviors and practices related to the fiscal and tax spheres. Periodically presented to the Executive Board and supervised by the Board of Directors, the tax management practices are submitted to quarterly review by the external auditor, according to the balance sheet review calendar, and cover direct and indirect taxes and aspects of tax compliance, among other topics.

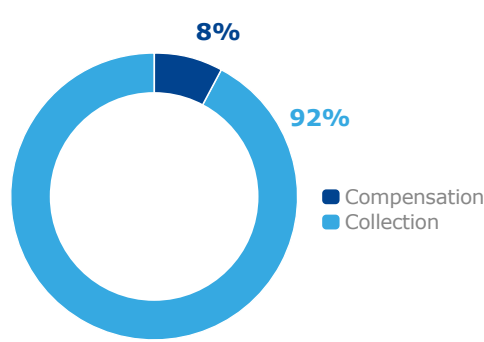


Galvanizing process at CSN Porto Real (RJ)

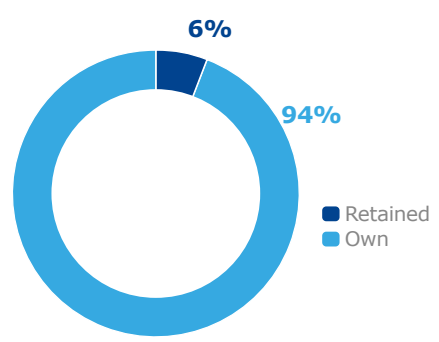
Allocation of taxes paid in 2023



Tax payment method in 2023



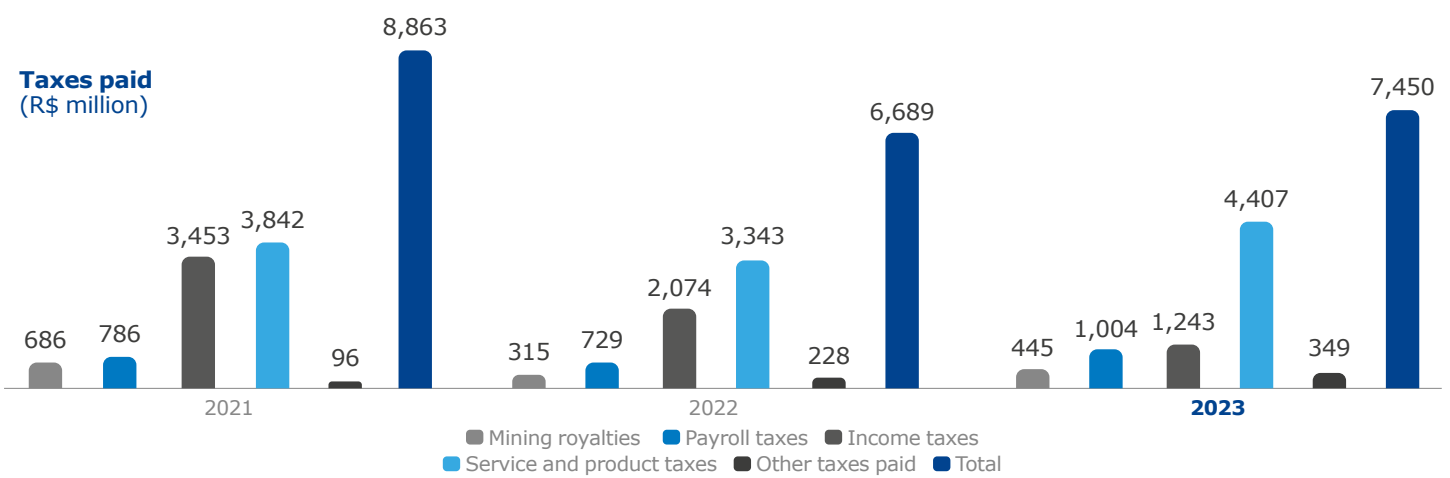
Tax classification in 2023



The tax strategy is continuously linked to various spheres of the business plans, including corporate restructuring projects, contracting services, establishing partnerships and obtaining tax incentives that promote greater competitiveness. The objective is to strengthen the process of identifying, managing and mitigating (or minimizing) tax risks and tax impacts.

In addition, the Tax Department team regularly interacts in sectoral forums, via entities such as the Federation of Industries of the State of Minas Gerais (FIEMG), the National Confederation of Industry (CNI) and the Association of Large Industrial Energy Consumers and Free Consumers (ABRACE) in which the CSN Group is an active member, and provides stakeholders with the tributariocsn@csn.com.br e-mail for comments on tax and fiscal aspects.

The Company supports, through the CSN Foundation and Incentive Laws, several initiatives that contribute to the strengthening of public policies such as incentives for culture and sports, and defense of the rights of the elderly, children and adolescents (learn more on page 92).



Corporate governance

With shares of its businesses listed on the São Paulo stock exchange (B3: CSNA3) and the New York stock exchange (NYSE: SID), the CSN Group has corporate governance policies and processes aligned with the best market practices and that meet the standards required by regulatory bodies in Brazil (CVM) and the United States (SEC). The governance structure ensures the standardization of management among all businesses and the capture of strategic opportunities, valuing the specificities and competitive differentials in each segment of activity.



Employees at the Faria Lima Office (São Paulo, SP)

Composition of the Board of Directors on 12/31/2023¹

Benjamin Steinbruch	Chairman of the Board of Directors
Fabiam Franklin	Effective Member representing employees
Yoshiaki Nakano	Independent Member
Antônio Bernardo Vieira Maia	Independent Member
Miguel Ethel Sobrinho	Independent Member

1. 100% of the members of the Board of Directors are men and over 50 years of age.

Skills and abilities of the members of the Board of Directors

	Finance	Risk management	ESG and innovation	Economy and politics	Industrial/mining operations
Benjamin Steinbruch	✓	✓	✓	✓	✓
Fabiam Franklin	✓				✓
Yoshiaki Nakano	✓	✓		✓	
Antônio Bernardo Vieira Maia	✓	✓	✓	✓	
Miguel Ethel Sobrinho	✓	✓	✓	✓	✓

The **Board of Directors (BoD)** establishes the strategic guidelines and monitors the execution of the business development plans. The election of its members by the General Shareholders' Meeting for a two-year term, with reelection permitted, considers criteria such as knowledge and experience of the Company's business model and its economic, environmental and

social impacts, in addition to adherence to CSN's principles, level of independence and availability of time to perform their duties. In 2023, the BoD had five members, three of whom (60%) were independent, held 20 meetings and, among other topics, approved the update of the CSN Group's Code of Conduct.

The BoD's work is supported by advisory committees, responsible for the evaluation and analysis of specific matters in their areas of knowledge. The **Audit Committee** (statutory), formed exclusively by independent members of the BoD, is responsible for monitoring and quality control of financial statements, internal controls, risk management and compliance, and monitoring investigations and handling of complaints made through the Whistleblowing Channel. No major concerns of misconduct or inappropriate exposure to any risk were identified in the period.

The **ESG Committee** (non-statutory) supports deliberations related to the management of risks, impacts and opportunities in social, environmental and corporate governance aspects. The body has 15 members, all directors and leaders in the different industrial and corporate areas of the CSN Group. The ESG Committee plays an essential role in the dissemination and verticalization of the CSN Group's sustainability vision in all segments of activity.

Composition of the Audit Committee on 12/31/2023¹

Yoshiaki Nakano	Independent Member – President
Antonio Bernardo Vieira Maia	Independent Member
Miguel Ethel Sobrinho	Independent Member

1. 100% of the members of the Audit Committee are men and over 50 years of age.

Composition of the ESG Committee on 12/31/2023¹

Victoria Steinbruch	Advisor to the Presidency – Chair of the ESG Committee
Felipe Steinbruch	Head of CSN Inova – Vice-Chairman of the ESG Committee
Alberto de Senna Santos	Advisor to the Presidency – Effective member
Claudia Maria Sarti	Corporate Legal, Governance and Capital Markets Manager – Effective Member
Edvaldo Araújo Rabelo	Executive Director of Cement Operations – Effective Member
Enéas Garcia Diniz	Superintendent Director of CSN Mineração – Effective Member
Harry Morgenstern	Chief Procurement and Investment Officer – Effective Member
Helena Brennand Guerra	Director of Sustainability and HSE – Effective Member
Leonardo de Abreu	People and Management Director – Effective Member
Marcelo Cunha Ribeiro	Chief Financial and Investor Relations Officer – Effective Member
Mônica Garcia Fogazza Rego	Chief Executive Officer of the CSN Foundation – Effective Member
Nuno Francisco Bruno Saramago	Director of Logistics Planning and Special Sales – Effective Member
Pedro Barros Mercadante Oliva	Executive Director of Finance at CSN Mineração and Advisor to the Presidency – Effective Member
Rogério Gonçalves Pizeta	Chief Energy Officer – Effective Member
Ubaldo Marques Silva Filho	Director of Procurement– Effective Member

1. Out of the 15 members of the ESG Committee, 27.0% are women and 73.0% are men. In the distribution by age group, 53.0% are between 30 and 50 years of age and 47.0% are over 50 years of age.

The **Fiscal Council**, a non-permanent body, supervises the actions of the members of the Board of Directors and the Executive Board, verifying compliance with their legal and statutory duties. It is installed at the request of shareholders at the General Shareholders Ordinary Meeting (GSOM), and its members have a mandate until the next GSOM.

The conduct of the business is led by the **Executive Board**, made up of executives with complementary skills that drive the development of strategic planning and the capture of opportunities. The work of the Executive Board is supported by executive committees, which advise the leadership in the evaluation of action plans and mechanisms for risk mitigation:

- Crisis Committee
- Occupational Health and Safety Committee
- Internal Environmental Management Committee
- Investment Committee
- People, Management and Career & Succession Committee
- Portfolio Committee
- Dams Committee

 Faria Lima Office (São Paulo, SP)

Composition of the Fiscal Council on 12/31/2023¹

Angélica Maria de Queiroz	President of the Fiscal Council
André Coji	Effective Member
Paulo Roberto Evangelista de Lima	Effective Member
Beatriz Santos Martini	Substitute Member
Nilton Maia Sampaio	Substitute Member
Andriei José Beber	Substitute Member


1. Out of the six members of the Fiscal Council, 33.3% are women and 66.7% are men. In the distribution by age group, 16.7% are between 30 and 50 years of age and 83.3% are over 50 years of age.

Composition of the Executive Board on 12/31/2023¹

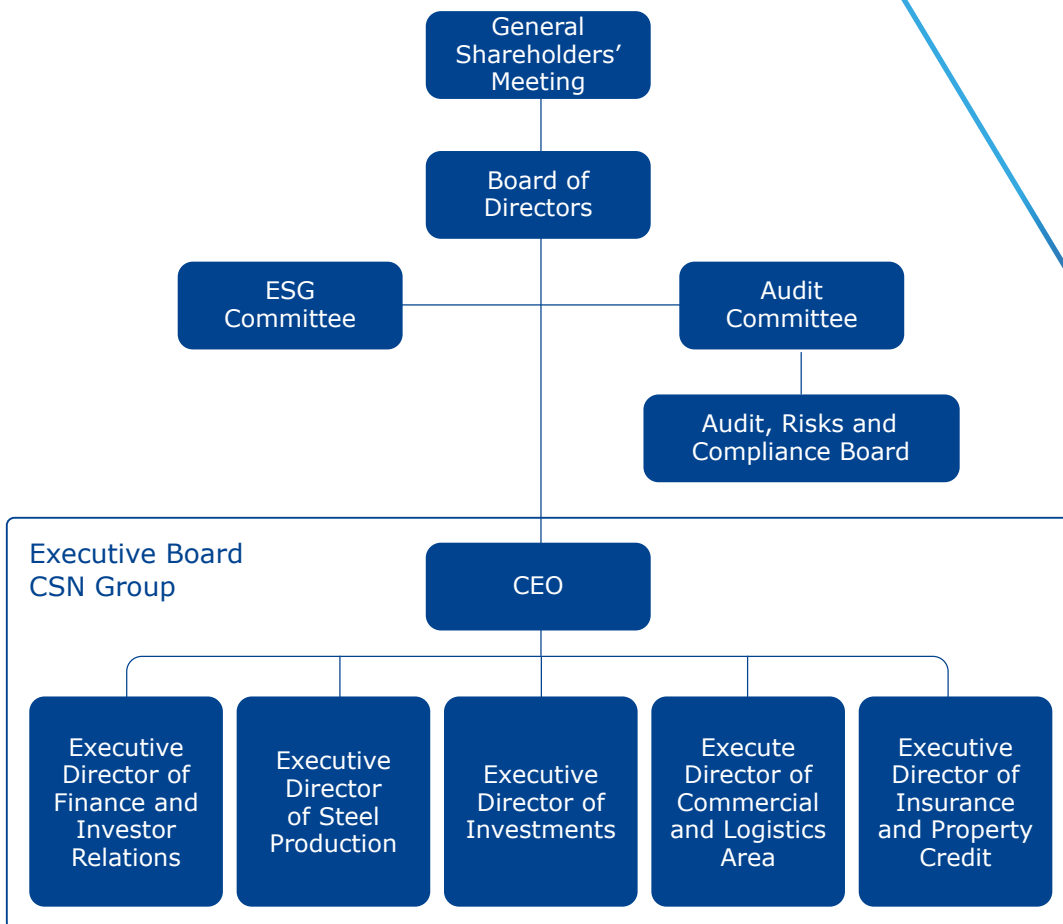
Benjamin Steinbruch	CEO
Marcelo Cunha Ribeiro	Executive Director of Finance and Investor Relations
Alexandre de Campos Lyra	Executive Director of Steel Production
Stephan Heinz Josef Victor Weber	Executive Director of Investments
Luis Fernando Barbosa Martinez	Executive Director of Commercial and Logistics Area
David Moise Salama	Executive Director of Insurance and Property Credit

1. All members of the Executive Board are men. In the distribution by age group, 16.7% are between 30 and 50 years of age and 83.3% are over 50 years of age.



 [Click here to see the complete resumes of CSN's administrators](#)

GOVERNANCE STRUCTURE

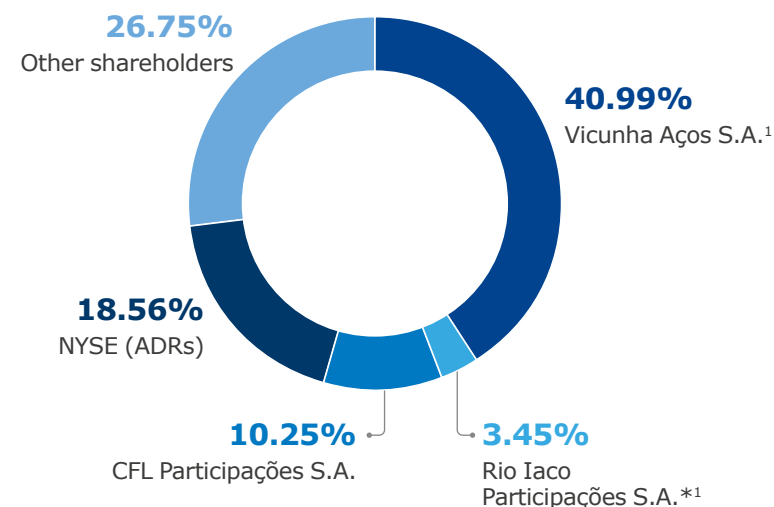


Shareholder composition of the CSN Group

CSN's capital stock, fully subscribed and paid-up, is distributed in 100% of common and book-entry shares, with no par value. Each common share entitles one vote to the resolutions of the Shareholders' Meeting.

CSN is the controlling company of CSN Mineração S.A. (CMIN), listed on Level 2 of B3. CMIN's share capital, also fully subscribed and paid-up, is distributed in 100% of common and book-entry shares, with no par value. Each common share entitles one vote to the resolutions of the Shareholders' Meeting.

Shareholding composition of CSN



1. Companies of the controlling group.

Businesses governance

CMIN, a publicly traded company listed on Level 2 of B3, has its own corporate governance structure. Controlled by CSN, which holds 79.75% of the common shares, the Company aligns its management policies and practices with the highest standards of the CSN Group, maintaining administrative and financial independence.



Click here to see the complete resumes of CSN Mineração's administrators



CSN Cimentos call center (Volta Redonda, RJ)

CMIN's Board of Directors on 12/31/2023¹

Benjamin Steinbruch	Chairman of the Board of Director
Marcelo Cunha Ribeiro	Effective Member
Victoria Steinbruch	Effective Member
Helena Brennand Guerra	Effective Member
Hisakazu Yamaguchi	Independent Member
Miguel Ethel Sobrinho	Independent Member
Yoshiaki Nakano	Substitute Member
Daisuke Hori	Substitute Member

1. Out of the eight members of CMIN's Board of Directors, 25.0% are women and 75.0% are men. In the distribution by age group, 37.5% are between 30 and 50 years of age and 62.5% are over 50 years of age.

CMIN's Audit Committee on 12/31/2023¹

Yoshiaki Nakano	Independent Member – President
Angélica Maria de Queiroz	Independent Member
Beatriz Santos Martini	Independent Member

1. 100% of the members of CMIN's Audit Committee are over 50 years of age. In the gender distribution, 66.7% are women and 33.3% are men.

CMIN's Executive Board on 12/31/2023¹

Enéas Garcia Diniz	Superintendent Director
Claudio Musso Velloso	Director of Production
Hironori Makanae	Director of Strategic Planning
Pedro Barros Mercadante Oliva	Chief Financial and Investor Relations Officer
Otto Alexandre Levy Reis	Chief Investment Officer

1. 100% of the members of CMIN's Executive Board are men. In the distribution by age group, 20.0% are between 30 and 50 years of age and 80% are over 50 years of age.



Integration space at the Faria Lima Office (São Paulo, SP)

CSN Cimentos, a privately held company 100% controlled by CSN, also operates with its own governance structure. This verticalization of the governance model reflects the maturation of the business, driven by the growth and integration strategy of the CSN Group portfolio.

CSN Cimentos' Board of Directors on 12/31/2023¹

Benjamin Steinbruch	Chairman of the Board of Director
Helena Brennand Guerra	Effective Member
Victoria Steinbruch	Effective Member
Yoshiaki Nakano	Independent Member
Miguel Ethel Sobrinho	Independent Member

1. Out of the five members of CSN Cimentos' Board of Directors, 40.0% are women and 60.0% are men. In the distribution by age group, the same percentages apply, respectively, to members who are between 30 and 50 years of age and those who are over 50 years of age.

CSN Cimentos' Executive Board on 12/31/2023¹

Marcelo Cunha Ribeiro	Superintendent Director and Chief Investor Relations Officer
Edvaldo Araújo Rabelo	Operations Director
Luis Fernando Barbosa Martinez	Commercial Director

1. 100% of the members of CSN Cimentos' Executive Board are men. In the distribution by age group, 33.3% are between 30 and 50 years of age and 66.7% are over 50 years of age.



Executive assessment and compensation

CSN Group's directors have their performance assessed on a regular basis, based on financial and non-financial (ESG and others) goals. The achievement of these goals, established in strategic and budget planning, influences the compensation for performance offered to executives. This process is supported by the CSN Group's People & Management Department, which evaluates the results and advises on the permanence or promotion of executives in their respective positions.

The compensation practice of both statutory and non-statutory Officers seeks to be compatible with the market and the responsibility exercised by the position, covering fixed and variable compensation and a set of benefits. This strategy aims to promote internal (between members of the executive body) and external (competitively in relation to the market)

balance, allowing to attract, retain and motivate executives in pursuit of the Company's strategic objectives. The benchmarks are updated every two or three years, with the support of consulting firms specialized in compensation and market research, and serve as the basis for defining the compensation strategy, which is approved by the Board of Directors.

In governance instances, the Audit Committee conducts an annual self-assessment based on an individual questionnaire. The responses of the members of the Committee are discussed to identify opportunities for improvement, and the entire process is documented in minutes. The most recent self-assessment took place on July 26, 2023. Within the scope of the Board of Directors, there is no formal performance assessment process, but criteria such

as attendance at meetings and contributions to strategic deliberations are considered at the time of re-election. In addition, directors have the autonomy to discuss the individual performance of each member and thus propose improvement measures during their term of office.

The compensation of the members of the Board of Directors and the Audit Committee is fixed, defined based on market practices. The compensation of the Fiscal Council is established by the General Shareholders' Meeting and is based on the amount of 10% of the average value of the fixed remuneration of the Executive Directors, in accordance with the legal provision. There is no share-based compensation plan for the Board of Directors and Statutory Board.


Conflict of interest management

CSN's Code of Conduct establishes specific rules on conflict of interest applicable to all employees and members of the Board of Directors and the Executive Board. All directors and officers sign a term of adherence to the Code of Conduct, as well as a Declaration of Conflict of Interest upon being sworn into their respective positions.

Through this adhesion, the members of the Board, the Executive Board and employees undertake to report any actual or potential conflict with CSN's interests in situations involving family or personal relationships, financial, commercial or any other kind of interests. If there is a conflict of interest, the members of the management must abstain from the deliberations, and there is a need to

record in the minutes if the case involves a member of the Board of Directors.

If any member of the administration does not express a conflict of interest, any other person may do so, if they have knowledge of the case. In 2023, there were no cases of conflicts of interest managed by the Company.

 [Click here and access CSN's Code of Conduct](#)

Members of senior management sign an agreement to adhere to the Code of Conduct, which includes mechanisms to prevent situations of conflict of interest

 Faria Lima Office (São Paulo, SP)




Ethics and transparency

CSN Group's Compliance Program is integrated into the corporate governance and strategic management model. The purpose of this platform is to ensure that all activities carried out by employees and third parties in the different business segments are in compliance with the legislation and corporate values.

Organized into eight pillars, the Compliance Program is guided by the guidelines of CSN Group's Code of Conduct, revised in 2022 and approved by the Board of Directors in early 2023. The document formalizes the Company's commitment to ethics, transparency and integrity, the promotion of human rights (including fundamental labor rights) and the repudiation of any form of violation of these rights.

The Compliance Program processes and tools were developed in accordance with the parameters of the Brazilian Anti-Corruption Law (Law No. 12,846/13) and the North American Foreign Corrupt Practices Act (FCPA). Thus, the system acts as the Company's main anti-bribery and anti-corruption barrier, through mechanisms for preventing and detecting noncompliance situations, including the assessment of 100% of operations in relation to corruption risks.

 Employee at the Faria Lima Office (São Paulo, SP)

Fighting discrimination

The CSN Group does not tolerate behaviors that do not comply with the Code of Conduct, repudiating attitudes that represent discrimination or moral or sexual harassment in operations. In 2023, the Internal Accident Prevention Committees were improved and also began to address the issue of harassment, with actions to strengthen the culture of respect and inclusion.

Through the Whistleblowing Channel, 66 reports related to cases of discrimination were received throughout the year, of which 33 were considered founded. The situations involved discriminatory behavior based on gender, race, sexual orientation and physical characteristics, and the disciplinary measures applied in confirmed cases followed internal procedures. Nine cases led to the dismissal of the reported employee, two cases led to the suspension of the worker and the others were dealt with by warnings and guidance.

How to access the Whistleblowing Channel



0800-884-2006 (Brazil)
0800 1824363 (Germany)
0800 345 1708 (Argentina)
0800 068740 (Austria)
900 751 076 (Spain)
1 800 252 3605 (United States/Canada)
800 902 002 (Hong Kong)
1 345 769 1854 (Cayman Islands)
1809 467 310 (Israel)
800 220870 (Luxembourg)
800 005 168 (Poland)
800 180 354 (Portugal)
800 492 2758 (Singapore)



canal_denuncia@csn.com.br



<https://www.canalconfidencial.com.br/csn>
(Portuguese, English, German and Spanish)




Attn: Risk and Compliance Department
Rua Engenheiro Francisco Pitta Brito, 138 –
Jardim Promissão, São Paulo (SP) – Brasil
CEP 04753-900

For questions and additional information regarding compliance:
compliance@csn.com.br.

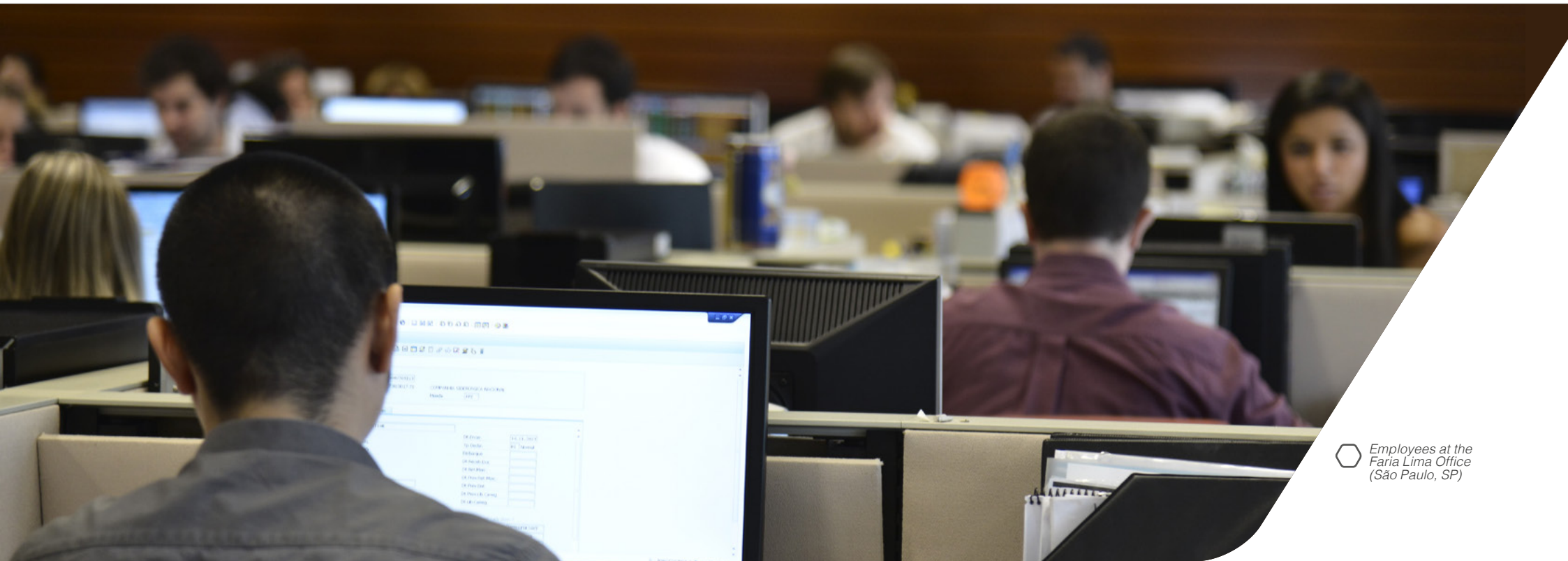
In continuous evolution, the Compliance Program underwent periodic review in 2023. In this diagnosis, points of improvement were identified worked on throughout the second half of the year and which will continue throughout 2024. One of the measures already implemented was the expansion of the Whistleblowing Channel for CSN's operations abroad, with English, German and Spanish versions of the website and exclusive telephone lines in several countries. In addition, the channel's website now has accessibility features.

The Whistleblowing Channel is the tool through which situations of non-compliance with the legislation or the Code of Conduct must be reported to the CSN Group. Available 24 hours a day, 7 days a week, the channel can receive internal and third-party reports through physical and electronic correspondence, telephone or through the website.

All communications made on the Whistleblowing Channel are confidential and can even be made anonymously. The management of the tool is the responsibility of a third and independent company, responsible for the management of the data and information provided. The reports are organized and forwarded to the CSN Group for verification, investigation and treatment of the relevant cases. In line with internal procedures and best practices, confidentiality and non-retaliation are guaranteed to whistleblowers. The first feedback to the complainant is made within 15 days after opening the report, while the deadline for completing the investigations depends on each situation. In specific cases, such as sexual harassment, psychologists assist the victim, providing the necessary support in a welcoming and professional manner.

 Meeting rooms at the Faria Lima Office (São Paulo, SP)





Employees at the Faria Lima Office (São Paulo, SP)

Communications from the Whistleblowing Channel are investigated by the Audit, Risk and Compliance Department, under the supervision of the Audit Committee and the Ethics Committee

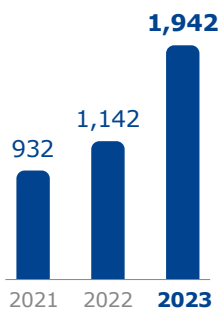
The conclusion of the investigations is under the responsibility of the Audit, Risk and Compliance Department and is forward quarterly to the Audit Committee or Ethics Committee, which act as supervisory bodies for corporate governance activities.

In 2023, 1,942 manifestations were received, an increase of 70.1%, mainly due to the effectiveness of the dissemination campaigns for the use of the Whistleblowing Channel and the credibility of this mechanism with stakeholders. Of this total, 21.0% were considered founded (totally or partially) and resulted in the application of disciplinary measures or guidance to those involved. None of the cases were related to acts of corruption or bribery. The CSN Group and its

employees have also not been involved in legal proceedings related to these issues.

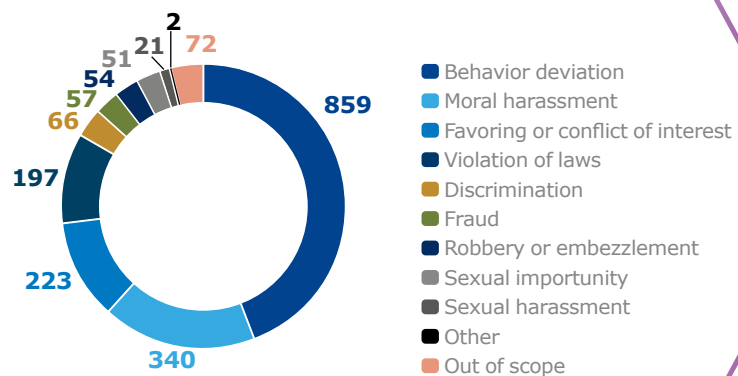
Requests for guidance and clarification on how to act in line with the Company's conduct guidelines are received by e-mail by the Compliance team (compliance@csn.com.br). All complaints received are answered, with the appropriate indication of how to proceed in line with the Code of Conduct. In 2023, the number of requests more than doubled (4,542 in the period, compared to 2,011 in the previous period), mainly due to the increase in supplier due diligence processes (learn more on page 129).

Manifestations received by the Whistleblowing Channel¹

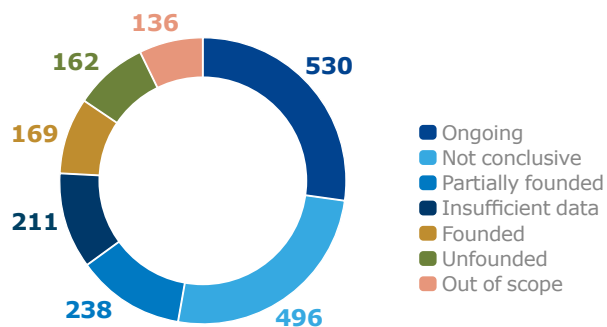


1. Historical data restated.

Manifestations received in 2023 by category



Manifestations received in 2023 by status



Measures taken in relation to the cases of the Whistleblowing Channel investigated by the Audit, Risk and Compliance Department

	2021	2022	2023
Written notice	9	10	39
Verbal warning	9	4	32
Dismissal	45	54	96
Dismissal for cause	17	30	34
Referral to the responsible sector	na	na	136
Orientation	29	25	170
Suspension	3	11	22
Job transfer	7	6	68
Training	0	9	42
Other	na	na	64
Total	119	149	703

Requests for clarification by email

	2021	2022 ¹	2023
Due diligence response from business partners	705	936	3,394
Contract clause review	53	70	241
Conflict of interest	13	250	814
Questions related to the Compliance area	8	14	40
Compliance with standards	6	9	2
Documentation request	3	27	14
Information leak	2	0	1
Giveaways/Gifts	1	205	30
Donation	0	5	6
Various	0	495	0
Total	791	2,011	4,542
Percentage of manifestations answered	100%	100%	100%

1. Historical data restated.

Compliance culture

The Compliance area strengthens the culture of ethics and transparency through different employee engagement and training actions. Annually, training programs are carried out aimed at communicating and solidifying corporate values, the rules and regulations of the Compliance Program and evolutions in the legislation applicable to the business.

Employee at Faria Lima Office (São Paulo, SP)

In 2023, the total number of employees trained in compliance was 27.3 thousand people. The number is 25.7% higher than that of the previous year and represents the historic mark of 100% of the total workforce of the companies located in Brazil¹. In addition to training and acceptance of the Code of Conduct within 30 days of hiring and with annual renewal, specific training on the Code of Conduct and the Anti-Corruption Policy is available. Employees in specific areas are also trained in a targeted manner on topics such as harassment, discrimination, conflict of interest, corruption and bribery, human rights

and LGPD. In 2023, online compliance training was also extended to third parties that provide services at CSN.

In foreign units, compliance training is not yet systematized to count the number of participants. It is important to highlight that, in these regions, the CSN Group works continuously to communicate and disseminate its Code of Conduct, principles and values, engaging leaders in meetings on the topic and directing the acculturation of local teams. This opportunity for

advancement has been worked on with the development of an integration compliance course for new employees, adapted for application in Portuguese, English, German and Spanish. The expectation is that this training will be applied from 2024 onwards to new hires in international units.

1. Percentage calculated over the headcount on 11/31, since the internal procedure provides for the training of new employees within 30 days after hiring. Therefore, the total number of people trained differs from the Company's headcount on 12/31.

In 2023, the Company trained 100% of its employees in Brazil in compliance and extended the offer of online training on this topic to third parties



 Faria Lima Office (São Paulo, SP)

In addition to these direct actions, the CSN Group has the Compliance Ambassadors program, an initiative that verticalizes the guidelines of the Compliance Program and had 261 participants in 2023. Through monthly meetings, this team is trained to promote corporate ethical principles and disseminate relevant information on the subject to all businesses and areas of the Company.

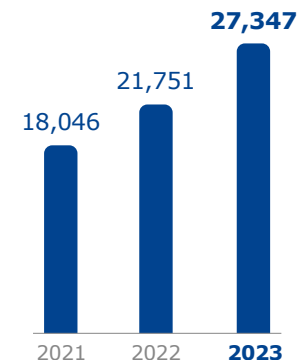
The wide dissemination of the ethical guidelines to 100% of the Company's stakeholders also includes the holding of annual events, such as Compliance Day, which takes place in an integrated manner with ESG Week, campaigns in internal communication channels and dedicated sections on the Institutional, Investor Relations and ESG Portal websites of the CSN Group.

In 2023, the eighth edition of Compliance Day was held, for the fourth consecutive time, in conjunction with the ESG Week program. The event was attended by employees from all areas of the Company's activities and enabled important reflections on how ethics and integrity are incorporated into the company's day-to-day work.

Three lectures and a conversation mediated by an external expert were held on the relevance of the Whistleblowing Channel.

The event was held remotely and broadcast live on internal social networks and corporate communication channels. Physical stands were also set up at the units UPV (RJ), Casa de Pedra Mine (MG), CSN Cimentos factory in Arcos (MG) e Pedro Leopoldo (MG), Prada and CSN São Paulo (SP), TECAR and Sepetiba Tecon (RJ) and TLSA (CE).

Employees trained in ethics and compliance



Risk management & auditing

Risk management is a pillar of CSN Group's governance, essential to respond to the different externalities that can impact the diversified and integrated business portfolio. The guidelines of this front of action are consolidated in the Risk Manual, prepared based on the framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and the ISO 31000 methodology, and consist of three lines of defense.

Strategic, operational, financial and regulatory risks for CSN Group are identified and consolidated in the Risk Matrix, prioritized according to their likelihood of materialization and potential impacts. Based on this mapping, the areas and business units are responsible for developing action plans to mitigate or reduce exposure.

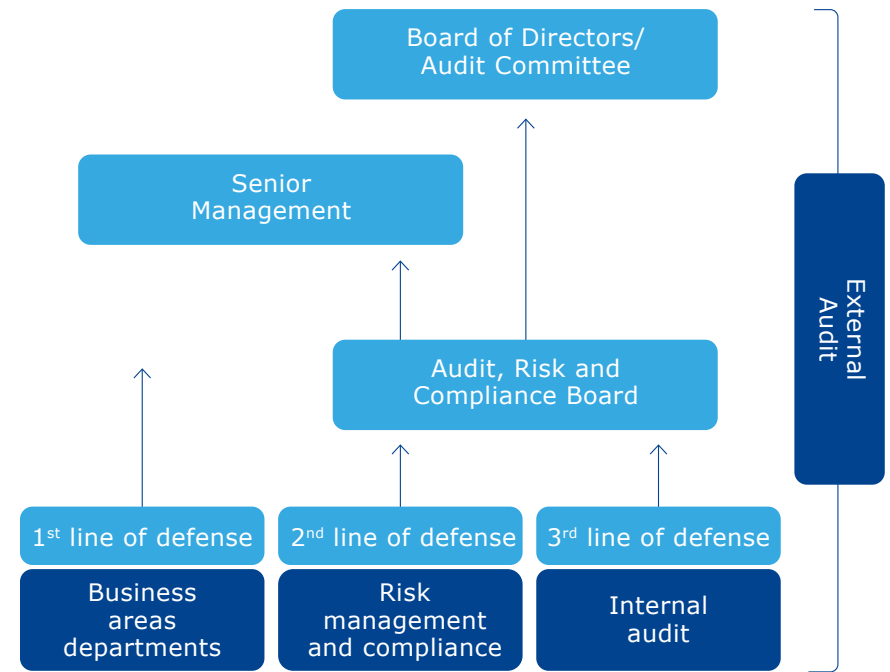
The monitoring of the development of the Company's action plans and levels of exposure to risks is carried out by the risk management and compliance area,


together with the responsible areas, under the supervision of the Audit, Risk and Compliance Board.

The internal controls area operates throughout CSN Group with the objective of assessing and mitigating risks that may impact its financial statements. The evaluations carried out and the results obtained are reported to the Audit Committee, with processes validated annually by external auditors and in compliance with the Sarbanes Oxley Act (SOx).

The Internal Audit of CSN Group operates independently and complements the risk management structure. The area is responsible for developing an annual internal audit plan to assess the effectiveness of risk management processes and prevention of financial and non-financial impacts (such as operational losses and fraud). The results of the Internal Audit work are communicated to the Audit Committee and the Board of Directors periodically.

RISK MANAGEMENT STRUCTURE



 To learn more about risk management and risk factors monitored by the Company, access 20-F Report item 3D. Risk Factors

Strategic risks

Cyber risks

CSN's operations depend on telecommunications, information technology systems and automated machines. Disruptions to these systems caused by cyber-attacks can have a negative impact on operations, corporate reputation and interactions with stakeholders.

Climate change

Extreme weather events and the transition to a low-carbon economy can significantly impact not only productive activities, but society, the economy and the environment. In this way, the Company is committed to contributing to a more sustainable future, investing efforts and resources in reducing greenhouse gas emissions and mitigating impacts related to changes in weather patterns.

Market

The Company is exposed to several market risks inherent to the business. These risks include those arising from variations in interest rates, exchange rates, as well as the prices of raw materials and goods that may adversely affect the value of financial assets and liabilities, cash flows or future results of CSN Group.

Production chain

External factors, such as wars, pandemics and geopolitical events, can affect the supply chain, logistical operations and demand for CSN's products, significantly impacting the business.



Employee in the operating room of the Itaúba Hydroelectric Plant (Pinhal Grande, RS)

Climate and nature risks

In 2023, CSN Group's risk management model was updated and expanded with the inclusion of new risks related to climate change and nature. Since last year, the Company has had a Climate and Nature Risk Matrix, with 11 critical risks mapped and for which mitigation and adaptation plans have been developed.

The management of climate and nature risks and opportunities is integrated with corporate risk management, following the same methodological basis that ensures consistency and robustness in the analysis.

In line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), the assessment of climate risks and opportunities includes transition (market, technological, reputational, regulatory and legal) and physical (acute and chronic alterations in weather patterns) aspects. To this end, the thematic subgroup Climate Risk and Opportunity Management was created within the scope of the CSN Group's ESG governance.

This work began in 2021, driven by the increased importance of the topic of decarbonization for the ESG management of businesses. In 2022, CSN Group made progress in climate risk management, with the completion of climate scenario studies and the internalization of 100% of the TCFD recommendations. The assessments considered the narratives established for three distinct future climate scenarios – the Shared Socioeconomic Pathways (SSP), used in the most recent report by the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA). The three scenarios evaluated consider an increase in the global average temperature of 4 °C (Business as Usual), 2.5 °C (Stay on the Fence) and 1.5 °C (Net-Zero Emission World). More than 7,000 analyzes were conducted based on IPCC data to identify and prioritize climate risks across three time horizons.

11 critical risks and 14 opportunities related to climate and nature are managed in an integrated manner with CSN Group's risk management



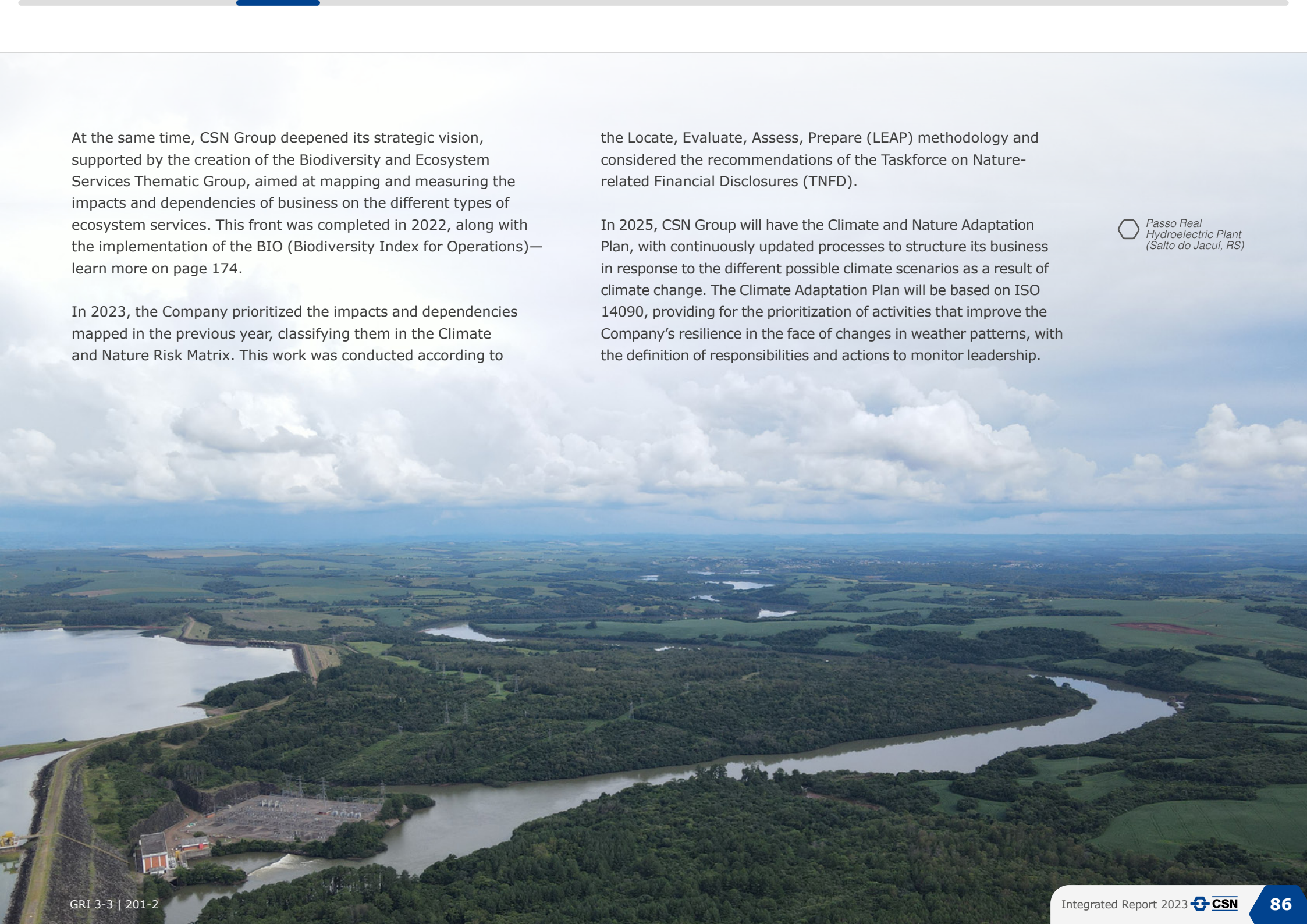
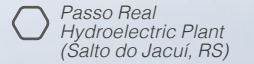
 Casa de Pedra environmental preservation area (Congonhas, MG)

At the same time, CSN Group deepened its strategic vision, supported by the creation of the Biodiversity and Ecosystem Services Thematic Group, aimed at mapping and measuring the impacts and dependencies of business on the different types of ecosystem services. This front was completed in 2022, along with the implementation of the BIO (Biodiversity Index for Operations)—learn more on page 174.

In 2023, the Company prioritized the impacts and dependencies mapped in the previous year, classifying them in the Climate and Nature Risk Matrix. This work was conducted according to

the Locate, Evaluate, Assess, Prepare (LEAP) methodology and considered the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD).

In 2025, CSN Group will have the Climate and Nature Adaptation Plan, with continuously updated processes to structure its business in response to the different possible climate scenarios as a result of climate change. The Climate Adaptation Plan will be based on ISO 14090, providing for the prioritization of activities that improve the Company's resilience in the face of changes in weather patterns, with the definition of responsibilities and actions to monitor leadership.



INTEGRATED MANAGEMENT OF CLIMATE AND NATURE RISKS



In 2021, CSN began the Climate Risk Management process

Completion of climate scenario studies and internalization of 100% of TCFD recommendations

Matriz de Risco/Oportunidade
Probabilidade de ocorrência x Magnitude de impacto

■ Baixo (1-15) ■ Médio (16-44) ■ Alto (45-79) ■ Crítico (80-125)

PROBABILIDADE DE OCORRÊNCIA	MAGNITUDE DE IMPACTO				
	Baixa (de 1 a 3 anos)	Média (de 4 a 5 anos)	Média alta (de 6 a 7 anos)	Alta (de 8 a 9 anos)	Muito alta (mais de 10 anos)
Muito alta	25	50	75	100	125
Alta	16	32	48	64	80
Média alta	9	18	27	36	45
Média	4	8	12	16	20
Baixa	1	2	3	4	5

Uma matriz 5x5 para cada horizonte temporal

11 Critical risks
Integration of climate and nature risks and opportunities into a single matrix

CSN Group's Climate Action Report details the process for identifying these negative and positive externalities, the study of climate scenarios, and the structured governance model for the continuous evolution of this management.

[Click here to access the Climate Action Report](#)



Until 2021

Reporting to GHG and CDP
Diagnosis of preserved areas

Creation of the Biodiversity and Ecosystem Services Group



2021

Mapping impacts and dependencies on ecosystem services

Implementation of BIO (Biodiversity Index for Operations)

2022

Mapping and prioritizing risks and opportunities related to nature

Adherence to the recommendations of the Task Force on Nature-related Financial Disclosure

2023

Completion of the Climate Vulnerability Study

Definition of governance and action plans for nature-related risks

2024

Climate and Nature Adaptation Plan – continuous updating of processes

2025

Critical risks

Type	Topic	Risk factors	Segment	Time horizon
Climate	Climate	Creation of the market and/or implementation of carbon taxation in Brazil (new pricing)	Steel Industry and Cement	Short term
		Carbon taxation on imports of steel, iron, aluminum and cement in the EU (CBAM - Carbon Border Adjustment Mechanism)	Steel Industry	Short term
		Loss of competitiveness due to continued consumption of coal and other fossil fuels	Steel Industry	Medium term
		New international carbon pricing systems modifying the dynamics of consumption of raw materials for steel production	Mining	Medium term
		Lack of a product portfolio aligned with different climate scenarios (demand for eco-friendly products)	CSN Group	Long term
		Change in wind patterns	Steel Industry and Mining	Long term
Nature	Water	Change in precipitation patterns	Mining	Short term
	Ores	Risks related to the existence of tailings dams	Mining	Short term
	Air	Negative perception of society due to the emission of particulate matter	Steel Industry	Short term
		Emergence of more restrictive rules for the emission of particulate matter	Steel Industry	Short term

Opportunities

Type	Opportunities	Taxonomy	Segment	Time horizon
Climate	Operational continuity and stability projects	Resource efficiency	Steel Industry	Medium term
	Use of hydrogen as an element of the decarbonization strategy and new production routes	Products and services	Steel Industry	Long term
	Cargo metallization strategy (ore quality, HBI, etc.)	Products and services	Steel Industry	Medium term
	Product portfolio aligned with different climate scenarios and the needs of future society (scenarios for the expansion of sustainable infrastructure and resilient to climate extremes)	Resilience	CSN Group	Long term
	Reduction of the clinker factor from the use of cementitious, biomass and waste with the aim of reducing CO ₂ emissions in cement production and promoting circularity	Products and services	Cement	Short term
	Demand for higher quality iron ore from the end consumer	Products and services	Mining	Medium term
	Investment in renewable energy and diversification of the energy matrix	Energy source	CSN Group	Medium term
	Circular economy and integration between sectors providing efficiency and impact reduction	Resource efficiency	CSN Group	Short term
Nature	Disclosure of positive impacts	Communication	CSN Group	Short term
	Expansion of partnerships with conservation units	Conservation	CSN Group	Short term
	Expansion of current good practices (water and energy efficiency)	Resource efficiency	CSN Group	Medium term
	Identification of ecosystem services provided by CSN's preserved areas	Conservation	CSN Group	Medium term
	Valuation of ecosystem services provided by CSN's preserved areas	Conservation	CSN Group	Long term
	Implementation of ecological corridors	Conservation	CSN Group	Long term

ESG Management

CSN Group developed a specific governance structure for the topics of the sustainability agenda, which ensures the transversality of the analysis of risks and opportunities, the assessment of impacts according to the specificities of each segment of activity and the enhancement of the existing synergies in its integrated business model. The guidelines for this action are defined in the **Sustainability Policy**, updated in 2023 and approved by the Board of Directors.

This management model enables the Board of Directors to have clear subsidies to outline strategic guidelines and to deliberate on economic, social and environmental issues that have an impact on the Company's business. The decision-making of the highest governance body is advised

by the ESG Committee, which brings together executives and leaders of the CSN Group for a collegial and multidisciplinary assessment of the development of the ESG strategy, as well as the risks and opportunities associated with material topics.

At the executive level, the ESG Integrated Management Commission operates in an integrated manner with the ESG Committee. This body periodically discusses and evaluates the challenges, risks and opportunities for sustainable business development. This structure enables the standardization of concepts, the sharing of good practices and the connection between all thematic groups, in search of synergies, innovations and generation of financial value.

The Sustainability Policy guides a governance structure on ESG topics that ranges from the Board of Directors to administrative and operational areas

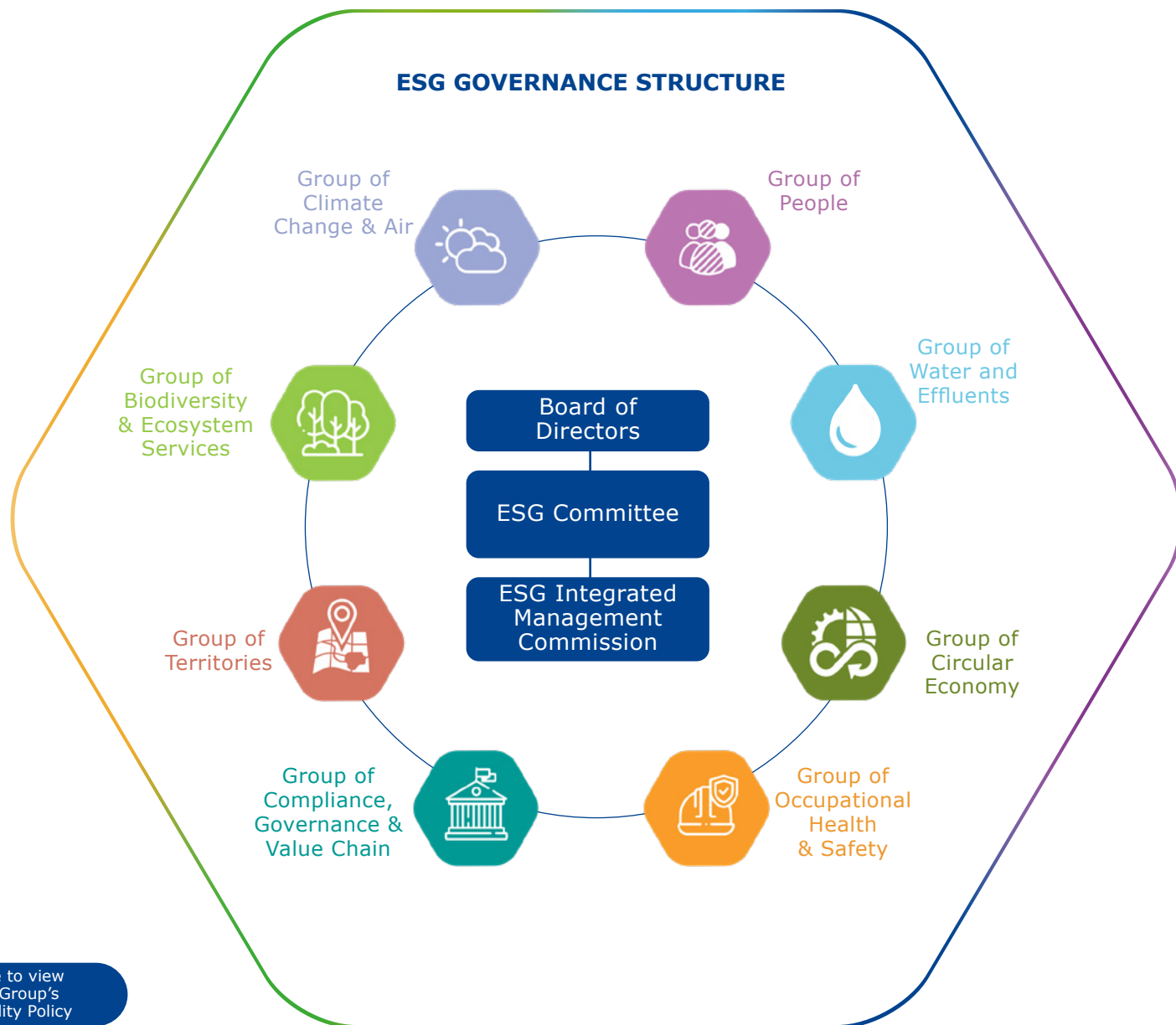


Employees at the Itaúba Hydroelectric Plant (Pinhal Grande, RS)

This verticalization of the sustainability vision and strategy is driven by the CSN Group's Sustainability Department, responsible for defining the ESG strategic plan, establishing socio-environmental goals and monitoring projects and initiatives aimed at achieving strategic objectives. This Board, which reports directly to the CEO, also conducts actions to acculturate, engage and train all businesses on ESG topics.

This ongoing work is organized into eight thematic groups, in which ESG Ambassadors participate – employees with technical knowledge on the related topics and operations of the CSN Group. Throughout the year, ESG Ambassadors are trained and prepared to internalize the concepts and implement the different initiatives in their areas of expertise.

The entire management process is boosted by CSN Inova Bridge's tools, a pillar of innovation that promotes a culture of sustainability and the integration of the strategic ESG vision with the business and stakeholders (learn more about CSN Inova on page 95).



[Click here to view the CSN Group's Sustainability Policy](#)

Management systems

The ESG governance structure is responsible for developing and monitoring the application of the **Environmental Management System (EMS)** and the **Health and Safety Management System (SGSS, acronym in Portuguese)**. These platforms materialize the principles and guidelines of the Sustainability Policy in all CSN Group units, ensuring the standardization of processes, procedures and tools.

The EMS was developed based on the highest standards and focused on meeting the requirements of the ISO 14001 standard (environmental management). The EMS applies to all production units, and approximately 95% of them are certified, including the new CSN Cimentos plants fully integrated in 2023.

The SGSS, in turn, has its procedures and structures detailed in the Occupational Health and Safety Management Manual. Applicable to all CSN Group businesses, the Manual establishes procedures to prevent risks and avoid accidents with employees, third parties and communities. At Lusosider (Portugal) and SWT (Germany) units, the SGSS is certified to the ISO 45001 standard (operational safety management). In Brazil, Porto Real and Araucária units, in the steel industry, will begin the certification process in 2024, while the other plants will undergo prior diagnosis aiming future certification.



Prada Distribuição
production line (Mogi
das Cruzes, SP)

In addition to environmental and safety aspects, CSN Group units have quality management system certification in accordance with ISO 9001, both in Brazil and abroad.

Other certifications:

- **API SPEC 10A**, at CSN Cimentos' Cantagalo unit, allowing the use of cement in the manufacture of oil wells.
- **ISO 17025**, with requirements for testing and calibration laboratories, for the Revalora waste management platform.

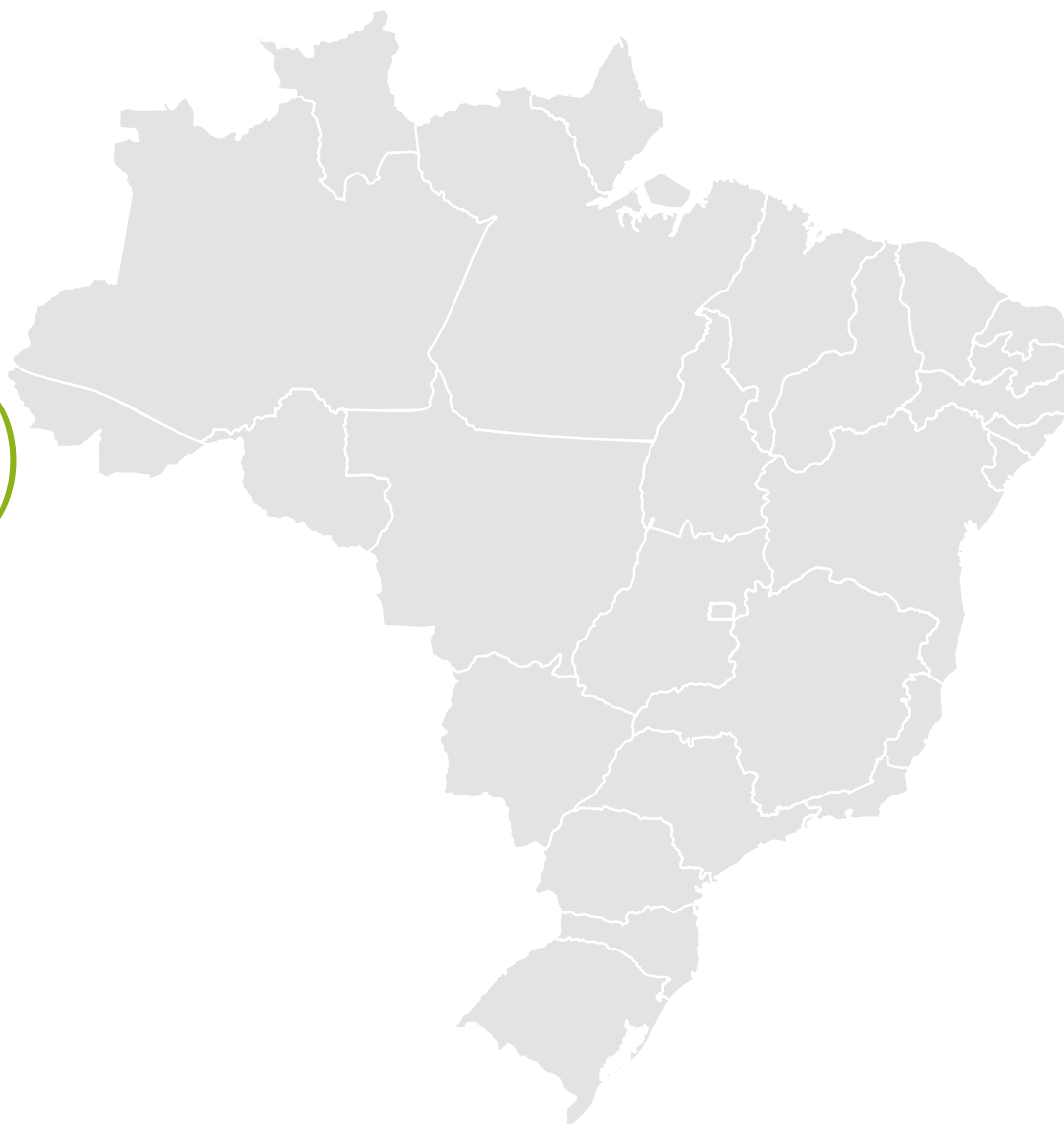
- **IATF 16149**, at Porto Real, Volta Redonda, Prada Mogi and Araucária units, quality management system standard for the automotive sector.
- **ISO 22000**, at Prada Resende and Prada Uberlândia, which certifies the safety of metal packaging for use in the food sector.
- **Falcão Bauer Ecological Seal**, for the production of ECOCEM50 at the Vitória unit of CSN Cimentos, which certifies the low CO₂ emissions in CPIII 40 and CP III 32 products (the only cement company in Brazil with this certification).

Our certifications

Independent verification of the adherence of our practices to market standards requirements attests to the quality of our management and is a competitive advantage for accessing markets.



Click on the icon of each business segment to find out about the certified units of the CSN Group




Ratings ESG

The quality and effectiveness of CSN Group's ESG management have been recognized by leading ESG indices and ratings. In 2023, the Company achieved leadership score in the CDP, an international platform that provides investors and analysts with data and information on management related to climate change and water.

CSN received an A- grade in the two questionnaires answered voluntarily in 2023 – Climate Change and Water Security. CSN Mineração, in turn, received a B grade.

In 2023, CSN received the Industry Top Rated seal from Sustainalytics, for being among the companies in the sector with the best ESG performance in the rating agency's assessment. The CSN Group was also recognized in the S&P Global Sustainability Yearbook 2023 with the Industry Mover seal, as the company in the steel sector that has made the most progress in ESG practices globally, and is also the only Brazilian company in the mining, steel and civil construction sectors listed in the yearbook. Furthermore, the MSCI agency raised the Company's rating from B to BB, highlighting the advancement of the evaluation in "Relationship with Communities", which went from 0, in 2022, to 3.9, in 2023.



Section of the Jacuí River close to the Itaúba HPP (Pinhal Grande, RS)

Performance in indices and ratings

	2019	2020	2021	2022	2023	Maximum possible performance in each index/rating
Sustainalytics CSN	53.2	50.1	39.1	26.0	26.7	Low Risk (10-20)
Sustainalytics CMIN	-	-	-	-	23.1	Low Risk (10-20)
MSCI	CCC	CCC	CCC	B	BB	AAA
S&P Global Ratings	7	33	44	55	54	100
ISS ESG	-	D	D+	D+	C-	A+
CDP Climate Change – CSN	D	C	B	B	A-	A
CDP Climate Change – CMIN	-	-	B-	B	B	A
CDP Water Security – CSN	-	C	B-	B-	A-	A
CDP Water Security – CMIN	-	-	C	B	B	A
Transition Pathway Initiative (Steel & Cement)	-	2	3	3	3	4
VigeoEiris ¹	23	27	30	45	45	100
FTSE4Good	-	-	-	✓	✓	✓
FTSE Russel	-	-	-	2,5	3,4	5
Ecovadis	-	-	-	51	nd	100
Índice Carbono Eficiente (ICO2)	-	-	✓	✓	✓	✓
Gold Seal in Programa Brasileiro GHG Protocol	✓	✓	✓	✓	✓	✓

1. In 2023, no new assessment was carried out, maintaining the grade obtained in 2022.

ESG Engagement


ESG Week is a corporate event held annually to promote the engagement of employees throughout the CSN Group around the strategic vision and culture of sustainability. In the 2023 edition, employees were able to participate in lectures and events with external experts and leaders of the projects that are being conducted internally.

Throughout the year, the Company also develops CSN Conecta, an intrapreneurship program aimed at identifying ESG initiatives with the potential to transform the day-to-day life of the CSN Group and the entire industry. The ideas are suggested by the employees themselves, based on pre-established challenges and themes.

In 2023, the topics addressed were: water and wastewater; energy efficiency; waste management; climate change and atmospheric emissions; diversity and inclusion; biodiversity and forests; and occupational health and safety. In total, CSN Conecta received the registration of 105 solutions, and 14 were selected as finalists. The three award-winning ideas brought innovations to the mining segments (installation of a mobile fuel station in the mine area), cement (safe inspection of confined spaces with Robotic Process Automation – RPA) and steelmaking (intelligent digital socket for electromotive tools).



Stand of the 2023 ESG Week

 Quality sample
of iron ore

Innovation and technology

Employee at the
CSN Research Center
(Volta Redonda, RJ)



Innovation is a lever to promote the continuous evolution and sustainable growth of CSN Group's business portfolio. Since 2018, the management of this topic has been carried out in a structured manner by CSN Inova, a platform that directs the search for new industry 4.0 solutions and technologies focused on increasing efficiency and productivity, new materials, decarbonization of processes, digitalization and circular economy.

CSN Inova has four fronts of action, which advance in an integrated manner in the execution of action plans and innovation strategies. Thus, the platform has been decisive in mapping opportunities for improvement, accelerating the incorporation of innovations in different segments and promoting the development of new businesses, through spinoffs and joint ventures, for example.

FRONTS OF ACTION OF CSN INOVA

CSN Inova Open

Deepening of internal challenges, execution of pilot projects and at scale with innovation management methodology and open innovation

CSN Inova Bridge

Integrated management of the ESG Committee and the innovation initiatives of the Thematic Groups, as well as innovation and ESG communication

CSN Inova Ventures

Investments in startups and portfolio management to generate shared value

CSN Inova Tech

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

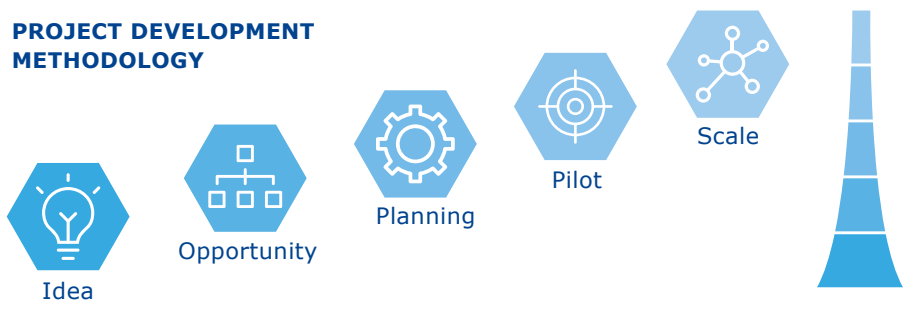


Samples from the research laboratory

STRATEGIC CHALLENGES FOR PROJECT DEVELOPMENT

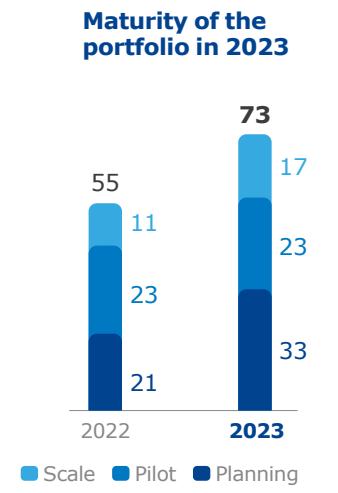
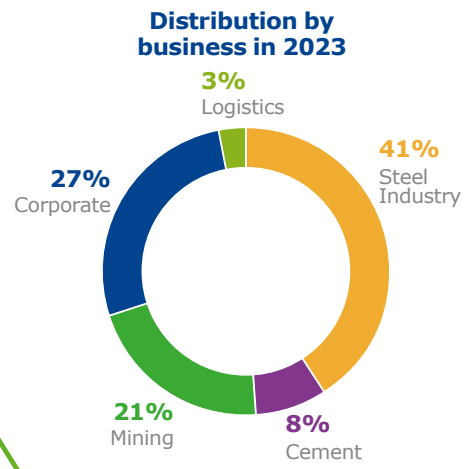
- Reduced consumption of fossil fuels and utilities
- Increased asset availability
- Reduced logistics expenses
- Environmental recovery and reuse of waste and tailings for the generation of co-products
- Use of data for process optimization and corporate decision-making
- New products & materials

PROJECT DEVELOPMENT METHODOLOGY



CSN Inova Open conducts a systemic and collaborative innovation process, oriented towards solving strategic challenges of CSN Group’s areas and business segments. To this end, it applies a three-phase management methodology. The first is planning, in which projects are analyzed according to alignment with business strategy, the evaluation of operational and financial indicators, the stage of operational maturity, and the connection with the ESG materiality matrix. Based on this diagnosis, the projects enter the second phase: the development of pilots in related areas. If there are positive results, they advance to the third phase, in which economies of scale are sought.

CSN Inova Open’s current portfolio has 73 projects under development, 17 of which are already in the phase of scaling innovation and capturing benefits.



CSN Inova Ventures, one of the first venture capitals in Brazil, directs the identification of startups with transformative ideas and solutions for the industrial sector. The goal is to invest in disruptive technologies with high growth potential that enable the transition of traditional industries to a smarter, more connected, and more sustainable future.

In this front of action, CSN Inova develops solutions in three investment verticals (see diagram). In addition to the capital contribution, the invested companies have support for the technological and commercial scale of the solution, for the development of new applications and connection to the CSN Group's ecosystem.

In 2023, CSN Inova Ventures' portfolio of investees already had nine companies at different stages and connected to investment verticals. The investments made through contributions were between R\$ 1 million and R\$ 10 million.

CSN INOVA VENTURES' INVESTMENT VERTICALS




CSN Inova Tech is the action front dedicated to the mapping and development of new technological routes for the CSN Group's products and processes. Its goal is to drive innovation in operations, with a focus on a more sustainable and value-generating future.

Acting as a bridge between businesses, universities and research centers in Brazil and abroad, CSN Inova Tech has contributed to accelerating the incorporation of new technologies and solutions associated with the main challenges of the ESG agenda. In this context are, for example, the evaluation of innovations for carbon capture and the use of alternative materials and fuels to support business decarbonization journeys.

CSN INOVA TECH ACTION AREAS




- Trend Radar
- Relationship with Research Centers
- Development of new products and technological routes
- Protagonism to advance the Decarbonization Journey

 *Employee operating UTIS in an integrated cement factory (Arcos, MG)*





 Furnace in an integrated cement factory (Arcos, MG)

Innovation to decarbonization

CSN Inova has contributed, through its methodology for the development of innovation projects, to the business decarbonization journey.

One of the main projects carried out on this front is the expansion of the solution that introduces controlled amounts of **green hydrogen** and oxygen into blast furnaces for the steel industry. The UC3® (Ultimate Cell® Continuous Combustion) technology, developed by the Portuguese company **UTIS**, has already been tested in clinker kilns in cement operations, leading to significant reductions in fuel consumption and greenhouse gas emissions. In 2023, installation of regenerators began at the UPV blast furnace 2.

Still in the steel segment, CSN Paraná is underway with the **Selene Project**, focused on the decarbonization of the production unit. To achieve this, the

unit has a strategy of using green hydrogen in combustion processes and synthesizing green ammonia as an emission-free fuel alternative to meet energy demand. The project will continue throughout 2024.

In the cement and steel segments, CSN Inova Open has led projects to use technologies based on **artificial intelligence** to optimize specific consumption, such as fuel. The solution, applied in clinker kilns and in the grinding of the Arcos cement unit, allows the analysis of different indicators, generating a reduction in energy consumption, improving the quality of the material produced, reducing process variability, increasing productivity and, also, enhancing thermal substitution with alternative fuels. At UPV, the system was used in 2023 to optimize steel furnaces.

Initiatives such as the addition of green hydrogen in furnaces and the use of technologies based on artificial intelligence contribute to the decarbonization of the CSN Group

CSN Inova Bridge leads the integrated management of CSN Group's ESG innovation strategy. By connecting with leaders and business areas, CSN Inova identifies and maps innovations for the main challenges and transition opportunities related to the topics of the materiality matrix.

Working closely with the ESG Committee, which advises the Board of Directors, CSN Inova Bridge provides tools for the BoD to operate as an innovation laboratory for sustainability in a systemic, integrated, experimental and participatory manner.

With a focus on social innovation, CSN Inova Bridge makes it possible to unlock and leverage resources to activate ecosystems and networks and accelerate structural and ESG innovation initiatives. It promotes the connection and training of employees, transparent communication and stakeholder engagement, and the dissemination of the Company's culture of sustainability. This performance made it possible, in 2023, to develop the Olívia Project, a POC (proof of concept) to boost good ESG practices in the business supply chain (learn more on page 130). Another highlight of the period was the beginning of projects structured in the context of the Theory of Change in Territorial Development (learn more on page 138).

CSN INOVA BRIDGE TOOLS



- Integrated ESG Management of the Transition Strategy via ESG Committee
- Unlocking and Leveraging Resources, Activating Ecosystems and Networks, Accelerating ESG Structural & Innovation Initiatives
- Social and Environmental Impact Management & Social Innovation
- ESG Communication Strategy Management & Stakeholder Engagement

 ESG Ambassadors, who participate in thematic groups within the scope of the ESG Committee



Research, Development and Innovation (RD&I) Center

CSN's Research, Development and Innovation (RD&I) Center has been operating for over 70 years with the aim of developing new steel products and technically supporting customers in the application of new technologies that drive cost optimization and greater productivity in the steel chain.

The unit has testing laboratories that carry out analyzes of the physical, chemical, mechanical and metallographic characteristics of CSN steels and other alloys, using cutting-edge equipment such as optical and scanning electron microscopy (SEM). The most recent is the Gleeble® thermomechanical simulator, installed in 2023 with the most advanced technology in Latin America. The equipment makes it possible to reproduce, on a laboratory scale, a wide range of steelmaking processes, such as casting, hot rolling and annealing, among others.

Another highlight is the computer simulation laboratory, which has various software, such as forming and stamping simulation, and allows the performance of the CSN product to be evaluated in advance in its various applications for its customers.

The resources invested by CSN in RD&I make use of tax incentives through Law No.11,196/05 (Lei do Bem). With the work of CSN Inova, the portfolio of projects and technological cooperation agreements with universities, research centers and technology centers underwent a strategic review, providing an increase of around R\$ 28 million in resource allocation capacity.

 Employee at the CSN Research Center (Volta Redonda, RJ)



17 laboratories

Environmental Laboratory

certified by the State Environmental Institute (INEA), a body of the State Government of Rio de Janeiro, linked to the State Secretariat for the Environment

Thermomechanical simulator

of the most complete steelmaking process in Latin America, which, together with other resources, allows the simulation of the entire steelmaking process on a pilot scale

Vacuum Induction Furnace

(VIM – Vacuum Induction Melting), which enables the Research Center to produce, on a pilot scale, steels with the most varied chemical compositions

Numerical simulation center

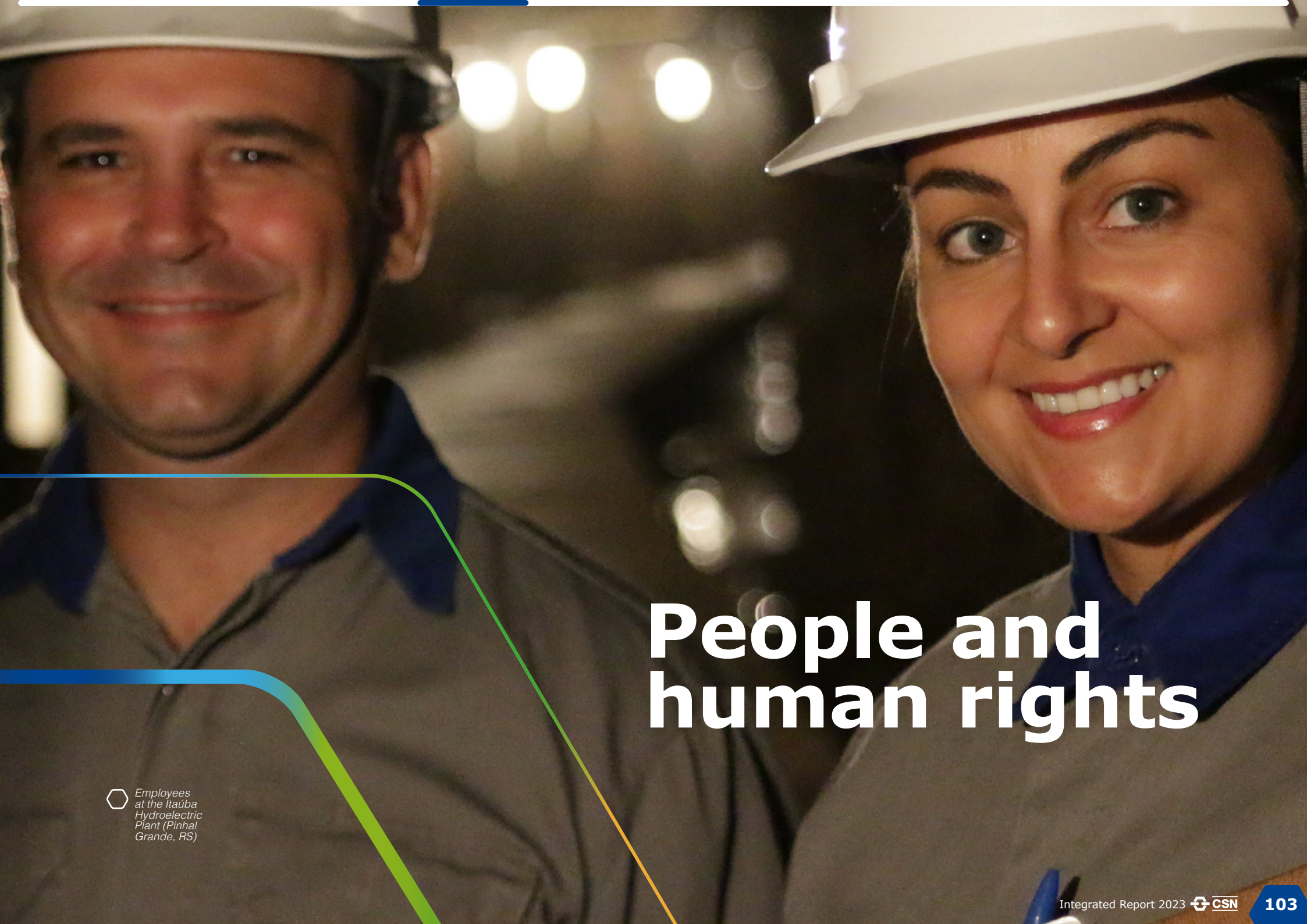
dedicated to steel production processes and CSN customers

47 types of steel

under development

2 new types of steel

developed (released to the MPA – Authorized Products Manual)



People and human rights

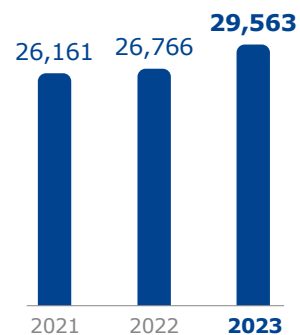
Employees at the Itaúba Hydroelectric Plant (Pinhal Grande, RS)



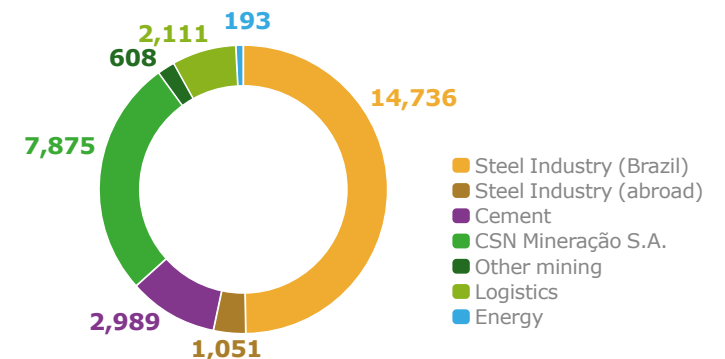
Employees at the Casa de Pedra mine (Congonhas, MG)

CSN Group has more than 29.5 thousand employees who stand out for their high standard of technical knowledge in the mining, steel industry, cement, energy and logistics segments. The qualification and experience of these professionals, together with the alignment with the values and principles of the corporate culture, are a competitive advantage for operating in the national and international markets.

CSN Group total number of employees



Employees in 2023 by business segment



The continuous training of this team is a pillar of the human capital management model of CSN Group. Over the last three years, the Company has invested in structuring the **CSN Corporate University** (CSN CU).

Last year, the Corporate University made it possible to carry out more than 60 thousand hours of training, with the provision of more than 80 virtual contents. CSN CU has a training platform in e-learning format, fully operational since 2022, and promotes face-to-face training on safety and mandatory regulatory content for operational professionals. These actions are conducted by the CSN Group's own internal knowledge multipliers.

With five training schools, the CSN Corporate University is an important tool to promote the preparation of new leaders for CSN Group. The Schools of Leaders and Business have learning paths that present the technical and behavioral content necessary for potential successors to be able to take on new challenges and lead teams in structuring and strategic projects. Lusosider, in Portugal, and SWT, in Germany, conduct their own training programs, focusing on the specificities of their segments and markets.

Employee at Metalgráfica Iguaçu (Ponta Grossa, PR)



CSN GROUP CORPORATE UNIVERSITY SCHOOLS

 escola
DE EXCELÊNCIA EM RESULTADOS

 escola
DE LÍDERES

 escola
DE INOVAÇÃO

 escola
DE NEGÓCIOS

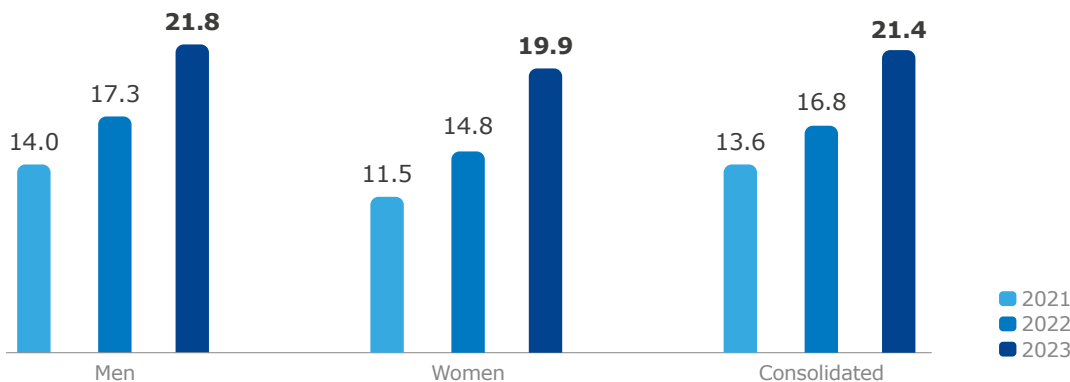
 escola
ESG



Employees in aggregate unit (Cajamar, SP)

Considering all businesses in Brazil and abroad, the CSN Group carried out 651.9 thousand hours of training in 2023, with an average of 21.4 hours per employee. Investments in Brazil for training actions totaled R\$ 8.8 million in the period

Average number of training hours per employee



Internationalization Program

In 2023, the CSN Group began a new development strategy for its employees. The Company created the Internationalization Program, with a strategy of immersing Brazilian professionals in the Company's units abroad. Throughout the year, participants in each class spent around 80 days carrying out professional activities in the United States, Portugal and Germany.

More than 800 employees signed up to participate in the Internationalization Program. The immersion of these teams contributed to expanding knowledge and experience in international markets, together with the identification of potential opportunities for business growth and innovation in different processes (commercial, purchasing, supplies, engineering, sustainability, etc.).

In 2023, three classes from the Internationalization Program went to the United States. One group underwent immersion in Portugal and one group in Germany.

People Cycle

The People Cycle is CSN Group's model to boost the development of all its employees and identify talents with the potential to occupy leadership positions in different businesses. Conducted annually, the program promotes the evaluation of employees' performance in a transparent manner and with a focus on identifying opportunities for improvement and enhancement in their professional careers.

The evaluations cover 100% of the employees. Employees working in the new CSN Cimentos units acquired in 2022 participated in the process for the first time in 2023. Only professionals hired after September of the previous year, as well as interns and apprentices, are not eligible to participate in the People Cycle. In 2023, CSN Energia teams also did not participate in the People Cycle, due to the ongoing integration process of units recently acquired from the CSN Group.

One of the main positive impacts of the People Cycle is the contribution, through objective parameters, to the definition of job and salary promotions and other types of recognition to employees who stand out in achieving the Company's goals. Furthermore, the methodology includes talent mapping and identification of potential successors, using the 9 Box matrix.



Employee at the Sepetiba Tecon port terminal (Itaguaí, RJ)

THE STAGES OF THE PEOPLE CYCLE

- Performance Evaluation**
Evaluation of the performance of employees on an online platform
- People Committee**
Holding forums with the evaluators to discuss the results with a more comprehensive view and greater assertiveness in the analysis
- Feedback and IDPs**
Delivery of feedback to the assessed and elaborated Individual Development Plans (IDPs) together with the employees



New talents

Through structured talent attraction and selection programs, CSN Group promotes the hiring of professionals aligned with the culture of its business, ensuring equal opportunities for all, without any type of discrimination. The Young Apprentice, Internship and Trainee programs are the main platforms to promote the entry of young professionals into the Company.

The second class of trainees started in 2023. For 18 months, recent graduates undertake a development journey and learn technical content, behavioral skills and conduct specific projects in the various areas to put into practice the knowledge acquired. The CSN Group received approximately 16 thousand applications for the current edition of the trainee program and 60 young people were selected to join the Company, joining the other 46 trainees hired in 2022.

The Internship program offers the opportunity for students from different technical and undergraduate courses to start their professional experience in CSN Group's business. In 2023, the Company had 700 interns in its various businesses, and 25% of them were hired after completing the program.

The Young Apprentice program benefits young people between the ages of 14 and 24 who are looking for their first job. Participants develop practical activities and receive theoretical training on the chosen area of activity. The program is implemented in partnership with the CSN Foundation, the National Industrial Learning Service (SENAI) and the Business-School Integration Center (CIEE). In addition to this initiative, the Citizen Mentoring program (learn more on page 113) contributes to increasing the

employability and professional development of young people, providing greater diversity and inclusion in the workforce.

In addition to the entry programs, CSN Group has tools to attract and select talents with greater market experience for the open positions in the different businesses. Opportunities are always disclosed on the Company's website and internal communication channels. The priority is to promote internal movements and value employees who stand out for their performance and are aligned with the corporate culture.

In all these processes, CSN Group works with the objective of promoting diversity, equity and inclusion in human capital management. Learn more about this strategy on page 111.

Continuous process improvement

CSN Group operates in a structured way to engage its employees in the search for solutions, innovations and transformations that drive continuous business improvement. With the use of the Lean Manufacturing methodology, leaders encourage their teams to think and develop projects aimed at the evolution of production processes and the organization of work environments in the units.

The search for excellence is addressed, for example, through programs such as CSN Lab Ideias. In 2023, the platform worked on two themes: ergonomics and occupational safety. In total, 156 ideas for improvements and evolutions were presented, to be analyzed and tested in the production environments.

Another initiative is the Transformation Office, at Presidente Vargas Steeworks, structured with the aim of strengthening the culture of continuous improvement in the steel industry. With the involvement of all organizational levels, the Office promotes lean management in processes with a focus on eliminating waste and short-term results in improving safety and health.

At CSN Mineração, the Lab Week is a biannual event, in which the best projects and practices of continuous improvement are presented and recognized, in the Kaizen, CCQ and Lean Six Sigma methodologies with a focus on the pillars of Productivity, Quality, Costs and ESG. In 2023, the program involved more than 4 thousand employees, with more than 3 thousand improvements implemented and projects that represent a cost reduction of around R\$ 129 million.



156
ideas
presented at
CSN Lab Ideas
in 2023

Recognition for
employees at
Lab Week of
CSN Mineração

Compensation and benefits

The compensation and benefits package offered to CSN Group employees is part of the strategy for valuing and developing human capital in all the Company's businesses. All employees are covered by employment contracts and collective bargaining agreements signed with unions representing the professional categories.

The total composition of the employees' compensation includes monthly nominal salary, vacation and 13th salary. Aside from that, the Company offers an annual bonus, according to the achievement of global business goals.

The benefits offered to all employees, regardless of the type of contract and working hours, are in line with the best market practices and follow union agreements. Thus, CSN Group has health insurance, dental insurance, life insurance, food vouchers, childcare assistance and other types of benefits to promote the quality of life and health of its professionals.

In addition, employees have supplementary pension plans, administered by the CSN Employees' Beneficent Fund (CBS) — a private and non-profit pension fund whose members are employees and former employees of the CSN Group. The goal is to support employees in their retirement planning.

 Employees at Faria Lima Office (São Paulo, SP)

To establish its compensation policy, CSN Group relies on salary surveys and benchmarks with market peers and other companies of the same size. The Company prohibits any differentiation based on gender or any other criteria, other than those related to professional performance and seniority in the position.

Moreover, the Company respects the conventions of the International Labor Organization (ILO) in relation to labor laws, including not allowing employees to work more than 48 hours per week in regular time and 60 hours including overtime.

In 2023, CSN Group joined the Corporate Citizen Program, extending the period of maternity (6 months) and paternity (20 days) leave in all business segments in Brazil





Diversity, equity and inclusion

For CSN Group, diversity is a pillar of its strategy for business development and sustainable value creation for society as a whole. With its own governance for the subject, the Company works to promote the inclusion of more women, blacks and people with disabilities (PWDs) in all its units and ensure equal opportunities so that these people are prepared to occupy leadership positions and take on new professional challenges.

To manage and coordinate DE&I (Diversity, Equity and Inclusion) actions, the CSN Group has a specific management, which verticalizes engagement and training actions and projects and contributes to directing action plans in all businesses. In addition, the ESG Committee, with the support of the People Group, monitors the evolution of indicators towards the achievement of the diversity commitments established for the Company.

One of the main goals is to achieve at least a 28% female presence in the CSN Group's businesses. In 2023, this percentage had already reached 23%, an increase of 8.7 percentage points compared to 2020¹.

 Employee at the Casa de Pedra mine (Congonhas, MG)

1. Considers employees in Brazil in the CLT, Apprentice, Internship and Capacitar Program categories. It differs from the GRI data because the latter does not cover the Internship Program and includes operations abroad.

Among the main initiatives developed to achieve this goal is the Empower Women Program. Developed through partnerships with SENAI's and CSN Foundation technical schools, the project offers free vacancies in vocational courses for residents of communities in the municipalities near CSN Group's units. After training, these women are able to enter operational careers in the mining (Congonhas and Itaguaí), steel (UPV, Distribution and Packaging), cement (Arcos and Alhandra) and logistics (Sepetiba Tecon) businesses. In the same way, the Capacitar Program also offers courses and classes to benefit and expand the employability of people with disabilities (PWDs).

Racial equity, as well as the gender aspect, is part of CSN Group's strategy to promote diversity. To promote this commitment, the CSN Group was one of the founders and continues to be associated with the MOVER- Movement for Racial Equity. In the year 2023, 118 English scholarships were made available to self-declared black employees, with 88% of them women. In addition, the Company offered six scholarships to employees in leadership development programs developed in partnership with MOVER.

During the year, CSN was also highlighted for its efforts in the literacy of the internal public, as part of the MOVER 2023 Challenge. The Company was recognized for the initiative among the 49



Employees at an integrated cement factory (Arcos, MG)

participating companies with two gold, one silver and one bronze trophies. Among the differentials that led to this award are the high rates of engagement and certification of leaders (90.5% and 77.4%, respectively) and employees (15.4% and 80.6%, respectively). More than 4 thousand employees of the CSN Group were trained in the topic of racial literacy through this action.

In 2023, 453 women graduated from the free courses offered by the Empower Women Program and were hired by CSN, and 72% of them declared themselves black

Citizen Mentoring

The Citizen Mentoring program is an initiative that integrates the leaders of the CSN Group and the young people benefited by the CSN Foundation's Garoto Cidadão project. In 2023, the second edition was conducted, with 48 young participants and 48 mentoring volunteers, totaling almost 200 mentoring meetings.

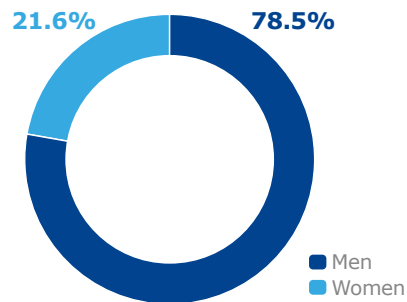
The objective of the Citizen Mentoring Program is to provide the Garoto Cidadão students with an orientation view of the universe of business organizations, based on the relationship with a volunteer mentor from the CSN Group. Employees who volunteer with the Company are trained to conduct mentoring sessions with up to two student-mentees, addressing employability topics.

One of the main benefits of this relationship is the closer monitoring of students who begin their experience as apprentices at the CSN Group, boosting their ability to adapt and develop professionally. Thus, the Company strengthens diversity in its teams, including young people from communities with socioeconomic needs.



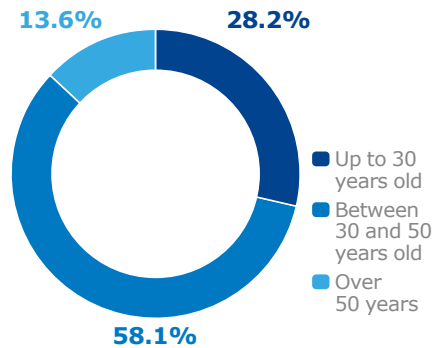
 Employee at the Casa de Pedra mine (Congonhas, MG)

Employees by gender in 2023¹



1. Considers all CSN Group's units.

Employees by age group in 2023¹



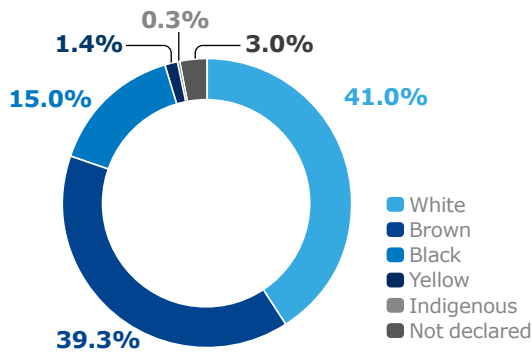
1. Considers all CSN Group's units.

In 2023, the Company recorded an increase in female representation in its workforce



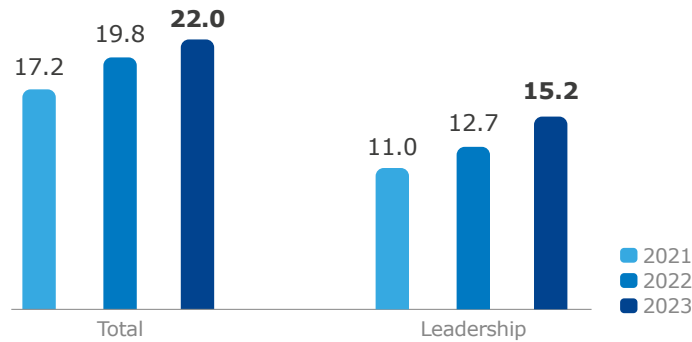
Employee of CSN Mineração (Congonhas, MG)

Employees by race in 2023¹



1. Does not cover SWT, Lusosider and the Energy segment.

Female representativeness¹ (in %)



1. Considers CSN Group's units in Brazil. Percentage of employees over the total workforce and in leadership positions each year.



Employees at an integrated cement factory (Arcos, MG)

Human rights

In all its activities and in its value chain, CSN Group values and promotes respect for human rights, integrating the theme into risk management and the relationship model with local communities. Since 2022, the Company has been improving its management of the topic based on the United Nations Guiding Principles on Business and Human Rights, prepared by the UN, the Sustainable Development Goals (SDG) and the conventions of the International Labor Organization (ILO).

Since 2022, in partnership with the Center for Human Rights and Business at Fundação Getúlio Vargas (FGV), CSN Group has been developing work to identify potential risks of human rights violations and improve programs and initiatives that mitigate this type of risk.

In this context, the Company completed the Human Rights Due Diligence (HRDD) process

in the municipality of Congonhas (MG) in 2023. The study was developed based on the UN Guiding Principles for Business & Human Rights framework and identified 37 adverse potential impacts of operations on the topic, of which 14 were prioritized. Also as a result of this analysis, CSN defined and began implementing 49 action plans for priority impacts and 95 mitigation initiatives for less critical impacts.

The Company's commitment to respecting human rights is explicit in the Code of Conduct and also incorporated into the practices already adopted for the qualification of employees and the monitoring of suppliers.

In 2023, CSN Group promoted 20.6 thousand hours of human rights training for its internal public and 657 hours for third parties. In the same year, the Internal Accident Prevention Committees (CIPAs) were improved and began to also deal with the issue of harassment, with actions to strengthen the culture of respect and inclusion.

At CSN Cimentos, the new units acquired in 2022 already had areas dedicated to social responsibility, whose actions follow the Stakeholder Engagement Plan (SEP). The SEP is established in each location, based on a diagnosis that identifies the current status of the relationship with stakeholders and human rights. Based on this diagnosis, an action plan is developed to direct and address the issues identified as critical and define the local corporate social responsibility strategy. In 2024, the SEP will be expanded to the Arcos and Alhandra units, covering 100% of the integrated cement factories.

To ensure respect for human rights in its value chain, the CSN Group requires its suppliers to commit to following standards of conduct and non-violation of human rights through contractual clauses and requirements of general supply conditions. To investigate situations of potential deviation from these guidelines, the CSN Whistleblowing Channel receives and processes complaints related to the topic (learn more on page 77).



Employee at the Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)

Human rights training indicators

	2021	2022	2023
Training hours promoted	5,611	28,644	20,571
Number of employees trained	5,838	20,150	29,313
Percentage of people trained over headcount	22.4%	76.7%	99.7%

Employee at the Casa de Pedra mine (Congonhas, MG)


Safety and well-being



Safety is a value of CSN Group. Therefore, the Company manages this issue, together with the promotion of the health and well-being of employees, as a priority in all its businesses. CSN has a structured management system, guided by policies and procedures, to mitigate the risks of accidents with employees and third parties and the impacts on surrounding communities and the environment.

The Sustainability Policy of CSN Group also establishes the guidelines for safety management. The procedures and methodologies to be applied, through the proactive action of leaders, are described in the Occupational Health and Safety Management Manual – the document has an internal version and another specific for suppliers.

Action plans and measures to ensure safety, as well as performance indicators, are monitored through the Health and Safety Management System (SGSS, acronym in Portuguese), applicable to all CSN Group units and covering 100% of employees and suppliers. The strategic elements and tools of the SGSS provide the structuring of programs focused on accident prevention, risk mitigation, and training of leaders and employees.

 Employee at Prada Distribuição unit (Mogi das Cruzes, SP)



Click on the links to learn more

 [Sustainability Policy of CSN Group](#)

 [Occupational Health and Safety Management Manual for Suppliers](#)

 [Occupational Health and Safety Management Manual](#)

STRATEGIC SGSS ELEMENTS

- 1 Commitment & Leadership**

It reinforces the engagement and commitment of all employees, own or third-party, in the daily challenge of making the work environment increasingly safer and healthier.
- 2 Communication**

It aims to reduce health and safety risks through efficient communication with all stakeholders.
- 3 Standards & Procedures**

Standardizes clean, safe, and healthy work practices through standards and procedures, involving routine or non-routine work for operational and administrative activities.
- 4 Behavioral Development**

Requirements for the behavioral development of employees, own and suppliers, focused on prevention and continuous improvement in occupational health and safety.
- 5 Risk Management**

Systematic to identify, evaluate, control, minimize or eliminate risks and impacts related to processes, activities, facilities, services and products and their possible consequences for people's health and physical integrity.
- 6 Change Management**

It aims to ensure that all changes that occur in facilities, technology, processes, work environment and people are carried out in a controlled manner, so that risks or impacts are maintained at acceptable levels and in order to promote the improvement of performance in occupational health and safety.

- 7 Legal Requirements**

It aims to ensure the identification, analysis and adaptation to the legal requirements related to occupational health and safety.
- 8 Planning**

It aims to establish a system that ensures that strategic, operational and routine actions are planned in order to minimize the impact and keep the hazards and risks of processes under control.
- 9 Service Provider Management**

It aims to ensure that service providers are committed to the practices, procedures and performance in line with the values and principles of the CSN Group.
- 10 Skills & Competence Management**

Continuous process of training, qualification, qualification and acclimatization, for own employees and third parties to be able to carry out their activities in a clean, safe and healthy way.


Employees at the Casa de Pedra mine (Congonhas, MG)



All suppliers undertake, through contractual clauses, to follow the guidelines established in the Occupational Health and Safety Management Manual for Suppliers and in the General Conditions for the Provision of Services. The documents establish minimum requirements, procedures and essential information so that service providers can be prepared and trained to carry out their activities at CSN Group units.

On an annual basis, normative documents and management practices are also audited and updated. A multidisciplinary team conducts health and safety risk assessments considering the entire production cycle and, with a methodology adhering to ISO 31001, defines programs to prevent risks and ensure a safe work environment. These platforms include preliminary risk analyses, work permits, and the provision of individual and collective protective equipment. Risks associated with specific tasks are further mitigated through specific controls and documented in operational procedures or cross-audits between units.

The evolution of the SGSS, manuals and safety procedures also occurs with the direct contribution of employees. Different mechanisms ensure the participation of the workforce in the assessment of risks and discussions of improvements in systems and protective barriers, such as the Daily Safety Dialogues (DDS, acronym in Portuguese), the annual promotion of the Internal Week for the Prevention of Accidents at Work and the Environment (SIPATMA,

 Employee at Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)

acronym in Portuguese), the periodic safety meetings between leaders and teams. In 2023, 21 audits of the Occupational Health and Safety Management Manual and 23 cross-audits between units were carried out.

All units of CSN Group in Brazil also have Internal Commissions for the Prevention of Accidents and Harassment (CIPAs, acronym in Portuguese), with representatives elected by the employees themselves and constituted in accordance with the Regulatory Standard (NR05) and Law No. 14,457/2022. CIPA members have employment stability, a mechanism

that aims to curb retaliatory attitudes and offer an open space for employees to express concerns and complaints related to occupational health and safety.

At foreign units, policies and systems for preventing accidents and ensuring safety were structured in accordance with local legislation and best practices. Both Lusosider (Portugal) and SWT (Germany) develop their own programs to formalize procedures, train leaders and teams, communicate and assess risks in their activities and operations, considering their own employees and third parties.





Employee in aggregate unit (Cajamar, SP)

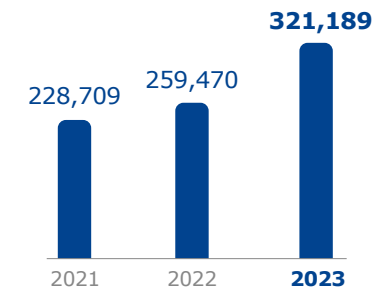
Safety campaigns

In April 2023, CSN Group held Safety Day, an event aimed at all employees. The professionals were engaged in the theme of safety through a lecture with a specialist in cognition, human behavior, accident prevention and leadership development. The initiative promoted awareness and clarification related to a safe work environment and reached more than 700 employees online.

Another annual action is the Faça Sempre o Certo campaign, aimed at raising awareness about the safety of workers and people around them. The topics, addressed by the units within the operation, deal with aspects such as safe behavior, interruption of unsafe activities, and safe crossings.

In addition, the Company promotes ongoing awareness through thematic campaigns associated with the colorful months. One of the most significant is the Yellow May (road safety), which includes communications by health and safety teams, training for drivers and operators, and campaigns to prevent the use of alcohol and narcotics.

Health and safety training for own employees (in hours)



In 2023, more than 321 thousand hours of health and safety training were provided to own employees and more than 334 thousand hours to third parties



Safety programs

Virtual reality training

Use of virtual platform with application of games and virtual assistant as facilitator of theoretical content, rules with animation pills and use of 3D glasses for simulations, providing experience in a virtual environment. In 2023, three new modules were implemented.

Readiness test

An online tool that assesses work readiness and predicts possible changes in the state of attention and response that could aggravate the risk of accidents due to personal factors. The test is carried out daily with employees who perform critical activities in all operating units. In 2023, participations increased by 113%, with the expansion of 1,400 test licenses, and there were no accidents with employees who participated.

Duty of refusal

Training and communication on procedures for preliminary risk assessment and guidance on not to immediately start or stop an activity in the event of hazardous situations. It covers employees and third parties who work in all units of the CSN Group.

Prevention Program for Alcohol and Narcotics (PPAE)


It acts preventively to combat the misuse of alcohol and/or other narcotics, aiming at the physical and mental integrity of employees and suppliers, through prevention, information and treatment. The entire process is carried out in compliance with the Company's medical confidentiality criteria and compliance guidelines. In 2023, more than 648 thousand tests were carried out. Of this total, more than 560 thousand refer to breathalyzer tests at CSN Cimentos. At CSN Mineração, 83 thousand breathalyzer tests and 5 thousand toxicological tests were carried out, covering employees and third parties.

Health and safety performance indicator

The indicator measures the health and safety results of the CSN Group's units in a consolidated manner and allows visualizing, in addition to the reactive indicator, compliance with and adherence to preventive and legal health and safety programs.

Intelligent locking system

Automated system that allows the blocking of electrical energy in dangerous spaces in the event of maintenance or the need for electrical interference. In this way, the work stages become safer and more agile, guaranteeing the reliability of authorized professionals.

 Employee in the dam monitoring room of Casa de Pedra unit (Congonhas, MG)

AGIR Program

In 2023, the CSN Group launched the AGIR Program, which aims to reduce the risk of high-potential accidents and prevent fatalities, in addition to reinforcing the commitment of all managers to safety as a non-negotiable value. Also implemented at CSN Mineração, the program is based on three pillars and consolidates existing practices and actions at the units with the aim of strengthening the culture of prevention and continually improving work safety performance.

Occupational Health and Safety Culture

- Unify the Health and Safety Consequence Management procedure across the entire CSN Group.
- Implement the Occupational Health and Safety Recognition Program, with the aim of highlighting good practices carried out by employees. The intention is to encourage and disseminate these initiatives, promoting an increasingly safe working environment.

Critical Risk Management

- Implement Occupational Health and Safety (OHS) requirements for critical risks across all businesses.
- Awareness and training actions for critical activities in CSN's business.

Process Safety

- Strengthen the process safety culture, focusing efforts on sizing and implementing barriers in critical scenarios. A dedicated team of professionals is responsible for suggesting and evaluating actions to reduce or eliminate operational risks, resulting in reduced industrial costs. Furthermore, these experts review the critical points in the safety management of production processes.



Safety performance

In 2023, the CSN Group maintained the historical performance level achieved in the previous period, with stability in frequency and severity rates. In total, 173 accidents were recorded in the year, compared to 146 in 2022, following the increase in the number of man-hours worked. Of the total, 18 accidents resulted in sick leave of more than 6 months (10 with employees and 8 with third parties) and 6 were fatal (3 with employees and 3 with third parties). All accident events are investigated by a multidisciplinary group, which identifies the causes and circumstances of the accident to share lessons learned across all CSN units and define improvement plans.

CSN Group health and safety indicators¹

	2021	2022	2023
Total man-hours worked	75,024,175	81,431,271	96,852,811
Number of recordable accidents	180	146	173
Number of accidents with serious consequences (except deaths)	12	17	18
Number of fatal accidents	2	4	6
Total number of days lost and debited	17,174	33,664	40,816
Frequency rate of recordable accidents ²	0.48	0.36	0.36
Frequency rate of accidents with serious consequences (except deaths) ²	0.03	0.04	0.04
Frequency rate of fatal accidents ²	0.01	0.01	0.01
Accident severity rate ²	46	83	84

1. Consider own employees and third parties, does not cover SWT and Lusosider.

2. Rates calculated with the factor of 200 thousand man-hours worked. The Company recorded an improvement in the frequency rate of recordable accidents last year, from 0.359 in 2022 to 0.357 in 2023.



Employee at Prada Distribuição unit (Mogi das Cruzes, SP)

Health programs

Maintaining a healthy work environment is essential for employees to be able to perform their professional activities safely and without risk of accidents. Monitoring the health conditions of professionals and encouraging the adoption of healthy habits are essential for CSN Group to achieve its goals.

The Company has the Medical Control and Occupational Health Program (PCMSO), which establishes types of examinations and periodicities to assess the physical and health conditions of employees, according to the functions performed and associated risks. In addition, every year the Company carries out vaccination campaigns against influenza and H1N1 (tetraivalent vaccine), hepatitis B and other diseases – around 15 thousand employees joined the vaccination campaigns in 2023.

The Company has CSN 10+, which brings together a set of programs to encourage improvements in the quality of life among employees. The initiative also covers programs and actions with medical services and guidance to increase well-being and physical and emotional health. Among them is the Awakening Program, a platform aimed at preserving workers' rest with a focus on maintaining reflexes, concentration, memory, agility and combating fatigue, contributing to the reduction of incidents.

CSN Group also offers Viva+, a program carried out in partnership with a network of gyms that contributes to the physical, mental and social health of employees and first-degree relatives, and the Personal Support Program (PAP, acronym in Portuguese), which provides free telephone service in situations involving personal and professional issues, with psychological, financial and legal guidance.

CSN 10+

- 1 Alcohol and Narcotics Prevention Program
- 2 Awakening Program
- 3 Ergonomic and Workplace Gymnastics Management Program
- 4 Fit & Healthy Plate Program
- 5 Hearing Conservation Program
- 6 Itinerant Medicine
- 7 Healthily Program
- 8 Skin Health Program
- 9 Anti-Smoking Program
- 10 Leave Management

View of integrated cement factory (Arcos, MG)

Value chain



TECAR port
(Itaguaí, RJ)

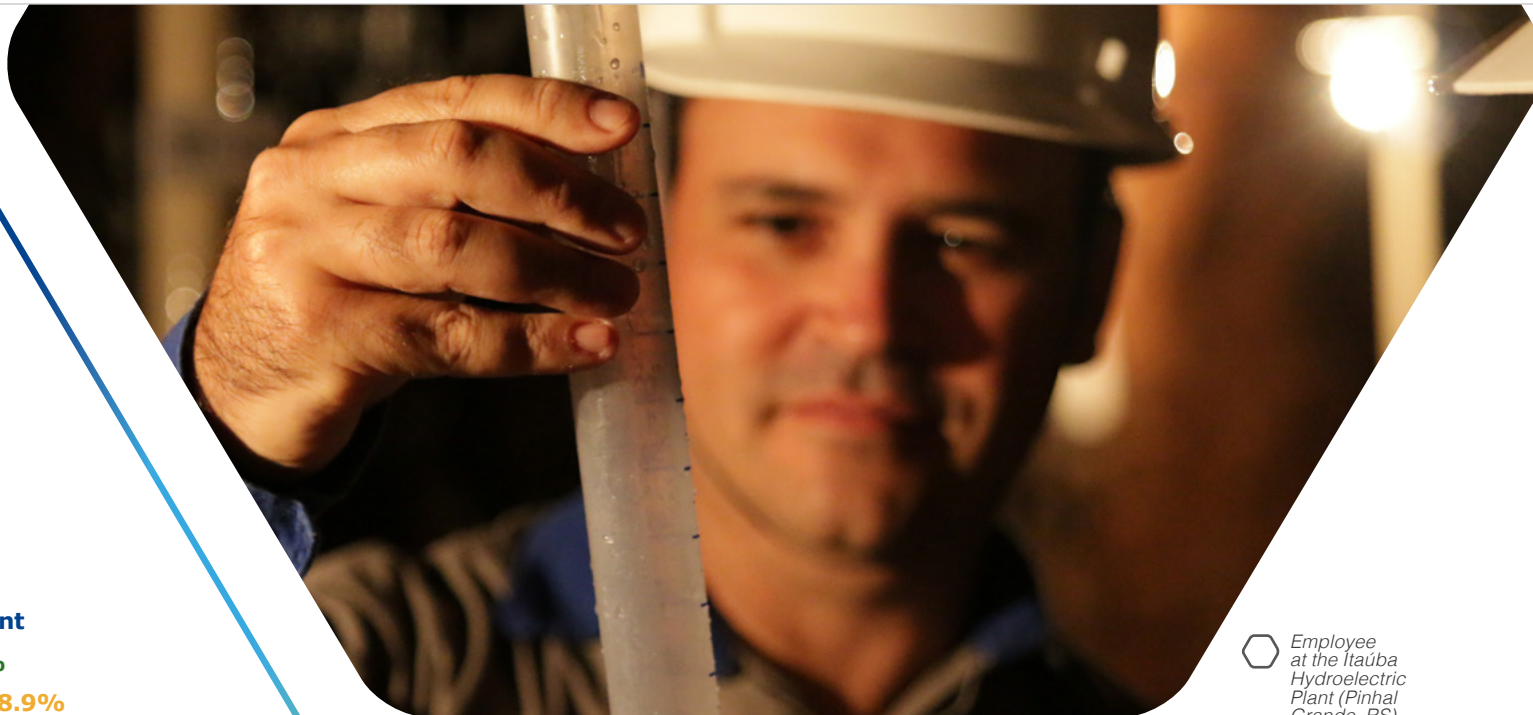
Employee at the Casa de Pedra mine (Congonhas, MG)



CSN Group's businesses promote positive economic impacts with the development of supply chains of materials and services associated with the activities and operations in different business segments. In 2023, in Brazil alone, the Company allocated R\$ 31.7 billion in purchases and contracts with 5.3 thousand active suppliers. Abroad, another € 844.7 million was spent with 4.1 thousand Lusosider and SWT suppliers.

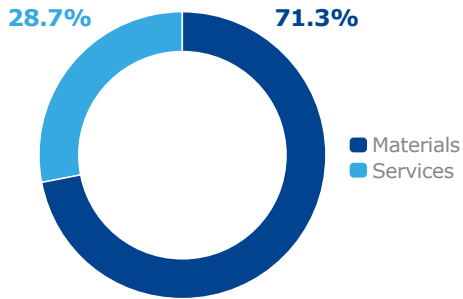
In the relationship it establishes with these partners, the Company promotes mechanisms to guarantee and value respect for human rights, ethics, integrity, the best practices of fair competition, safety and sustainability. All suppliers go through a prior process of approval and documentary evaluation of legal compliance, in which they become aware of and adhere to CSN Group's Code of Conduct and Anti-Corruption Policy. At this time, the partners also undertake to comply with the **General Conditions for the Provision of Services** and **Acquisition of Materials**, public documents registered with a notary by the CSN Group.

100% of contracted suppliers undergo evaluations based on social, environmental and quality criteria, as applicable to the nature of each contract

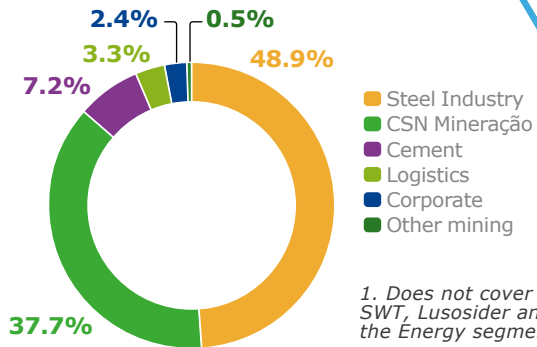


Employee at the Itaúba Hydroelectric Plant (Pinhal Grande, RS)

Expenditures by supply category



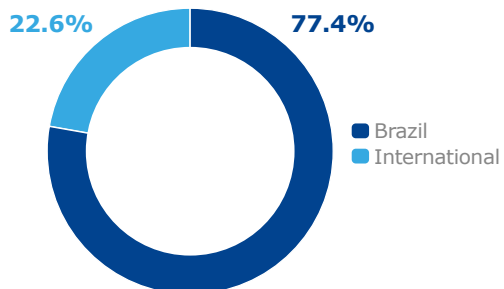
Expenditures by business segment



1. Does not cover SWT, Lusosider and the Energy segment.

X-RAY OF CSN'S SUPPLIERS IN 2023¹

Expenditures by geographic location



At this stage, depending on the suppliers' segment of activity, the presentation of management system certificates, such as ISO 9001 (quality management) and ISO 14001 (environmental management), and environmental licenses is required. In 2023, 100% of suppliers contracted were evaluated on social criteria (labor and tax regularity and anti-corruption) and 15% were eligible for analysis of environmental criteria. The Company also prioritizes the development of local suppliers, as a way of promoting market growth and qualifying the regional workforce.

During the term of the contracts, CSN Group monitors the labor compliance of the service providers and subcontractors. Through the Third-Party Management Center, the regularity of the collection of labor and social security taxes, the payment to contracted employees and the compliance with agreements defined in collective agreements, among other aspects, are verified on a monthly basis.

Compliance assessment

Partners and suppliers who engage with CSN Group are subject to structured integrity assessments. These processes include Compliance and Anticorruption Background Check and Know Your Customer (KYC) methodologies and aim to identify the level of adherence to the ethics and compliance criteria established by the Company and ensure full respect for human rights, combating degrading labor practices such as child, forced or slave labor in the value chain. As part of the actions to improve the Compliance Program, the scope of these due diligence analyses was expanded, with the inclusion of an international tool.

In the contracting processes, the level of criticality of the partners in relation to ethical issues is evaluated considering the business area, country of operation, corporate structure, final beneficiaries and cases of litigation, sanction or exposure in the press related to the topic. A prior analysis based on CSN's risk matrix and the supplier's National Classification of Economic Activities (CNAE, acronym in Portuguese) allows the identification of partners considered critical,

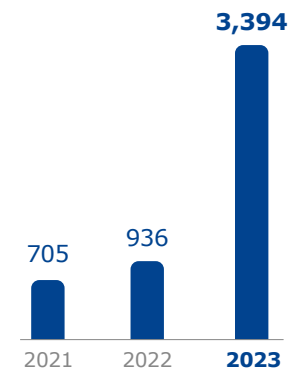
which are then analyzed by the Audit, Risk and Compliance Department. Critical suppliers are continuously monitored and re-evaluated every 15 days. All contracts signed include anti-corruption clauses.

In 2023, 3,394 supplier due diligence analyzes were carried out, an increase of 262.6% compared to the previous year, mainly due to the incorporation of new units in the Cement segment. This same factor led to a 244.3% increase in the number of contracts evaluated by the Compliance area.

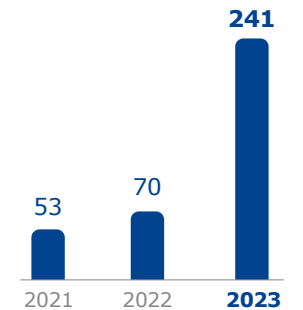


Employee at Prada Distribuição unit (Mogi das Cruzes, SP)

Number of supplier due diligence performed



Number of contracts analyzed by the Compliance area¹



1. Historical data represented. The figures reported in previous reports refer to the total for each period, not the monthly average.



Employee at Metalgráfica Iguaçu (Ponta Grossa, PR)

ESG Engagement

To strengthen supplier engagement in the sustainability agenda, CSN Inova Bridge launched in 2023 the Olívia Project, conducted in conjunction with the Sustainability Department and that allows assessing the level of maturity of strategic partners in the application of good management practices on social, environmental and corporate governance issues.


The Olívia Project involved more than 100 suppliers from segments relevant to the value chains of the businesses — chemical, packaging, mining and metallurgy inputs, among other types of activities.

The proof of concept (POC) of this initiative evaluated everything from the effectiveness of the engagement process to obtain ESG information in the questionnaires to the methodology for ranking respondents based on the disclosure of their practices. The structuring of this valuation model enables CSN Group to advance in mechanisms to promote and increase sustainable procurement processes.

The management approach to promote sustainable development in CSN Group's supply chain was also improved in 2023 with the creation of dedicated structures in the Procurement Board. The creation of a coordination dedicated to ESG Management of Suppliers was the first step towards the development of an ESG risk matrix for these partners, which will guide assessment, training, engagement and innovation programs in the value chain. Furthermore, the Contract Management Center was expanded to all segments of the CSN Group, strengthening local management and monitoring of partners in each unit.



Local communities

 Students of the Garoto Cidadão project, from the CSN Foundation (Congonhas, MG)

CSN Foundation

CSN Group's relationship with the communities of the municipalities where its production units are located is guided by the purpose of transforming lives and promoting social development through positive impacts on people. This vision is embodied in the investments and projects of the CSN Foundation, which completes 63 years of operation in 2024 and is one of the longest-lived in the country.

The CSN Foundation's activities are developed in 37 territories and are organized into four axes of action – Culture, Education, Articulation and Curatorship. In 2023, the total social responsibility investment was R\$ 57 million, directed to projects and initiatives that benefited about 5.7 thousand young people.

Following the growth of the CSN Group's business, the institution's service capacity has also been consistently expanded. In 2023, the Garoto Cidadão project arrived in the northeast region and four other territories. The Empower to Grow program was also launched, aimed at training young people in situations of social vulnerability to take part in the Jovem Aprendiz program, in the municipalities of Volta Redonda (RJ) and Congonhas (MG).

Over the last year, Fundação CSN also promoted the integration of its initiatives and captured synergies with projects previously developed by LafargeHolcim Institute and Força e Luz Foundation. The entities were maintained, respectively, by LafargeHolcim Brasil (acquired by CSN Cimentos) and by CEEE-G (acquired by CSN Energia).

Through its actions, the Foundation contributes to aligning the CSN Group's business model with the Sustainable Development Goals (SDGs) of the 2030 Agenda proposed by the UN.



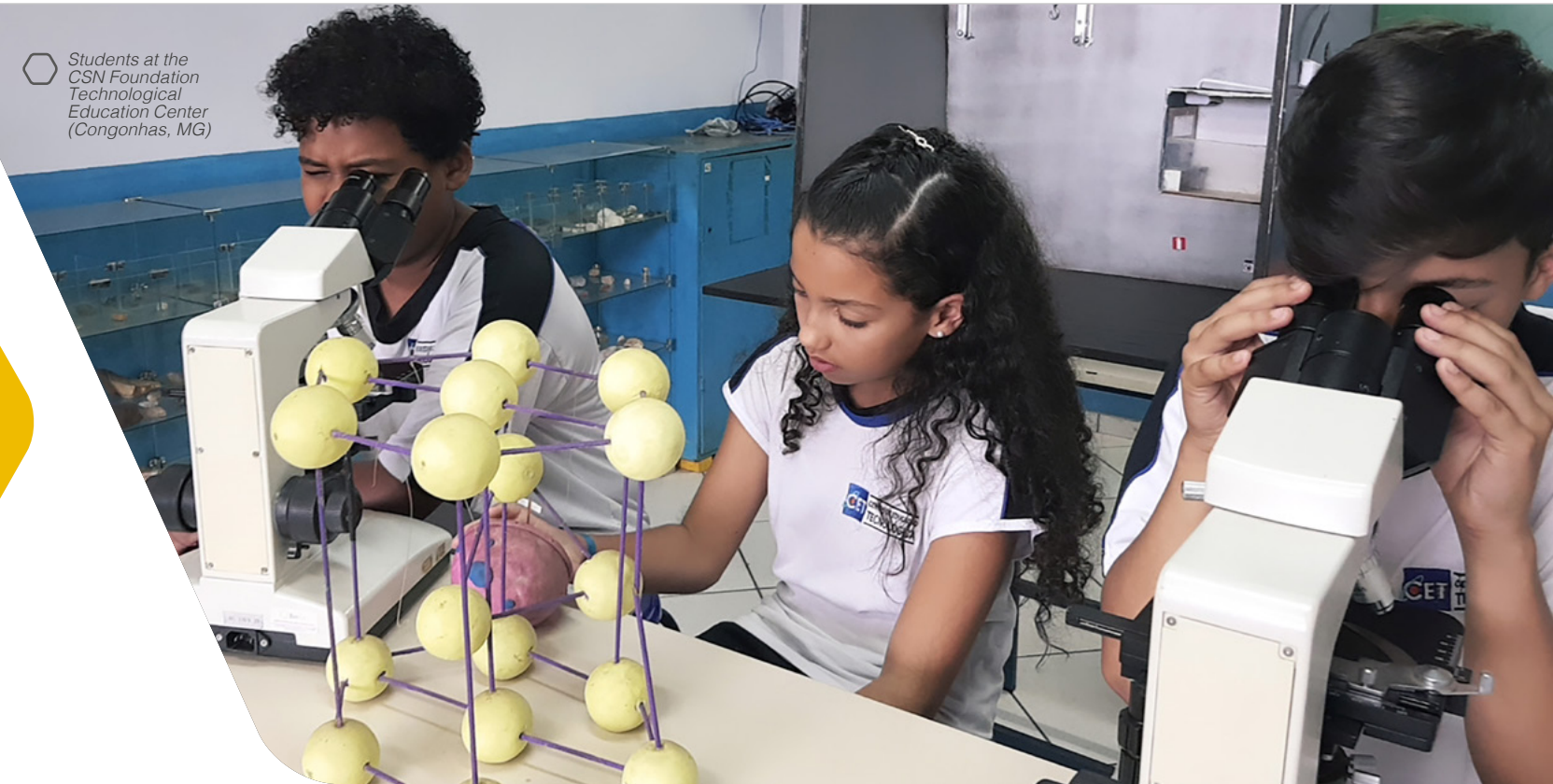
The CSN Foundation's Impact Report details the scope and benefits of the projects developed in the four areas of activity. [Click here](#) to access and learn more about the institution's work.

 Students of the Garoto Cidadão project, from the CSN Foundation (Congonhas, MG)

Education

Education to transform lives, communities and build the future

Students at the CSN Foundation Technological Education Center (Congonhas, MG)



Scholarship Program

In Congonhas (MG), the Technological Education Center (CET, acronym in Portuguese) expanded its scholarship program for technical courses, after partnering with the Government of Minas Gerais in the Trilhas de Futuro program. Last year, the Congonhas school had a total of 906 students (622 scholarship holders). In Volta Redonda (RJ), the Pandiá Calógeras Technical School (ETPC, acronym in Portuguese) stands out for its work in favor of diversity and gender equality, with the training of 305 women to join the CSN Group's workforce. In total, 1,166 students study at Fundação CSN technical schools and 64% benefit from scholarships.

Theater Scholarship Program

The three scholarship holders participated in the openings of the Teatro Célia Helena (SP) and the Teatro Municipal Dom Silvério Gomes Pimenta, in Congonhas (MG), presenting the show "Irmãs Coragem" – written and directed by the students themselves. They also held a presentation of the play together with a conversation with the public at the CSN Foundation Cultural Center in Volta Redonda (RJ).

Empower to Grow

Project started in 2023 focused on the social development of young people in situations of social vulnerability, aiming to train them to participate in the Jovem Aprendiz program. It is held after school for young people aged 14 to 17, and addresses issues of identity, teamwork, social interaction and career prospects.

Citizen Mentoring

The third cycle of the program, in 2023, increased the number of mentors and mentees – 48 pairs. In relation to the previous two cycles, of the 96 young participants, 86% obtained the opportunity for their first job, joining the CSN Group's Young Apprentice program. In addition, 12 young people who were in the program were hired (learn more on page 113).

Education

Learning Connection

In 2023, the CSN Foundation received recognition as an institution that supports Learning and the Young Apprentice Registration in Volta Redonda (RJ). Furthermore, it joined the “National Pact for the Productive Inclusion of Youth”, an initiative by the youth front of the Ministry of Labor and Employment, UNICEF and ILO Brazil, with the objective of creating a public employment policy for young people in Brazil. In total, 1,453 young people were served in 2023.

Empower Hospitality and Services

The project offers training to young people aged 16 to 29 in situations of social vulnerability in the southern region of Rio de Janeiro. The program is held at the Bela Vista School Hotel and Vila Business Hotel, managed by the CSN Foundation. In 2023, 103 students completed the course. Since the beginning of the project, 1,706 young people have been trained.

 Participants in action of the Environmental Education Program

Environmental Education Program (PEA)

In 2023, the PEAs of Arcos (MG), Congonhas (MG) and Volta Redonda (RJ) had a special program, in allusion to World Water Day, to debate with their beneficiaries about the importance of water, its conscious consumption and its potability. Its program included exhibitions, board

games, interventions by active people, stream cleaning, CinePEA, lectures and the release of 12 thousand fry of endangered species. In total, 24,818 people benefited from environmental education initiatives in 617 activities carried out during the year.



Cultural experiences to transform lives and communities


Garoto Cidadão

The sociocultural project provides the human development of children and adolescents aged 9 to 18 in situations of social vulnerability, referred by the Social Assistance Reference Centers (CRAS, acronym in Portuguese) of the City Halls. In 2023, the program was expanded to 14 units (compared to 9 in the previous year), serving 3,492 students. Furthermore, last year, he was awarded the Human Rights

and Diversity Seal, promoted by the Municipal Secretariat for Human Rights and Citizenship of São Paulo, and received the Sesi ODS 2023 Seal.

CSN Foundation Cultural Center

In 2023, the Fundação CSN Cultural Center, located in Volta Redonda (RJ), reached a record audience of 129.8 thousand people, in 266 cultural activities.

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



Tambores de Aço

In 2023, the group Tambores de Aço expanded its repertoire with the “Minhas Raízes” tour, bringing root samba into its musicality. The group held 32 traveling presentations in 16 cities, reaching 123,477 people. He also participated in prestigious national music and film festivals, with emphasis on the 35th Bienal de São Paulo.

Stories that Stay

In 2023, the fourth edition of the project received a record number of applications, totaling 352 projects from all regions of the country. Fifteen were selected for the final stage, in which they received consultancy and participated in pitch, networking and discussion sessions. The four projects chosen were: “Aqui não entra luz”, “Boy”, “Corpo e Alma” and “Encontrando Norma”.



 Presentation of Tambores de Aço, from the CSN Foundation

Curatorship

Communities benefiting from projects carried out by local organizations

In 2023, the CSN Foundation led the allocation of investments in 104 projects, covering 31 cities in 12 Brazilian states, through various tax incentive laws.

The Foundation's role is to act in the curation of projects from partner institutions, analyzing and pre-selecting proposals so that the CSN Group can define which actions will be sponsored through tax incentive laws in the areas of culture, sport, children and adolescents, the elderly and health.

Among the initiatives supported in 2023, the following are worth highlighting: 26th Tiradentes Film Festival, Craque Cidadão and Escola do Futuro Morro do Papagaio (MG); Show de Bola Project (MG and PB); Sport for Life and Better Ages (GO); Hospital Pequeno Príncipe and Hospital Angelina Caron (PR); Swimming with Thiago Pereira and Associação Filarmônica VR (RJ); São Paulo Biennial, Hospital de Amor, Tecendo Futuro, São Paulo Museum of Modern Art, Futsal Heliópolis and Hospital Einstein (SP).



Facade of Hospital de Amor (Barretos, SP)

Articulation

Harmony at every point in the chain to transform lives and communities

With the territorial expansion of the CSN Foundation's operations, actions in the Articulation axis began to encompass new challenges. On the training front for civil society organizations, five meetings were held with a total of 355 participants representing 32 cities.

The CSN Foundation also manages, in Congonhas (MG), the CSN Community Space Support House, with the aim of strengthening CSN Mineração's relationship with the local community. Functioning as an open and receptive listening channel. In 2023, the Support House provided 1,383 services to the population.

Still in 2023, in partnership with CSN Inova, the CSN Foundation began implementing pilot projects guided by the Theory of Change – Territorial Economic Development


Strategy. The work is carried out in three approaches: Urban Entrepreneurship, Urban Employability and Rural Productive Inclusion.

In Volta Redonda (RJ), Beco do Arigó, a space for graffiti exhibition, was opened, and the Arigó Parade competition was held, which selected eight artists from the state of Rio de Janeiro to perform graffiti on sculptures distributed throughout the city. In addition, Ninhos do Arigó offered training in graffiti techniques to 23 people from Volta Redonda, with artistic interventions on hoardings, steel drums and Beco do Arigó. Beco do Arigó, inspired by Beco do Batman, was built in 2023 and hosted cultural events. The Arigó is a migratory bird, whose name was used to symbolize the workers who built the Presidente Vargas Steelworks.

The Programming the Future project was also approved, an initiative that aims to offer training in programming languages online to people in Volta Redonda, with payment facilitation and the search for partnerships to guarantee employability.

Another approved project is the Investment Program in Rural and Sustainable Productive Inclusion Actions (PINAPS, acronym in Portuguese) in Piauí, where the CSN Group operates through TLSA. The project foresees investments of up to R\$ 15 million to benefit more than 100 families in the region, starting in 2024. The CSN Foundation has the role of technical partner and participates in governance, in addition to being responsible for monitoring and evaluating the activities carried out.



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



Monitoring of the Paraíba do Sul River (Volta Redonda, RJ)

R\$ 712 million
in investments announced for environmental improvements at UPV



Managing impacts on communities

CSN Group evaluates and monitors potential and actual negative impacts of its operations on surrounding communities. Based on studies of socio-environmental impacts in each location, these impacts are identified and characterized, considering their intensity, duration and reversibility. The analyses support the development of impact mitigation plans and the implementation of mechanisms for receiving complaints.

The main impacts are related to industrial and mining operations. In these units, the most critical aspects are related to the generation of noise and the emission of particulate matter and dust, which can compromise the quality of life of the population.

Between the months of June and July 2023, the Presidente Vargas Steelworks (UPV, acronym in Portuguese) recorded high levels of particulate matter emissions, due to the phenomenon of thermal inversion, common during the dry period.

The Company took immediate measures to minimize the negative impacts of this situation, mobilizing mist spray cannons in sintering operations, applying suppressive polymers to raw material piles and other critical areas of the unit, anticipating preventive maintenance on electrostatic precipitators and carrying out furnace repairs in the coke oven. Furthermore, CSN announced the acquisition of new precipitators and dust removal filters for sintering, with a total investment of R\$ 712 million (learn more on page 169).

Green Line

The Green Line, a communication channel available to all CSN Group's audiences, complements the scope of the SGA. The platform receives complaints, suggestions, and requests for clarification related to environmental and social issues of the production units. In 2023, 80 complaints were received and all were treated.

All incidents received on the Green Line are evaluated by specialized teams and receive a response to the treatment within a maximum of 15 days. The control of contacts, as well as the internal directions carried out for each case, is periodically reported to Senior Management and monitored in management meetings of operational, environmental and social indicators.

Green Line
0800 282 4440
meio.ambiente@csn.com.br



Hexagon icon Air quality monitoring (Volta Redonda, RJ)

Differentiated practices at CSN Mineração and in the Cement segment promote transparency and strengthen engagement with local audiences

identified 37 potential impacts on the topic, 14 of which were prioritized (learn more on page 115). In the Logistics segment, the Investment Program in Rural and Sustainable Productive Inclusion Actions (PINAPS) stands out, aligned with the CSN Group's Theory of Change (learn more on page 138).

In turn, CSN Mineração has an Air Quality and Noise Control and Monitoring Program, which consists of automatic and semi-automatic monitoring stations. Another practice widely used at CMIN is the constant wetting of the roads, reducing the dust generated by truck and equipment traffic. To serve the population, in addition to Linha Verde, CSN Mineração provides the CSN Support House, located on the outskirts of Mina Casa de Pedra and with an important role in providing information to the population and formulating initiatives according to local demands and expectations. In 2023, the space provided more than 1,300 services, most of them related to people interested in working at the Company. By publicizing

job opportunities, the Support House contributes to the generation of employment and income and acts as a catalyst for local hiring. Dialogue with the community neighboring CMIN is also promoted by the Communities Committee, which brings together 23 local representatives, including community leaders, civil society institutions and non-governmental organizations.

The operating characteristics of the units may also cause adverse effects on human rights aspects. Therefore, the Company conducted a Human Rights Due Diligence study in the municipality of Congonhas between 2022 and 2023, which

In the Cement segment, the acquisition of new units allowed the incorporation of good practices in social responsibility and local engagement. Each location has a Stakeholder Engagement Plan (SEP), periodically updated, which maps the potential and real impacts on the territory and defines action plans for the three-year period. The SEP is defined based on an in-depth diagnosis in each unit and covers the implementation of local channels for listening and dialogue, such as visitation programs (Open Doors), committees involving the community and the Company and dedicated telephone and WhatsApp lines.

Climate change



 CSN Mineração
environmental
preservation area
(Congonhas, MG)

CSN Group is committed to the fight against climate change and the global effort to prevent the planet's average temperature from rising more than 1.5 °C, a commitment signed by Brazil and other countries in 2015, under the Paris Agreement. The Company's ambition is, by 2050, to provide essential materials for the development of a society with carbon neutral emissions.

Production processes, especially steel, mining and cement, generate greenhouse gas (GHG) emissions, and the technologies necessary to reduce them are not yet available on a commercial scale for the Group's main operating segments. CSN or do not have economic viability.

The CSN Group has published its first Climate Action Report. Released every two years, the document details the Company's strategy to contribute to the fight against global warming, assess risks and develop action plans to mitigate impacts and adapt its business to potential new weather patterns.

 [Click here to access the Climate Action Report](#)

Climate strategy

To direct investments and initiatives towards the transformation of its business to a low-carbon economy, the CSN Group has structured its climate strategy based on three pillars: Mitigation, Adaptation and Stakeholder Engagement. Guided by these axes, the Company develops 30 fronts of action and about 180 activities consolidated in the Climate Action Plan (PAC).

 Ore loading area at the Pires Complex (Ouro Preto, MG)

Mitigation

This pillar includes all actions related to the construction of the decarbonization journey, such as the development of sectoral roadmaps and management of decarbonization projects. Special attention is given to the quality of the data, in order to ensure their reliability so that they can adequately guide the Company's action plans.

Adaptation

Mapping of climate risks and opportunities for the construction of adaptation measures, always considering CSN Group's resilience in the face of different climate scenarios. In this context, the physical risks and opportunities and the transition to a low-carbon economy are considered.

Stakeholder Engagement

It is the link between CSN Group and its stakeholders. It aims to build partnerships with new stakeholders to continuously incorporate external aspects into CSN Group's strategy, such as market trends, new technologies and public policies. This pillar also focuses its efforts on disseminating internal progress through reports, such as the Integrated Report, the CDP and the Climate Action Report, to stakeholders.

Climate governance

The evolution of the climate strategy is conducted and monitored by CSN Group in a vertical manner, with special attention to the steel, mining and cement segments, which together represent 99% of the Company's emissions. To this end, CSN has a governance structure dedicated to the subject that starts from the Board of Directors.

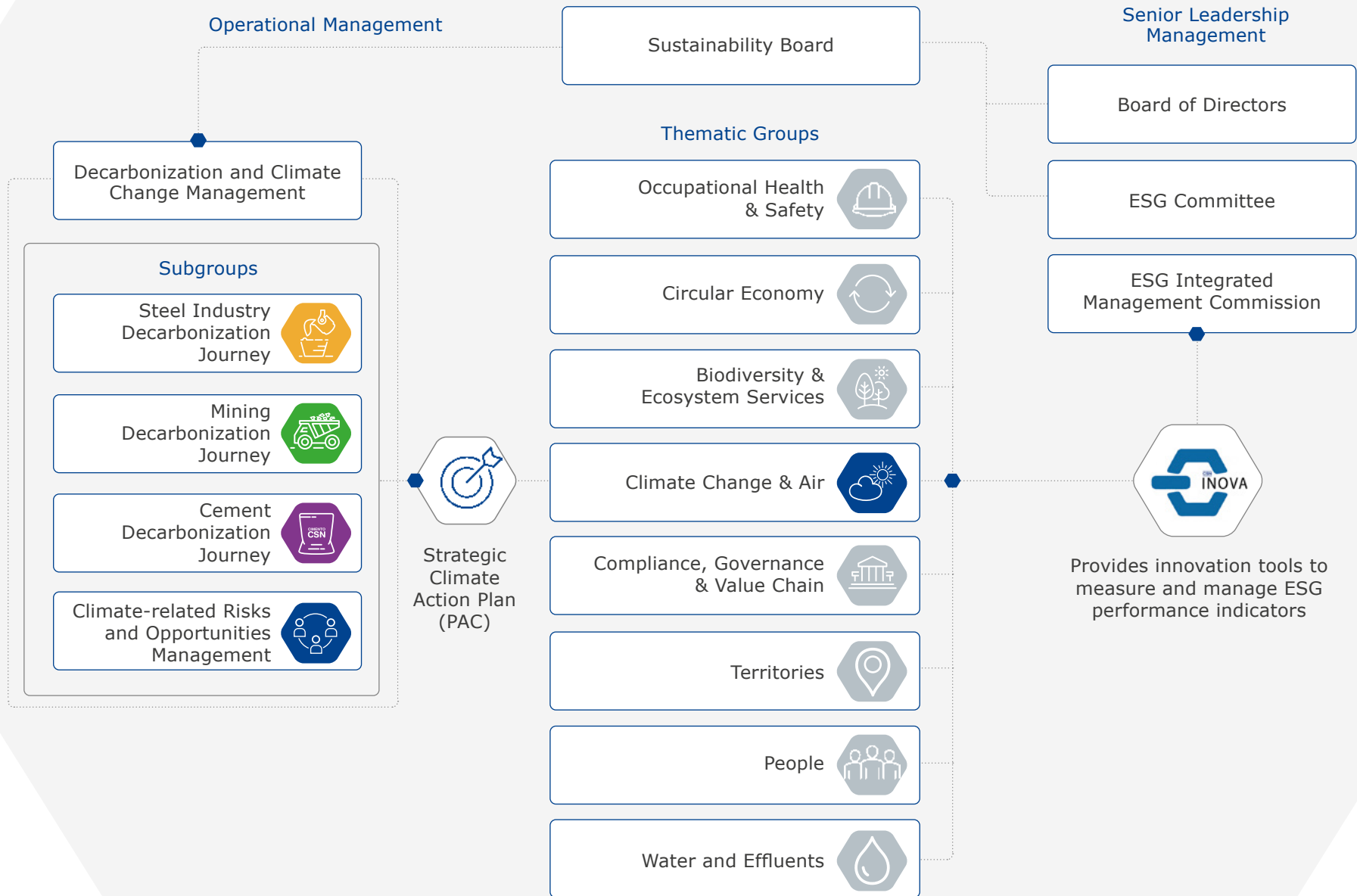
The ESG Committee, which advises the Board of Directors, has the support of the Thematic Group on Climate Change and Air. Executively, CSN group structured the Decarbonization and Climate Change Management, responsible for interfacing with the business areas and directing the climate strategy.

Four subgroups were also created – Mining Climate, Steel Industry Climate, Cement Climate and Climate Risks and Opportunities. All of them are connected to the Climate Change and Air Group and are responsible for managing and building climate indicators, in addition to playing a key role in implementing the climate strategy and operationalizing it in the routine work of operations, and managing the Company's decarbonization projects.

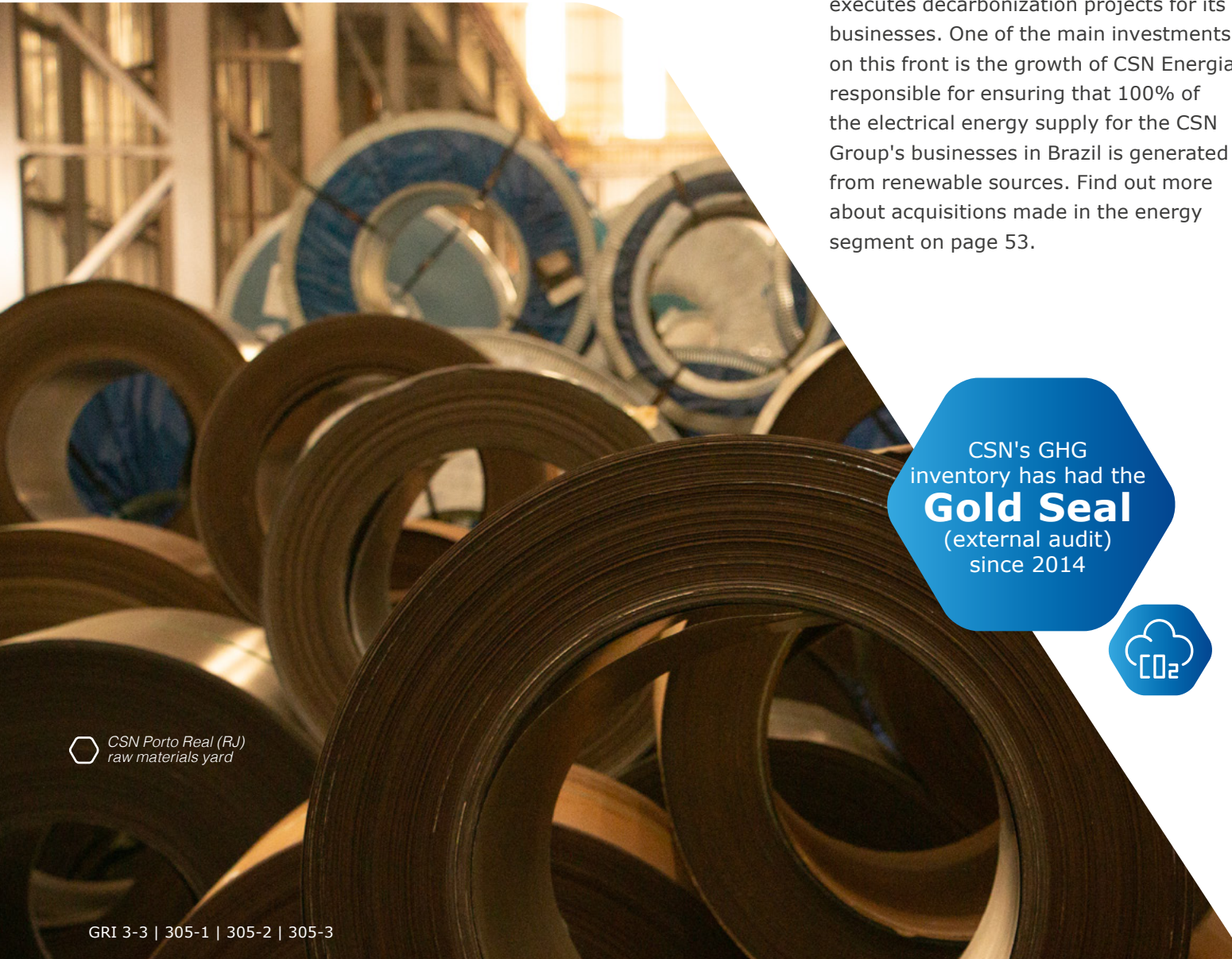


CSN Energia
environmental
preservation area
(Pinhal Grande, RS)

Climate governance structure



Mitigation



In the mitigation pillar of its climate strategy, CSN Group develops and applies the tools to measure GHG emissions and executes decarbonization projects for its businesses. One of the main investments on this front is the growth of CSN Energia, responsible for ensuring that 100% of the electrical energy supply for the CSN Group's businesses in Brazil is generated from renewable sources. Find out more about acquisitions made in the energy segment on page 53.

Emissions monitoring has been carried out, since 2013, through the GHG emissions inventory, consolidated annually in accordance with the premises and standards of the Brazilian GHG Protocol Program. Since 2014, the CSN Group's GHG inventory has been audited by a third party and received the Gold Seal. The document is available in the [Public Emissions Registry](#).

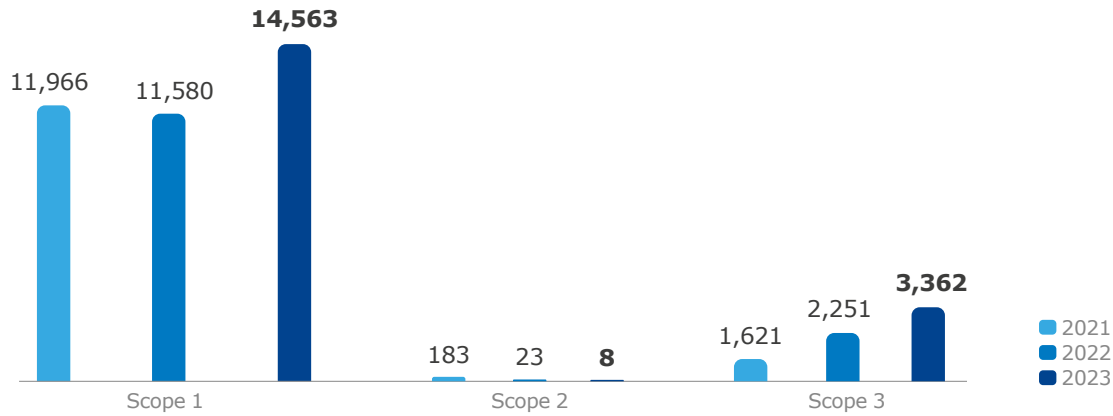
In 2023, the CSN Group's total emissions (Scopes 1 and 2) were 14.6 million tCO₂e. This total is 25.6% higher than the previous year, mainly due to the incorporation of new CSN Cimentos units.

The steel sector accounts for 62% of the total emissions recorded by the CSN Group, with around 9.0 million tCO₂e in 2023. In second place, with a 38% share, are the emissions of CSN Cimentos, which reached 5.5 million tCO₂e last year – a 100% growth due to the integration of the new plants acquired. CSN Mineração, in turn, was responsible for 223 thousand tCO₂e in 2023. CMIN's emissions are accounted for separately from those of other business segments.

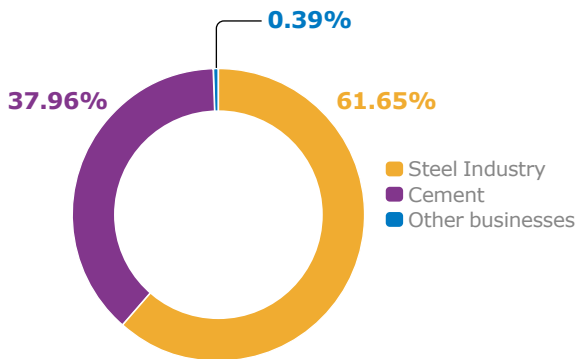
CSN's GHG inventory has had the **Gold Seal** (external audit) since 2014



CSN Group's GHG emissions (thousand tCO₂e)¹



GHG emissions (scopes 1 and 2) by business segment in 2023¹

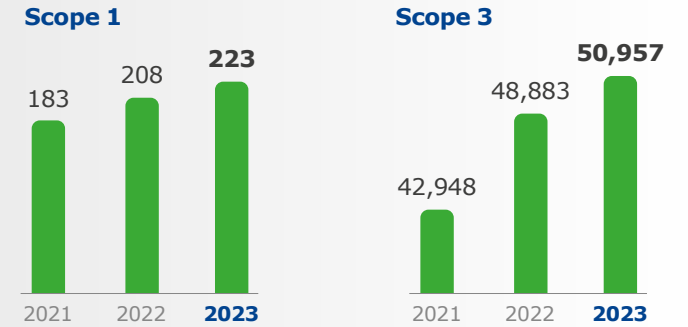


GHG emissions (scopes 1 and 2) by business segment in 2023¹

	2023
Steel Industry (Brazil)	60.83%
Steel Industry (abroad)	0.82%
Cement	37.96%
Logistics	0.27%
Other mining (ERSA and Minérios Nacional)	0.11%
Energy	0.01%

¹ Considers all units in Brazil and abroad, except CSN Mineração. Scope 2 was calculated using the market-based approach and, in 2023, refers only to Lusosider, which does not yet have 100% renewable energy like the other CSN Group units.

CMIN'S GHG EMISSIONS INVENTORY (thousand tCO₂e)¹



¹ The Company's scope 2 emissions are zeroed out by keeping its electricity consumption 100% renewable.



Mining front at the Casa de Pedra mine (Congonhas, MG)

100% of the electrical energy used by the CSN Group's businesses in Brazil is renewable and self-generated by CSN Energia's assets. For assets that are not on the free market, CSN Energia provided 23,974 I-RECs in 2023, which were used to guarantee the origin of renewable energy

Fuel consumption in operations is the main factor for CSN Group's scope 1 emissions. In 2023, the energy generated from these inputs totaled 119.5 million GJ, an increase of 22.5% compared to the previous year, mainly due to the greater consumption of natural gas in the steel industry and the incorporation of new CSN Cimentos units.

The electricity required for administrative and operational activities is accounted for in scope 2, which achieved a 67% reduction last year. This advance is a reflection of the entry of new CSN Energia units, responsible for the 100% renewable generation of all energy consumed by businesses in Brazil and the acquisition of 23,974 I-RECs that were used to guarantee renewable origin in assets that are not in the free market. The 7,683 tCO₂e registered in 2023 refer to Lusosider, which does not yet rely on 100% renewable energy like the other CSN Group units.



Itá Hydroelectric Plant (border between SC and RS)

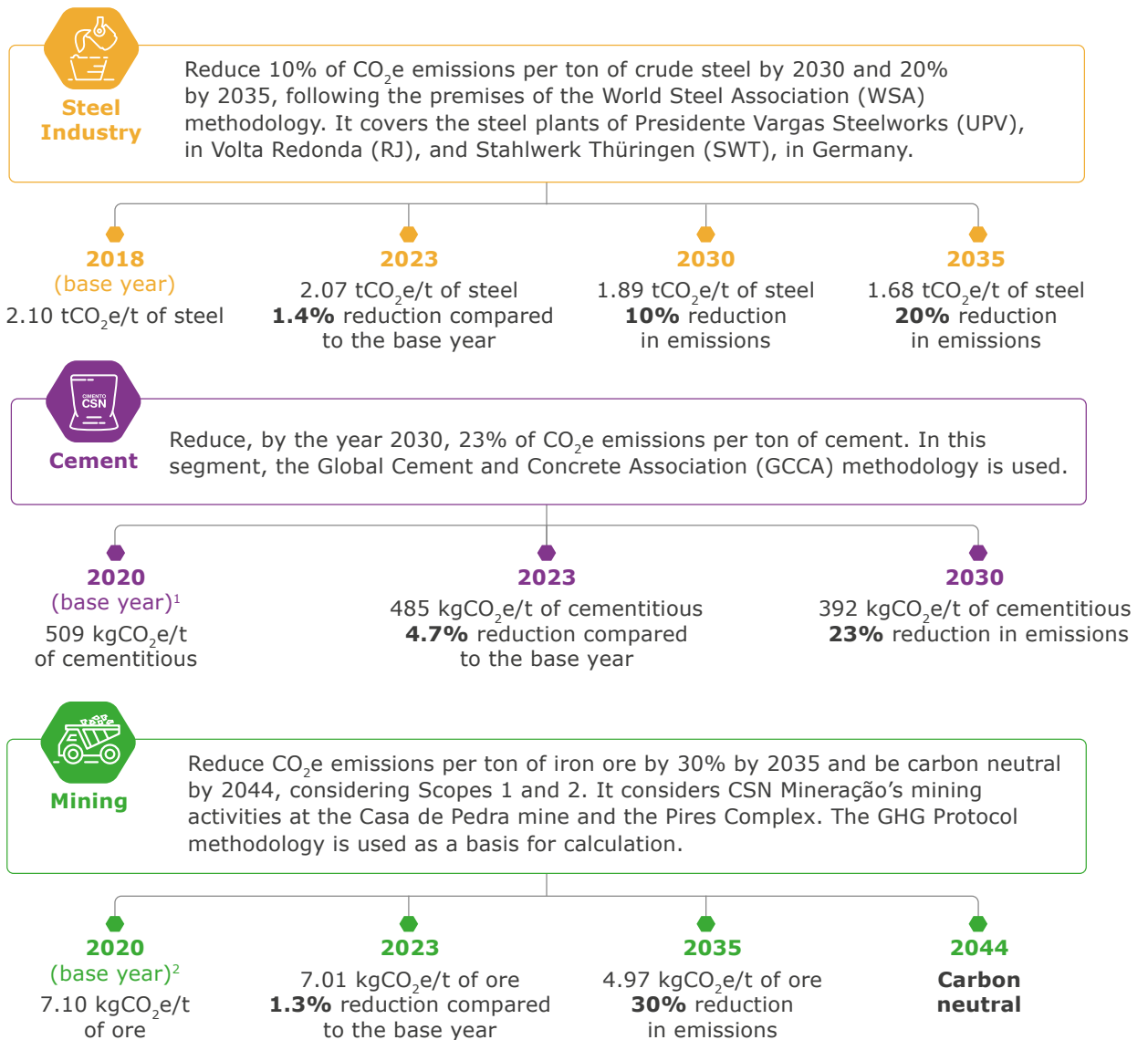
DECARBONIZATION TARGETS

Based on the evaluation of performance indicators related to GHG emissions, the CSN Group carries out roadmaps to identify new technologies aimed at reducing GHG emissions and develops decarbonization journeys for its businesses. As the segments with the most representative impacts, steel, cement and mining have their own journeys.

This evolution is guided by GHG emissions reduction targets for each business segment. In 2023, CSN Cimentos' decarbonization roadmap was revised, with the aim of adapting the Company's ambition to the new profile and size of the business after the integration of the new production units.

Furthermore, CSN Cimentos' new decarbonization target was submitted for approval to the global initiative SBTi (Science-Based Targets Initiative), to corroborate that the CSN Group's efforts in this segment are based on science and effectively contribute to avoiding average warming of the planet's temperature above 1.5 °C.

Decarbonization targets and roadmaps were defined for the three segments of the CSN Group most representative in GHG emissions



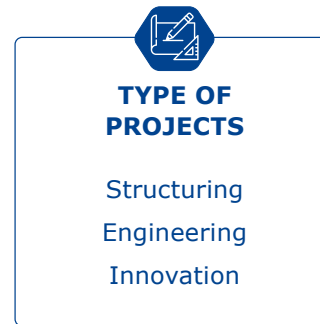
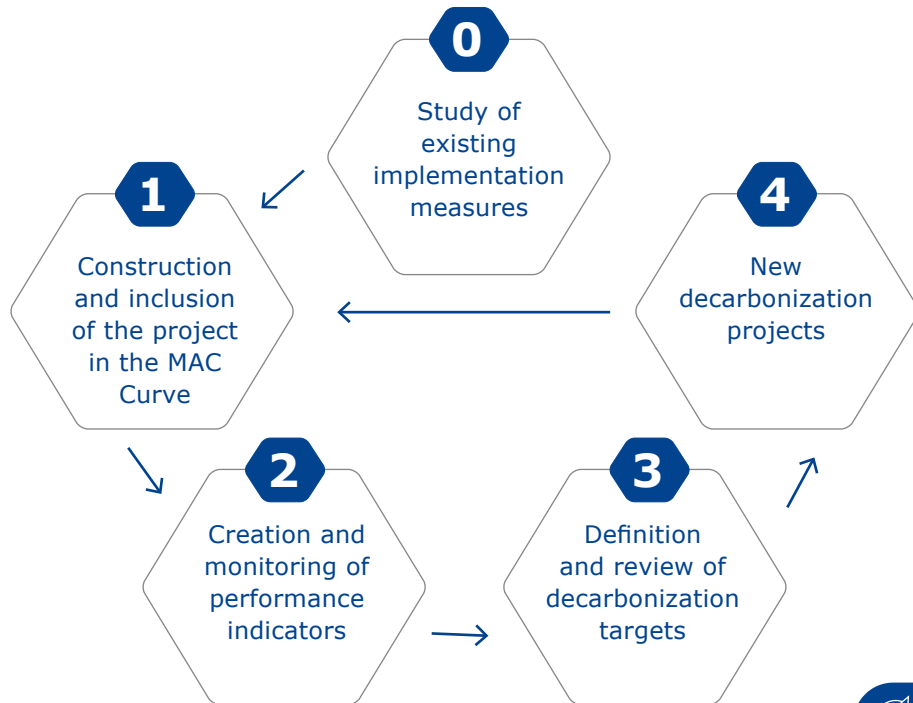
1. Base year recalculated considering new assets retroactively. This target has been submitted to the Science Based Targets initiative (SBTi) and is awaiting approval.
 2. The base year of the target was changed from 2019 to 2020 to consider the period in which the practice of moving dry waste without the use of dams became common. This significant change in the tailings management process impacts the level of GHG emissions in operations and, therefore, the comparison with 2020 is more appropriate.



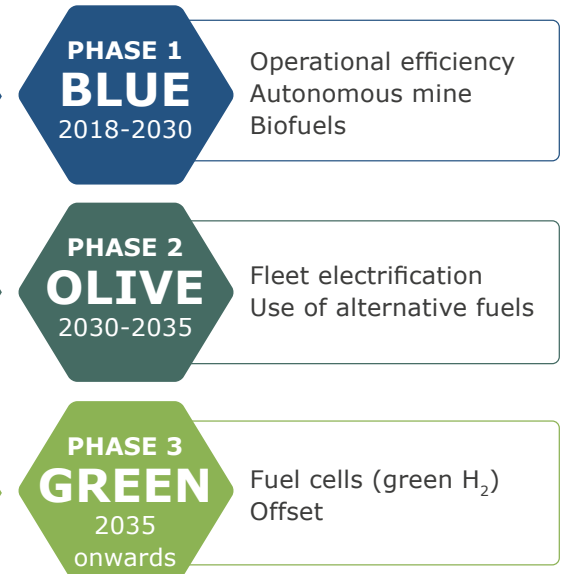
CS-50 rebar

The decarbonization roadmaps of CSN Group's businesses are continuously updated, with a methodology for planning, developing, implementing and improving the initiatives. One of the main tools for this assessment are the MAC Curves (marginal abatement cost) developed for the steel, cement and mining segments. The instrument enables the analysis of each decarbonization project and technology, considering the mitigation benefits and implementation costs. Furthermore, decarbonization journeys are segmented into three phases (Blue, Olive and Green), depending on the time horizon and goals established for the business.

CONTINUOUS MANAGEMENT OF DECARBONIZATION ROADMAPS



PHASE AND TIME HORIZON



[Click here to learn more about the management of business decarbonization roadmaps and the MAC Curves in the CSN Group's 2022 Climate Action Report](#)

Decarbonization in the steel industry

The decarbonization journey of CSN's steelmaking process was designed with the objective of promoting reductions in specific emissions from steel production. The goal is to reach, in 2035, an annual rate of a maximum of 1.68 tCO₂e per ton of steel. In 2023, considering the total production of UPV and SWT, CSN reached an emission of 2.07 tCO₂e/ton. The exclusive emissions index of SWT, a unit that has an electric arc furnace (EAF) supplied with 100% renewable energy, was 0.21 tCO₂e/ton in 2023.

To achieve decarbonization goals, the CSN Group identified five reduction driving forces to guide the evolution towards Green Steel. The projects mapped and prioritized according to the steel industry's MAC Curve will be carried out in three phases – Blue, Olive and Green (see next page).

Among the ongoing initiatives for the decarbonization of the steel industry, one of the highlights of 2023 is the beginning of the implementation of UC3® (Ultimate Cell® Continuous Combustion) technology in the regenerators of blast furnace 2 at UPV. The innovation, developed within the scope of CSN Inova projects in partnership with the Portuguese startup UTIS, injects controlled amounts of green hydrogen (H₂) and oxygen (O₂) to increase combustion stability, reducing fuel consumption and greenhouse gases emissions. With positive results in the production process at CSN Cimentos, the solution is being installed on steel production routes.



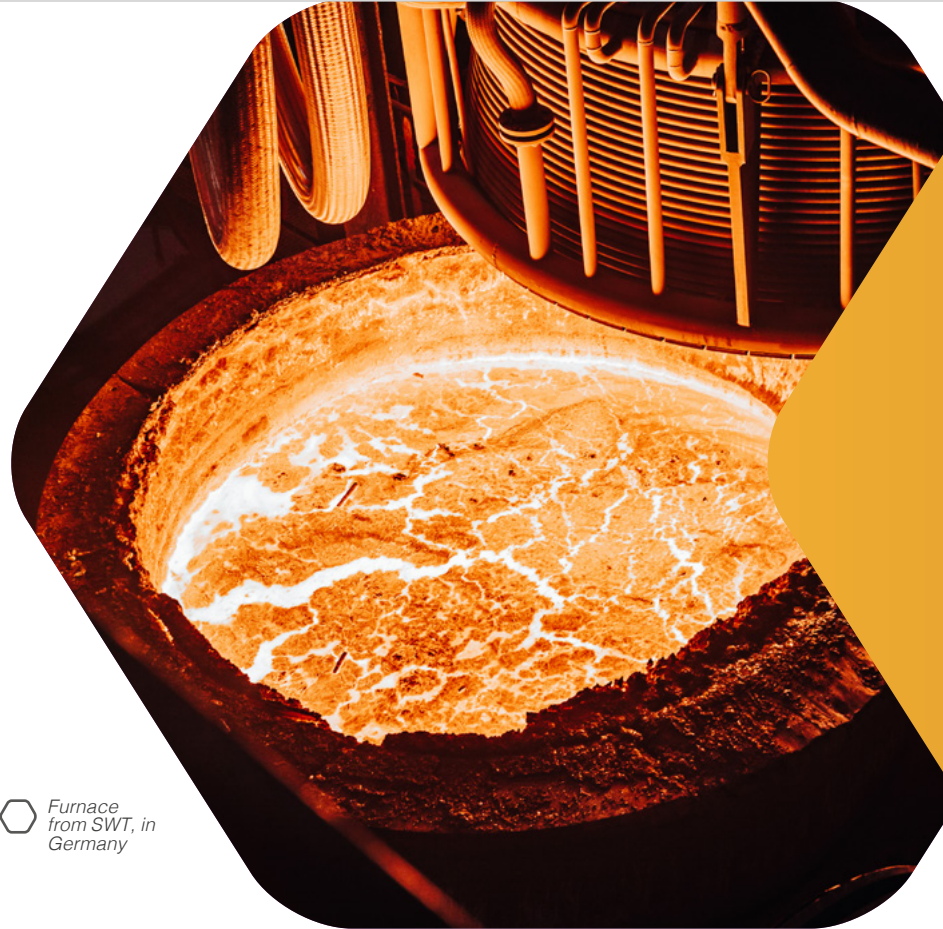
 W beam produced by SWT, in Germany



In 2023, the Company also conducted studies on the feasibility of using charcoal in blast furnaces and sintering and the use of artificial intelligence systems to optimize specific consumption in steel furnaces. Furthermore, investments to ensure operational stability at UPV will provide a reduction in emissions intensity.

Last year, an internal discussion forum on Carbon Capture Use and Storage (CCUS) technologies was also created. The objective is to produce knowledge, identify opportunities and explore new technologies and strategies related to technologies for capturing and storing carbon from industrial processes, reducing GHG emissions.

 Furnace from SWT, in Germany



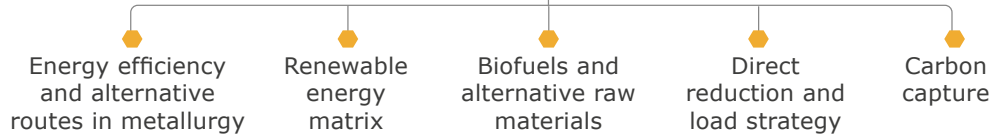
2023 HIGHLIGHTS

Advances in coke battery reform projects

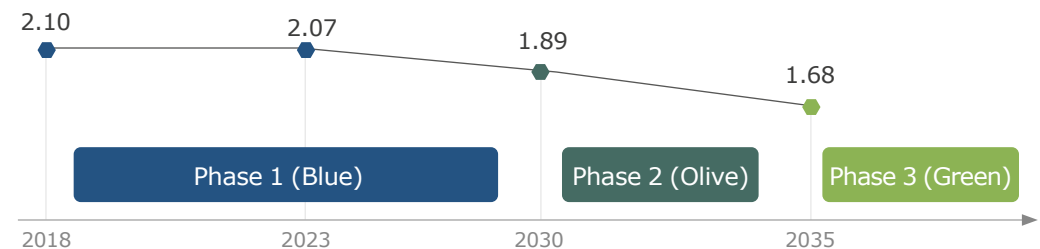
Start of **UTIS** installation, injection of **green H₂** into Blast Furnace 2 regenerators

Technical feasibility study on the **use of charcoal** in the Blast Furnace and Sintering

Artificial intelligence to optimize specific consumption in steelmaking furnaces



Steel industry decarbonization roadmap (emissions intensity)





CSN Cimentos aggregates unit (Cajamar, SP)

Decarbonization in cement

CSN Cimentos has one of the most efficient industrial parks in the world from the perspective of GHG emissions. The Company ended 2023 with an intensity of 485 kgCO₂e emitted for each ton of cementitious produced and the goal is to reach a ceiling of 392 kgCO₂e/ton by 2030.

CSN Cimentos' decarbonization journey is boosted by four driving forces and one of them is the reduction of the clinker factor. The main raw material for cement, clinker is obtained in rotary kilns in which limestone is calcined, a process that emits CO₂. One of the technologies in this context is the controlled injection of green hydrogen, already used at the Arcos unit (MG) and which will also be tested in the steel industry (find out more on page 100).

The integration of the units acquired in 2022, completed in 2023, led to a systemic review of CSN Cimentos' emissions management, targets and decarbonization journey. The update of the technology roadmap and the MAC Curve was completed last year, identifying more than 100 decarbonization projects and resulting in the updating of the goals for this segment.

One of the main synergies resulting from the integration is the work of Revalora, a waste management platform that strengthens the co-processing of waste in clinker kilns, enabling the reduction of the use of fossil fuels. At the Arcos unit (MG), the implementation of co-processing technology allowed an approximate reduction in emissions of 50 kgCO₂/ton of cement. In 2024, this solution will be implemented at the Alhandra (PB) unit.



Loading area in an integrated cement factory (Barroso, MG)

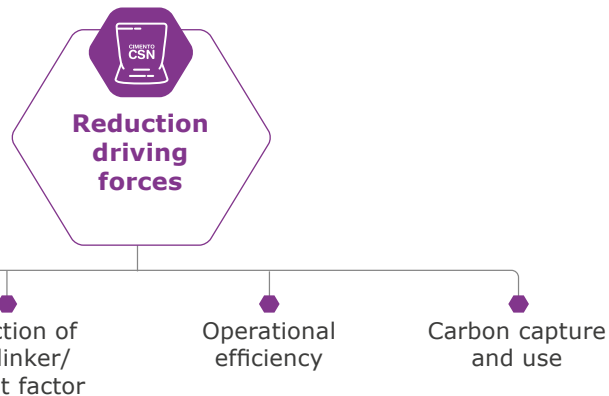
2023 HIGHLIGHTS

More than **2,500 performance indicators** for decarbonization monitored on a monthly basis

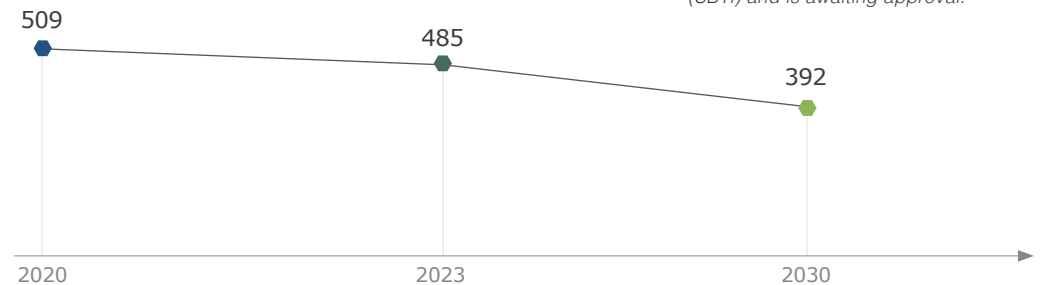
Review of the decarbonization roadmap due to the entry of new assets (pipeline of more than 100 decarbonization projects) including a new MAC Curve for the segment

Use of artificial intelligence to optimize specific consumption in clinker and grinding kilns at the Arcos unit (MG)

Expansion of UTIS at the Alhandra unit (injection of green H₂ as a combustion catalyst in clinker kilns)



Cement decarbonization roadmap (emissions intensity)¹



1. Base year recalculated considering new assets retroactively. This target has been submitted to the Science Based Targets initiative (SBTI) and is awaiting approval.



Decarbonization in mining

Structured in three phases (Blue, Olive and Green) and with four driving forces, CSN Mineração's decarbonization journey directs the Company towards a carbon neutral model of iron ore production by 2044. The roadmap designed foresees the implementation of a series of structuring projects related to the operational efficiency of the Casa de Pedra mine and technological innovation for automation and electrification of the large fleet.

In 2023, CSN Mineração completed tests of two 100% electric trucks with a load capacity of 60 tons for off-road operations at the Casa de Pedra mine and acquired three vehicles of this type. The project foresees the gradual replacement of diesel-powered vehicles with new models powered by rechargeable batteries. In 2024, six more electrical equipment will be tested in operations: an excavator, a loader, two off-road trucks and two other smaller trucks.

 Electric trucks at Casa de Pedra mine (Congonhas, MG)

According to the estimate provided by the MAC Curve, the potential expansion of the use of electric trucks for current and future operation can reduce approximately 279.3 thousand tons of CO2 equivalent over a period of ten years (2025-2035). Other routes being studied by the Company include the replacement of diesel with fuels from renewable sources, such as HVO (hydrogenated vegetable oil).

Last year, there was also progress in initiatives that reduce fuel consumption in diesel-powered vehicles. Tests to limit RPM (revolutions per minute) were completed and the start/stop system was developed and installed in large trucks. These projects foresee reductions in diesel consumption, by 2035, of around 1.2 million liters and 37.8 million liters of diesel, respectively.



Electric truck at Casa de Pedra mine (Congonhas, MG)

2023 HIGHLIGHTS

Positive test results of the two 60t off-road electric trucks

Acquisition of 3 **100% electric off-road vehicles**

Completion of test for RPM (revolutions per minute) limitation and expansion plan (- 1.2 million liters of diesel by 2035)

Development and installation of start/stop system for large trucks (-37.8 million liters of diesel by 2035)

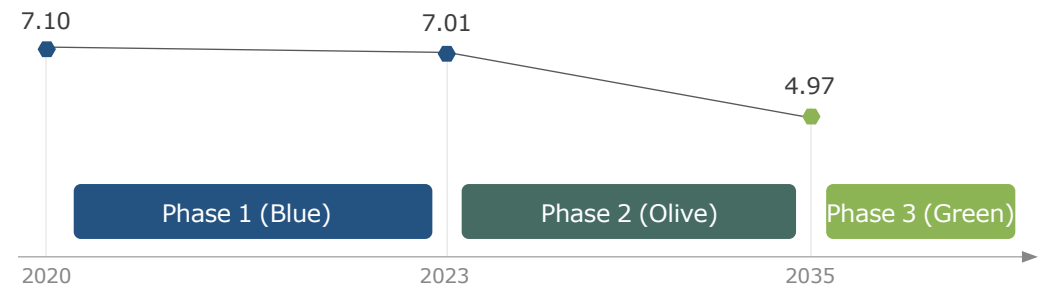
Start of tests with additives to optimize fuel burn

Continued cold agglomeration testing with international partner



- Use of alternative fuels and biofuel
- Operational efficiency
- Use of renewable energy
- Fleet electrification

Mining decarbonization roadmap (emissions intensity)¹




1. The base year of the target was changed from 2019 to 2020 to consider the period in which the practice of moving dry waste without the use of dams became common. This significant change in the tailings management process impacts the level of GHG emissions in operations and, therefore, the comparison with 2020 is more appropriate.

Adaptation

The Adaptation pillar encompasses CSN Group's initiatives to assess risks and opportunities associated with climate change that could impact all of its businesses. One of the main advances on this front, accomplished in 2023, was the integration of the climate risk and opportunity assessment model with those related to nature into a single matrix. In this way, the Company strengthens its capacity to adapt to externalities and new scenarios associated with environmental impacts (learn more about this integration on page 85).

Based on this analysis, CSN Group started, in 2023, the Climate Vulnerability Study. The objective is to map, in a systemic way, the main vulnerabilities using a rigorous scientific method supported by the constructed climate scenarios, which will support the creation of the Climate Adaptation Plan. The Climate Vulnerability Study and the Plan will be finalized in 2024, supporting decision-making for the Company's transition in the context of a low-carbon economy.



 [Click here to learn more about the study of climate scenarios and adaptation actions in the CSN Group's 2022 Climate Action Report](#)

 *Green belt of the Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)*

Stakeholder Engagement

CSN Group participates in different initiatives that contribute to investors and other types of stakeholders having access to the climate governance model, risk and opportunity management, and progress of projects aimed at positioning businesses in a low-carbon economy. The evaluations obtained by the Company in recent years show the quality of the mechanisms implemented and the transparency in the disclosure of information.

One of the main initiatives in which the CSN Group has participated since 2014 is CDP, the main global platform that companies and cities use to report information on governance and impacts associated with climate and water security. In 2023, the Company achieved a leadership score in the CDP, obtaining an A- grade in the Climate Change and Water Security questionnaires. CSN Mineração has also participated in the CDP independently since 2021. In 2023, the company maintained a B grade in the Climate Change and Water Security

questionnaires, a score also obtained in the previous year. In addition, since 2022, CSN Group has been part of the Carbon Efficient Index (ICO2) of B3 – the São Paulo stock exchange.

CSN Group's management and performance in relation to climate aspects have also contributed to the continuous improvement in other international ESG ratings. Sustainalytics, an agency that assigns ESG performance scores to companies in different countries, is one of these main platforms. In 2023, CSN Group obtained a risk-related score of 26.7. See the full performance on page 93.

The engagement of partners on climate change is also driven by CSN Inova, which operates on four fronts in the search for industry 4.0 solutions and technologies. Among the key themes developed by CSN Inova, the decarbonization of production processes stands out (find out more on page 95).

In 2023, for the first time, the CSN Group achieved grade A- in the CDP Climate Change and Water Security questionnaires



Iron ore conveyor belt at the Casa de Pedra unit (Congonhas, MG)



Eco-efficiency

Escarpments of the Quarta Colônia Geopark, recognized by Unesco, on the Jacuí river, close to HPP Itaúba (Pinhal Grande, RS)

Across its businesses, CSN Group works to be more efficient in the use of natural resources and in actions to mitigate potential environmental impacts resulting from industrial and logistics operations. Guided by the guidelines of the Sustainability Policy and the tools of the Environmental Management System (SGA), the Company directs investments and carries out projects focused on improving water management and the control of effluents and atmospheric emissions

 Aerial view of integrated cement factory (Barroso, MG)

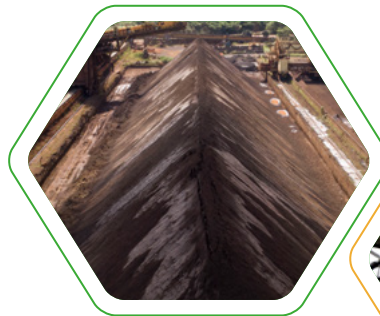




Circular economy and waste

One of the CSN Group's main differentiators is its ability to promote the circular economy of materials and co-products in its own processes or in other production chains. The Company's integrated business portfolio provides synergies and value generation, connecting the production routes of mining, steel and cement. This integration is strengthened with logistics expertise and self-production of renewable energy.

CIRCULAR ECONOMY



Mining

Tailings filtration and iron recovery

Reuse of waste as pozzolana for the cement industry



Steel Industry

Reuse of scrap metal, copper and other materials in the steelworks

Limestone fines used in clinker production



Cement

100% use of blast furnace slag

Waste coprocessing

Dolomite fines sold as agricultural improvers



New businesses

Revalora

Valorization of industrial and urban waste for co-processing in waste manufacturing

Circula+

The first spinoff of CSN Inova, the digital platform connects sellers and buyers to boost the circular economy in different production chains

Employee at the recyclable warehouse at the Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)

In all businesses, waste management follows the guidelines and procedures established in the Solid Waste Management Plan, which meets the rules and legislation of environmental licensing bodies and international standards. The priority is always to allocate materials for reuse or reuse. Hazardous waste is preferably co-processed and reused in cement operations or, in cases where this is not possible, disposed of in duly licensed and approved industrial landfills. All operational units have warehouses for the appropriate segregation and storage of materials.

The CSN Group has a dedicated structure to the sale of co-products and unusable products. The Special Sales Management (GVS, acronym in Portuguese) plays a

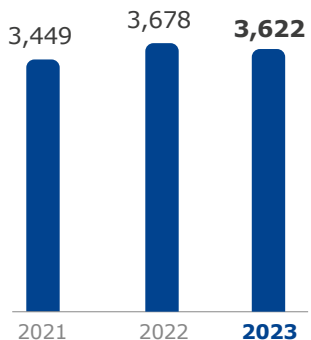
fundamental role in reducing the sending of waste to landfill and promoting the reuse of these materials inside and outside the Company. The area operates in six segments: carbochemicals; co-products and waste; alienated and unusable; demobilized assets; steel of opportunity; and business development. In 2023, 2.37 million tons were sold, totaling revenues of R\$ 203.6 million.

In 2023, 96.3% of total waste was destined for reuse, recycling or commercialization for use in other production chains (4 million tons). The volume destined for industrial landfills (3.7% of the total) showed a reduction of 47% compared to the previous year, totaling 127 thousand tons.

Employees at the recyclable warehouse at the Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)

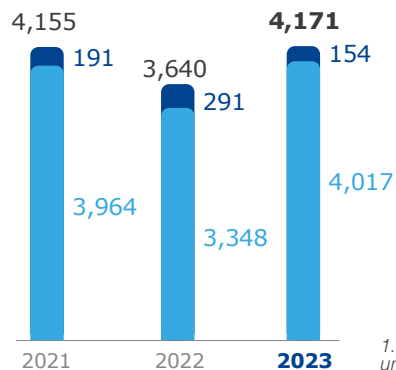


Waste generated by the CSN Group (thousand tons)¹



1. In the three-year period, the steelmaking units (Brazil and abroad) were responsible for 99.3% of the total waste generated. Does not consider mineral residues.

Waste disposed of by the CSN Group (thousand tons)¹



■ Sent for reuse
■ Intended for final disposal

1. All waste generated is stored until it reaches an ideal volume for disposal or treatment. Therefore, the generation and disposal volumes differ.

Steel Industry

In the steel industry, pig iron production activities generate blast furnace slag, which is completely reused by CSN Cimentos in the manufacture of cement. Another type of by-product generated in the steelmaking process, coming from the processing of steel slag, is Neobrita, a type of aggregate that can be used for covering and paving local roads, applications such as correctives and fertilizers in agricultural production and as railway ballast, among other uses. In 2023, the Company also began to allocate non-hazardous waste for the recovery of degraded areas in the municipality of Pinheiral (RJ), helping to prevent erosion in the recovered sites. The steel production process also allows the reuse of different types of metal scrap.

Cement

Cement production has a low generation of waste compared to the steel industry. Furthermore, the production process enables the co-processing of industrial and urban waste, reducing the demand for fossil fuels and GHG emissions.

In 2023, the Company completed the integration of Revalora, a sustainable management and recovery unit for solid waste used for co-processing in cement production furnaces (learn more on page 50). During the period, more than 722 thousand tons of alternative fuels were used in the furnaces of CSN Cimentos units.

Circula+

Innovation and value generation

The Circula+ platform was created with the aim of optimizing the disposal of co-products and unusable materials, promoting the circular economy in different industries and production chains. The first spin-off of the CSN Group, it arose from the activities of CSN Inova focused on creating new businesses and capturing opportunities in the different business segments of the CSN Group. In 2023, Circula+ was consolidated, with R\$ 4.5 million transacted and ten active customers at the end of the period.

Since 2022, when it began operating, Circula+ has increased this strategic vision, creating a digital marketplace that connects sellers and buyers of different types of materials.

Furthermore, the platform offers consultancy and support for companies that need to improve waste and waste management in their production processes, with technical sales and demobilization projects.



CIRCULA+ PRODUCTS

- ⬡ Packaging scrap
- ⬡ Non-ferrous alloys
- ⬡ Ferrous alloys
- ⬡ Assets and equipment
- ⬡ Refractory materials
- ⬡ Oils and lubricants
- ⬡ Rubbers
- ⬡ Miscellaneous scraps



Click here to learn more about Circula+

Water and effluents

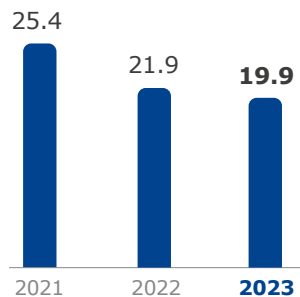
Water consumption is a priority aspect for the environmental management of all CSN Group's businesses. Water resources are essential for operations in steel industry, mining, cement and energy production. Therefore, the Company's focus is to increase actions and projects aimed at increasing water recirculation and reuse, reducing the demand for new withdrawals.

In 2023, the total volume of water consumed was 19.9 thousand megaliters, which represents a reduction of 8.8% compared to the previous year. The steel and mining segments account for the largest share of consumption (45% each), followed by cement units (10% of the total). In the energy segment, there is no water consumption in production processes, since the resource is used only to move turbines in hydroelectric plants, maintaining the course of rivers and natural water volume.

Water treatment plant at the Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)



Total CSN Group water consumption
(thousand megaliters)¹



1. In the three-year period, consumption in areas with water stress represented 2.0% of the total.



Employees collecting water samples at Itaúba HPP reservoir (Pinhal Grande, RS)

In 2023, the Company continued actions and projects to increase eco-efficiency in relation to water at the Presidente Vargas Steelworks (UPV, acronym in Portuguese), the first steel mill in Brazil to carry out its water footprint assessment, still in 2017. Last year, the unit achieved a rate of 94.1% of recirculated water, a level that is a benchmark for the national sector.

This performance reflects investment in initiatives aimed, for example, at increasing water recirculation in processes such as water treatment at raw material yards and reuse of carbochemical cooling water. There was also the modernization of effluent treatment stations and pumping systems on the

Paraíba River, with a focus on reducing the withdrawal of new water.

The use of new digital technologies also helps UPV improve its performance on this front. In 2023, the unit expanded effluent release control systems monitored by cameras with remote transmission; installed a remote monitoring system for effluent discharge in four outfalls, which evaluates pH, temperature, conductivity and flow and transmits information in real time; implementation of an online system for remote monitoring of the waters of the Paraíba do Sul River, with data transmission in real time.

In addition to UPV, the cement production unit in Arcos and CSN Mineração developed their own water footprint studies. This base directs local projects to increase water efficiency, increase reuse and recirculation and reduce the demand for new water capture.

At CSN Mineração, the increase in production, investments to improve the ore processing process at the Central Plant and the reuse of water from dams allowed the reduction of specific water consumption in the mining segment in 2023 – totaling 0.26 cubic meter per ton of ore.

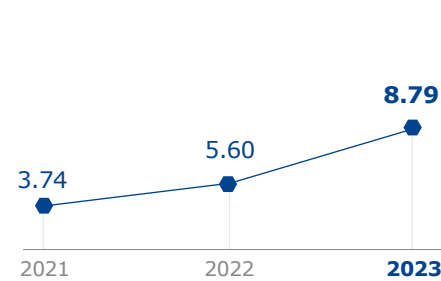
In 2023, CSN Mineração revised its water efficiency goals, establishing the ambition to maintain water intensity below 0.45 cubic meters of water withdrawn per ton of ore produced until 2032. The Company also committed to achieving, by 2032, a water recirculation rate of 94% at the Casa de Pedra unit.

This update reflects the work, throughout the year, of the Thematic Group of Water and Effluents, linked to the ESG Committee. This group analyzed consumption projections for the Casa de Pedra unit, considering the entry of new plants with technologies different from

those currently used, the dam de-characterization project and the production of iron ore with high content and high quality, which demands more processing steps. The assessments were consolidated into a detailed water consumption curve for the next ten years.

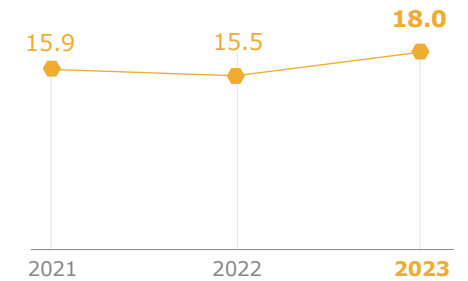
At CSN Cimentos, with the integration of new industrial units, specific water consumption increased, totaling 0.19 cubic meter per ton of cement produced. Also noteworthy is the 94% water recirculation rate at the Arcos unit (MG).

Water intensity of CSN Group (m³/R\$ thousand)¹



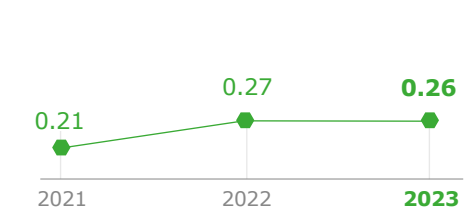
1. Calculated as the total water abstracted divided by the distributed added value (DVA).

Water intensity in the steel industry (m³ withdrawn per ton produced)¹



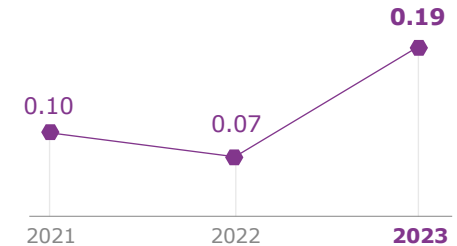
1. Historical data re-presented, as foreign units (SWT and Lusosider) were included.

Water intensity of CSN Mineração (m³ withdrawn per ton produced)¹



1. Calculated based on the production of iron ore (wet + dry) and the capture of water intended only for the ore production process, considering the water used in the Central Plant, in the Pires Complex and drinking water. The entire volume is captured in areas with water stress.

Water intensity in cement (m³ withdrawn per ton produced)¹



1. Considers the Global Cement and Concrete Association (GCCA) methodology for cement production.

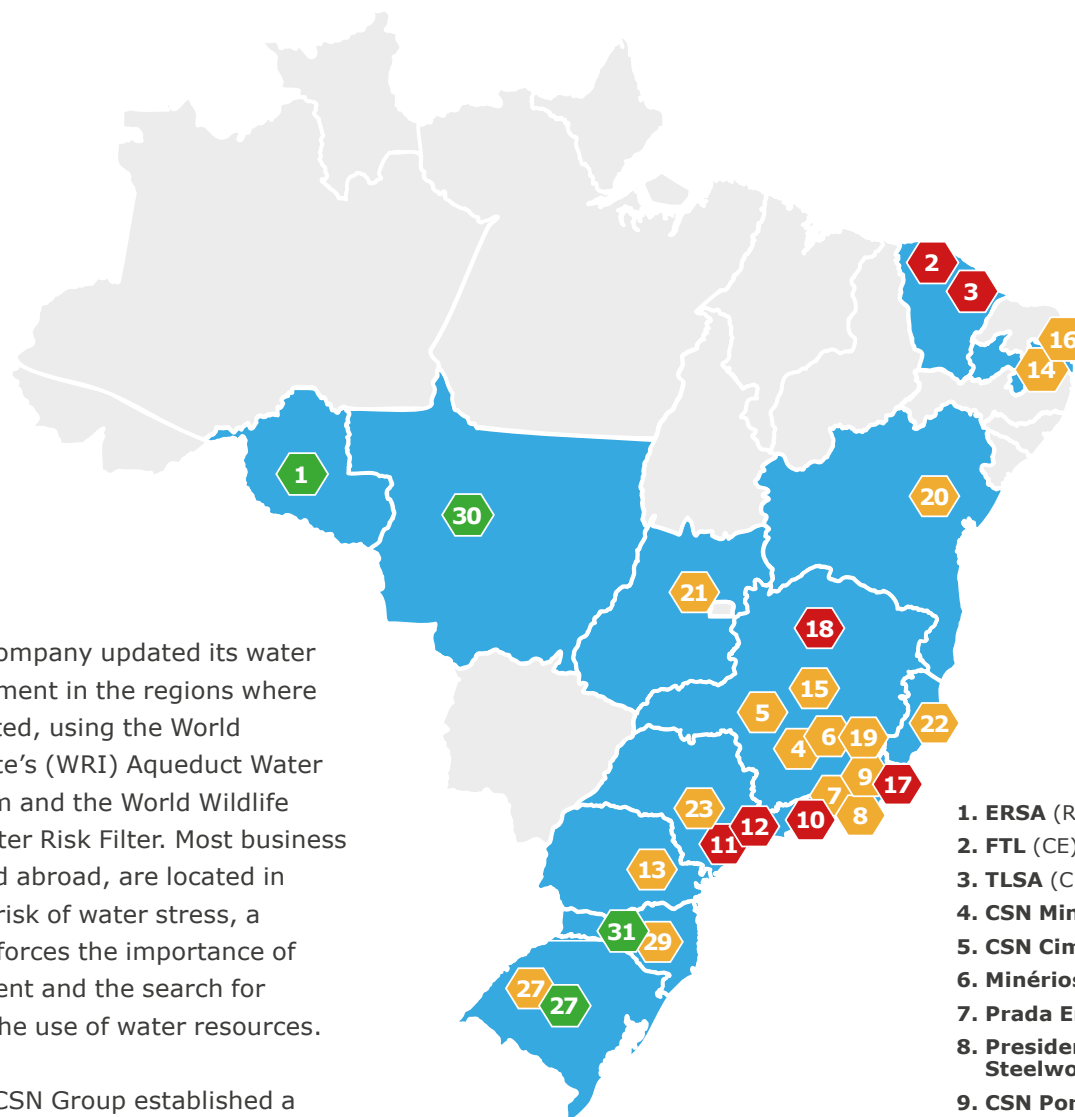
Water quality monitoring of the Paraíba do Sul River, close to the UPV (Volta Redonda, RJ)



WATER STRESS ASSESSMENT

In addition, the Company updated its water stress risk assessment in the regions where the units are located, using the World Resources Institute's (WRI) Aqueduct Water Risk Atlas platform and the World Wildlife Fund's (WWF) Water Risk Filter. Most business units, in Brazil and abroad, are located in areas at medium risk of water stress, a scenario that reinforces the importance of quality management and the search for eco-efficiency in the use of water resources.

Still in 2023, the CSN Group established a goal to systematize and transparently present the volumes of water allowed, withdrawn and released from the main operational units by 2025, correlating this data to the risks of water scarcity in the basins in which the units are located.



- Low risk
- Medium risk
- High risk

- | | |
|--|---|
| <ul style="list-style-type: none"> 1. ERSA (RO) 2. FTL (CE) 3. TLSA (CE) 4. CSN Mineração (MG) 5. CSN Cimentos – Arcos (MG) 6. Minérios Nacional (MG) 7. Prada Embalagens Resende (RJ) 8. Presidente Vargas Steelworks (RJ) (RJ) 9. CSN Porto Real (RJ) 10. Sepetiba Tecon and TECAR Ports (RJ) 11. Prada Embalagens Santo Amaro (SP) 12. Prada Distribuição (SP) 13. CSN Paraná (PR) 14. Alhandra (PB) 15. Pedro Leopoldo (MG) | <ul style="list-style-type: none"> 16. Caaporã (PB) 17. Cantagalo (RJ) 18. Montes Claros (MG) 19. Barroso (MG) 20. Candeias (BA) 21. Cocalzinho (GO) 22. Vitória (ES) 23. Sorocaba (SP) 25. SWT (Germany) 26. Lusosider (Portugal) 27. CEEE-G (RS) – 8 units with low risk and 7 with medium risk 28. HGP Cachoeira dos Macacos (MG) 29. SHPP Santa Ana (SC) 30. SHPP Sacre II (MT) 31. HPP Quebra-Queixo (SC) |
|--|---|

The CSN Group also improves its management of water resources through participation in committees and forums dedicated to evaluating shared water use. In these instances, in partnership with representatives of civil society, the Company seeks to identify opportunities to contribute to improving the assessment of impacts and opportunities and seeks to identify opportunities to improve its performance.

On this front, the Company participates in river basin committees in the regions in which it operates:

Arcos (MG)

Alto São Francisco Hydrographic Basin Committee (CBHSF)

Barroso (MG)

GD1 and GD2 of the Rio Grande River Basin Committee (CBHRG)

Congonhas (MG)

Paraopeba River Hydrographic Basin Committee

Montes Claros (MG)

Verde Grande Hydrographic Basin Committee (CBHVG)

Pedro Leopoldo (MG)

Ribeirão da Mata Hydrographic Basin Subcommittee

Caaporã (PB)

Paraíba South Coast Hydrographic Basin Committee (CBHLSPB)

Cantagalo (RJ)


Dois Rios River Basin Committee (CBHR2R)

Volta Redonda (RJ)

Médio Paraíba do Sul Hydrographic Basin Committee (CBH/MPS) and Paraíba do Sul River Hydrographic Basin Integration Committee (CEIVAP)

Rio Grande do Sul

Management Committee for the Alto Jacuí Hydrographic Basin (COAJU), Management Committee for the Rio do Sinos Hydrographic Basin (Comitesinos) and Management Committee for the Caí River Basin (Comitê Caí)

 Aerial view of the surroundings of the Itá Hydroelectric Plant (border between SC and RS)



Air quality

Atmospheric emissions of particulate materials and other types of substances (NO_x, SO_x etc.) are a potential environmental impact of the CSN Group's businesses, managed through the guidelines, procedures and tools of the Environmental Management System (EMS). The Company continuously monitors atmospheric emissions in the steel and cement units and acts proactively to ensure compliance with the standards and limits established by environmental licensing bodies, ensuring the maintenance of the health and quality of life of the surrounding communities.

In the steel industry, atmospheric emissions are controlled through particulate matter abatement systems, such as filters and electrostatic precipitators. Monitoring is carried out continuously using meters installed in the UPV chimneys. The unit maintains nine air quality monitoring stations (three automatic, five semi-automatic and one meteorological), with real-time reporting to the state environmental agency, responsible for consolidating information and disseminating the Air Quality Index (IQA_r, acronym in Portuguese) for the population.

To reduce the amount of suspended particulate matter in open areas, the Company invested in 2023 in actions that reduce dispersion by wind and fugitive emissions, such as the application of polymers in uncovered piles and the use of fog cannons in sintering areas and storage yards. Furthermore, in 2023, R\$ 51 million were invested in repairs to the sintering plant and R\$ 712 million was approved to replace the electrostatic precipitators in the sintering plants, an action that will drastically reduce atmospheric emissions from the UPV. From 2024, a sedimentable particle monitoring system will also be implemented in the air quality monitoring network in the municipality of Volta Redonda.

CSN Mineração has strict controls to mitigate the emission of particulate matter. The Company uses fixed and automated water sprinkler systems on roads and processing plants and constantly cleans vehicles that travel on public roads. Specific polymers are applied to piles and slopes to prevent particle suspension, in addition to other techniques such as hydroseeding, application of biomats and nylon screens.



 Air quality monitoring station at the Presidente Vargas Steelworks – UPV (Volta Redonda, RJ)

Employees in dam inspection in Casa de Pedra (Congonhas, MG)

Dams and co-products




 Casa de Pedra Dam
 (Congonhas, MG)

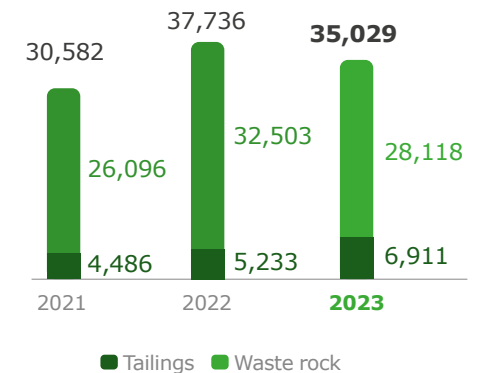
Mining activities generate two types of mineral waste – waste rock (soil without economic use) and tailings (disposal from iron ore processing). Therefore, CSN Mineração has innovated and improved its production process.

The installation of High Intensity Magnetic Concentrators (CMAIs) increases iron recovery during processing, thus reducing the generation of waste rock. After this stage, a complete filtration structure allows the removal of almost all the water from the waste rock. Supported by this production route, the Company has been practicing dry stacking of tailings since 2020, avoiding the use of dams.

CMIN has also invested in research projects aimed at identifying opportunities to increase the reuse of mining tailings. One of them is the feasibility of using this material by CSN Cimentos in the form of pozzolan for additives or replacement of cementitious products. With a focus on reducing tailings generation, CSN Mineração

and CSN Inova are evaluating solutions to extract even more iron from the tailings from the central plant, in order to enable its use in the steelmaking process. These are examples of how the CSN Group’s integrated business portfolio provides synergies and value generation, connecting the production routes of the different segments.

Mineral waste generated by CMIN
(thousand tons)



De-characterization of dams

In conjunction with this pioneering transformation in production routes, CSN Mineração has been conducting a large-scale project to de-characterize all existing dams at the Casa de Pedra Mine and the Pires Complex. In 2023, the Company completed the civil works to de-characterize the Vigia Dam, the third to be completed. After the mandatory monitoring period of two years, the structure will be de-characterized by regulatory bodies. Before it, the Auxiliar do Vigia (completed in 2021) and the B5 (completed in 2020) dams were already de-characterized.

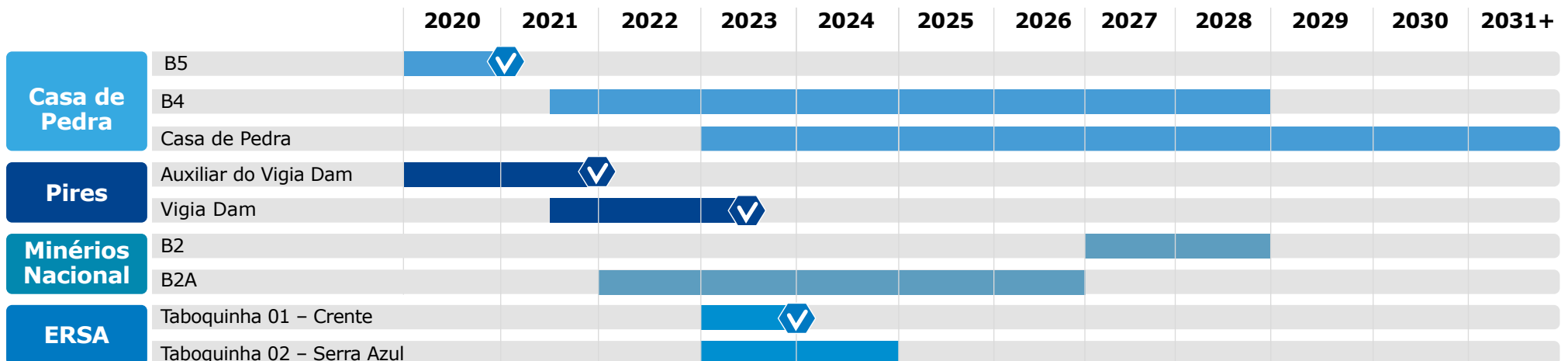
CSN Mineração's de-characterization program follows a strict schedule approved with the competent authorities and monitored by the National Mining Agency (ANM). The project even exceeds legal obligations, as it provides for the elimination of all dams, regardless of the construction method. The Casa de Pedra dam, built by the downstream method and, therefore, without legal obligation, will also be de-characterized.

The dam de-characterization program is monitored by the CSN Group Dams Committee, which brings together technicians and executives. In addition to CSN Mineração, the initiative covers the Minérios Nacional dams (B2 and B2A), which

will be decommissioned by 2028. Last year, the two dams built upstream of ERSA were also included in the program. The Taboquinha 01- Crente dam completed the de-characterization works in 2023 and is awaiting the legal monitoring period to be deregistered from the supervisory bodies. The other dam, Taboquinha 02 – Serra Azul, has started work and is expected to be de-characterized in 2024.

In 2023, CSN Mineração completed the civil works to de-characterize the Vigia Dam and contracted the engineering studies to de-characterize the Casa de Pedra Dam

DAM DE-CHARACTERIZATION SCHEDULE



Dam safety

CSN Mineração has no records of accidents at its dams. Even so, the topic is managed as a priority within the scope of the Company's ESG agenda. All of the Company's dams are classified at zero emergency level and had stability declarations renewed in September 2023. Last year, the Minérios Nacional B2A dam was reclassified to emergency level 1. In December, CSN submitted to ANM a declaration that the structure had reached a stability factor. In an audit cycle in March 2024, the National Mining Agency proved the effectiveness of the measures and issued the Declaration of Stability Condition (DCE) for the B2A dam.

Safety routines include visual inspection of dams and dikes no more than every 15 days, with georeferencing drone flights; external audits carried out twice a year; cross-checking (peer review) of audits and projects; online and real-time data capture through automated instruments; data analysis and reading; with the support of software and data analytics to identify alterations; and endoscopic inspection to measure the installed pressure and water levels.

CSN Group has, for 100% of its structures, the Dam Safety Plans and the Emergency Action

100%
of the
Company's dams
have a Declaration
of Stability
Condition (DCE)



Employee at the Casa de Pedra unit (Congonhas, MG)

Plans for Mining Dams (PAEBM, acronym in Portuguese). These documents help public authorities and civil defenses to develop their safety plans and emergency actions to protect the population in the event of accidents.

In 2023, CSN Mineração was one of the participants in the 1st Integrated Dam

Emergency Drill of the Self-Rescue Zone held in the municipality of Congonhas (Minas Gerais). The initiative, led by the municipal civil defense, involved other mining companies operating in the region and aimed to strengthen the safety culture, test alerts and preventive measures, and guide the population on how to act in emergency situations.

Biodiversity

Native forest preserved in the ERSA unit (Arquimedes and Itapua do Oeste, RO)

CSN Group has a governance model and structured processes to identify, assess, and address risks and opportunities related to impacts on biodiversity. The guidelines and parameters for this management are established in the Biodiversity Policy, applicable to all CSN Group businesses.

This mode of action has been strengthened since 2021, with the creation of the Biodiversity and Ecosystem Services Thematic Group, linked to the ESG Committee, and has been unfolding in action plans to mitigate negative impacts and enhance contributions to the preservation of biodiversity. In 2023, given the international context and demands and regulations on the biodiversity and ecosystem services agenda, CSN defined two main work fronts: risks related to nature and preservation.

In 2022, the Company publicly expressed its intention to adopt the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) in the management and disclosure of risks and opportunities related to nature. This movement culminated in the inclusion of the CSN Group in the list released by the TNFD at the beginning of 2024, which brings together companies committed to the adoption and early dissemination (category 2024 or Earlier) of the recommendations of this framework.

CSN Group is among the companies that have committed to the early adoption and dissemination of the TNFD recommendations



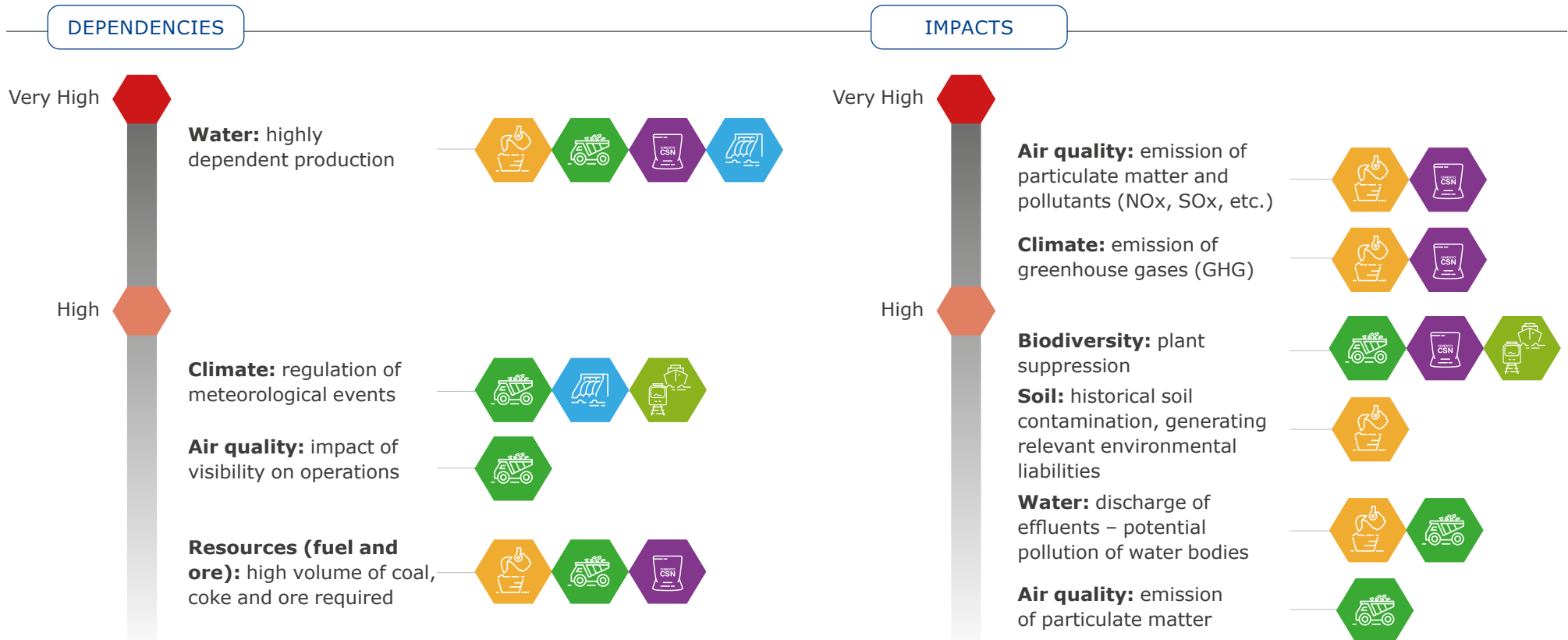
[Click here to learn more about the CSN Group's Biodiversity Policy](#)

This process considered market studies and the methodology developed by the World Resources Institute (WRI), one of the main independent organizations focused on environmental conservation. The assessment, carried out in line with TNFD recommendations, offers input for the development of a roadmap to establish action plans and projects aimed at biodiversity conservation. The Company's objective is to structure innovation goals and routes with a focus on improving operational performance, establishing mechanisms to mitigate risks and enhance positive impacts.

 Cicutá Forest (Volta Redonda, RJ)



MAIN DEPENDENCIES AND IMPACTS PRIORITIZED FOR CSN GROUP



In 2023, the Company began implementing the Biodiversity Index for Operations (BIO). The adoption of the index was initiated in ten CSN Cimentos units and advanced, by the end of the year, to cover TLSA and the Casa de Pedra mine, owned by CSN Mineração. By 2025, the plan is to cover 100% of units with significant impacts on biodiversity.

The pilot-project was conducted by 15 professionals, involving specialists from CSN Mineração and other areas of the CSN Group. This multidisciplinary group developed a platform to compare relevant aspects of biodiversity under the same metrics, making it possible to identify and rank operations with more or less preserved areas.

The BIO consists of a set of indicators and diagnoses that guide the standardization of biodiversity monitoring systems and the preparation of regular follow-up reports. Its development is based on the Biodiversity

Indicator and Reporting System (BIRS) methodology of the International Union for Conservation of Nature (IUCN).

The result of the assessment shows the biodiversity's degree existing at the site and is expressed as the Site Condition Class (on a scale of 1-10), considering three factors: area of each type of habitat identified; the ecological condition of these habitats, including improvements and threats; and the singularity and ecological importance of each habitat in the regional context. These assessments are weighted by the territorial extension assessed and, therefore, georeferencing from the beginning of the process and the structured control of quantitative and qualitative indicators are fundamental for the assertiveness of the analyses.

BENEFITS OF BIO BIODIVERSITY INDEX

- ◆ Improving the measurement of progress towards preserving the condition of existing biodiversity
- ◆ Standardization of the numerical expression for the adequacy of biodiversity
- ◆ Historical comparison of operating units
- ◆ Consolidation of results at national, regional and global levels
- ◆ Establishment of goals and metrics to define no net loss and net gain

Seedling nursery in an integrated cement factory (Barroso, MG)

Preservation of natural areas

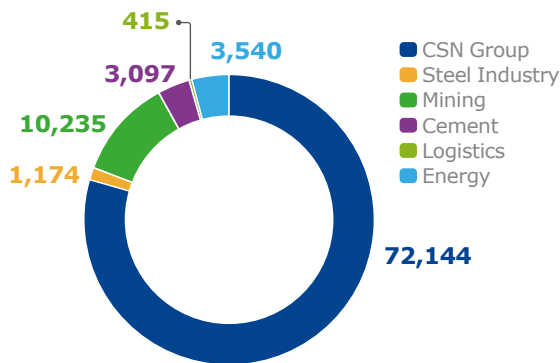
CSN Group is responsible for the maintenance and preservation of approximately 91 thousand hectares of natural areas. This total includes areas with native vegetation, sites in the process of restoration, as well as Permanent Preservation Areas (APP), Legal Reserves (RL) and Private Natural Heritage Reserves (RPPN) distributed in 13 Brazilian states.

These locations represent an important asset for the CSN Group's natural capital and provide different types of ecosystem services. In Volta Redonda (RJ), for example, the Cicuta Forest – maintained by CSN – is one of the last remaining fragments of

Atlantic Forest in the state of Rio de Janeiro and is classified as an Area of Relevant Ecological Interest (ARIE).

The Cicuta Forest is one of the places where the Environmental Education Program (PEA) is carried out, an awareness-raising action for local communities carried out by the CSN Foundation. The PEA is also conducted at CSN Mineração and CSN Cimentos units (learn more on page 134).

Habitats protected or in the process of restoration in 2023 by business segment (hectares)

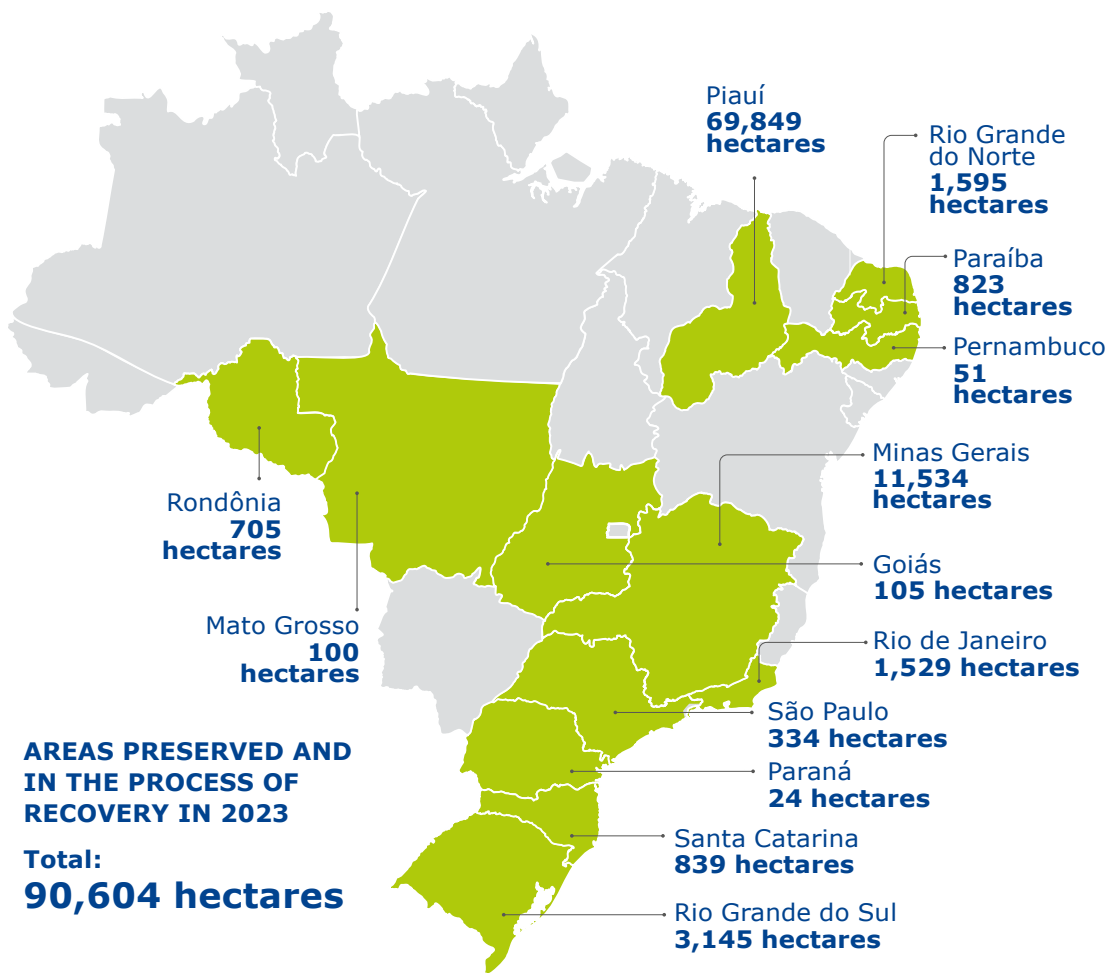



BIODIVERSITY MANAGEMENT PROGRAMS


- Flora rescue
- Phenological monitoring
- Seed collection
- Scaring away and rescuing fauna
- Environmental compensation
- Revegetation of exposed soil
- Monitoring of fauna and flora
- Forest fire prevention
- Execution of drainage projects
- Implementation of sediment containment devices
- Signs of roads against roadkill, fauna
- Environmental education programs



Cicuta Forest (Volta Redonda, RJ)



 Permanent Preservation Areas
4,098 hectares

 Other areas with native vegetation
57,004 hectares

 Legal Reserve Areas (RL)
26,676 hectares


 Recovery areas
2,826 hectares

Activities in the mining segment have the potential to reduce natural habitats as a result of vegetation suppression for access to mineral resources. In this sense, CSN Group establishes mechanisms to mitigate negative impacts, seeking, in order of priority: to avoid interference in natural areas; minimize potential impacts; and offsetting adverse effects on biodiversity. All mining areas have their closure plans periodically updated and have recovery plans for degraded areas. Degraded areas are gradually recovered as exploration is exhausted (in the case of mines) and end of use (in the case of waste deposits).

Since 2021, CSN Mineração has been developing a comprehensive study on biodiversity at the Casa de Pedra mine, aiming to meet the Performance Standards on Socio-environmental Sustainability, PS 6 - Biodiversity Conservation and Sustainable Management of Living Natural Resources of the International Finance Corporation (IFC). Among the actions carried out on this front are the preparation of a management plan for the Jurema RPPN, together with the preparation of the Biodiversity Action Plan (BAP) and the Biodiversity Monitoring and Evaluation Plan (BMEP).


The logistics and cement segments also have greater interdependence with protected or restored areas. In these units, the guidelines applied by the CSN Group follow the same standards and guidelines, seeking to intensify biodiversity preservation measures and stakeholder engagement.



 Surroundings of the Passo Real Hydroelectric Plant (Salto do Jacuí, RS)



Annexes

 Steelworks at the
Presidente Vargas
Steelworks – UPV
(Volta Redonda, RJ)

GRI content index

Statement of use | Companhia Siderúrgica Nacional S.A. has reported in accordance with the GRI Standards for the period January 1st to December 31st, 2023.

GRI 1 used | GRI 1: Foundation 2021

Applicable GRI Sector Standard(s) | Not applicable

GRI Standard/ Other source	Disclosure	Page	Omission			Global Compact	SDG	UNCTAD
			Requirement(s) omitted	Reason	Explanation			
General disclosures								
GRI 2 General Disclosures 2021	2-1 Organizational details	31, 34, and 72	-	-	-	-	-	-
	2-2 Entities included in the organization's sustainability reporting	8	-	-	-	-	-	-
	2-3 Reporting period, frequency and contact point	8	-	-	-	-	-	-
	2-4 Restatements of information	129 ESG Databook	-	-	-	-	-	-
	2-5 External assurance	8, 193 and 194	-	-	-	-	-	-
	2-6 Activities, value chain and other business relationships	32, 33, 34, 36, 37, 59, 127 and 128 ESG Databook	-	-	-	-	-	-
	2-7 Employees	104 ESG Databook	-	-	-	6	8 and 10	-
	2-8 Workers who are not employees	108 ESG Databook	-	-	-	6	8 and 10	-
	2-9 Governance structure and composition	69, 70, 71 and 72	-	-	-	-	-	-
	2-10 Nomination and selection of the highest governance body	69 and 70	-	-	-	-	5 and 16	-
	2-11 Chair of the highest governance body	69	-	-	-	-	16	-
	2-12 Role of the highest governance body in overseeing the management of impacts	69, 70, 71, 89 and 90	-	-	-	-	16	-
	2-13 Delegation of responsibility for managing impacts	70, 71, 89 and 90	-	-	-	-	-	-
	2-14 Role of the highest governance body in sustainability reporting	8	-	-	-	-	-	-
	2-15 Conflicts of interest	76	-	-	-	-	16	-

GRI Standard/ Other source	Disclosure	Page	Omission			Global Compact	SDG	UNCTAD
			Requirement(s) omitted	Reason	Explanation			
GRI 2 General Disclosures 2021	2-16 Communication of critical concerns	70	-	-	-	-	-	-
	2-17 Collective knowledge of the highest governance body	70	-	-	-	-	-	-
	2-18 Evaluation of the performance of the highest governance body	75	-	-	-	-	-	-
	2-19 Remuneration policies	75	-	-	-	-	-	-
	2-20 Process to determine remuneration	75 and 110	-	-	-	-	-	-
	2-21 Annual total compensation ratio	ESG Databook	-	-	-	-	-	-
	2-22 Statement on sustainable development strategy	3, 4, 5, 6 and 7	-	-	-	-	-	-
	2-23 Policy commitments	77, 89 and 90	-	-	-	-	-	-
	2-24 Embedding policy commitments	77, 89 and 90	-	-	-	-	-	-
	2-25 Processes to remediate negative impacts	78, 79, 80, 139 and 140	-	-	-	-	-	-
	2-26 Mechanisms for seeking advice and raising concerns	78, 79 and 90	-	-	-	10	16	-
	2-27 Compliance with laws and regulations	ESG Databook	-	-	-	-	16	-
	2-28 Membership associations	ESG Databook	-	-	-	-	16	-
	2-29 Approach to stakeholder engagement	10 and 11	-	-	-	-	-	-
2-30 Collective bargaining agreements	110	-	-	-	3	8	-	
Material topics								
GRI 3 Material topics 2021	3-1 Process to determine material topics	10 and 11	-	-	-	-	-	-
	3-2 List of material topics	11, 12, 13, 14, 15, 16, 17, 18, 19 and 20	-	-	-	-	-	-

GRI Standard/ Other source	Disclosure	Page	Omission			Global Compact	SDG	UNCTAD
			Requirement(s) omitted	Reason	Explanation			
Material topic Ethics and compliance								
GRI 3 Material topics 2021	3-3 Management of material topics	12, 77, 78, 79, 80, 81, 82, 89, 90, 91, 92, 93 and 94	-	-	-	-	-	-
GRI 205 Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	77 and 129	-	-	-	10	16	-
	205-2 Communication and training about anti-corruption policies and procedures	81 and 82 ESG Databook	-	-	-	10	16	-
	205-3 Confirmed incidents of corruption and actions taken	79	-	-	-	10	16	-
GRI 207 Tax 2019	207-1 Approach to tax	66 and 67	-	-	-	-	1, 10 and 17	-
	207-2 Tax governance, control, and risk management	67	-	-	-	-	1, 10 and 17	-
	207-3 Stakeholder engagement and management of concerns related to tax	67	-	-	-	-	1, 10 and 17	-
	207-4 Country-by-country reporting	67 ESG Databook	-	-	-	-	1, 10 and 17	-
Material topic Value chain								
GRI 3 Material topics 2021	3-3 Management of material topics	13, 89, 90, 91, 92, 93, 94, 127, 128, 129 and 130	-	-	-	-	-	-
GRI 204 Procurement practices 2016	204-1 Proportion of spending on local suppliers	ESG Databook	-	-	-	-	8	-
GRI 308 Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	127 and 128 ESG Databook	-	-	-	8	-	-
GRI 414 Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	127, 128 and 129 ESG Databook	-	-	-	2	5, 8 and 16	-

GRI Standard/ Other source	Disclosure	Page	Omission			Global Compact	SDG	UNCTAD
			Requirement(s) omitted	Reason	Explanation			
Material topic People management and DE&I								
GRI 3 Material topics 2021	3-3 Management of material topics	14, 89, 90, 91, 92, 93, 94, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113 and 114	-	-	-	-	-	-
GRI 401 Employment 2016	401-1 New employee hires and employee turnover	ESG Databook	-	-	-	6	5, 8 and 10	-
GRI 404 Training and education 2016	404-1 Average hours of training per year per employee	106 ESG Databook	-	-	-	6	4, 5, 8 and 10	-
	404-3 Percentage of employees receiving regular performance and career development reviews	107 ESG Databook	-	-	-	6	5, 8 and 10	-
GRI 405 Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	69, 70, 71 and 114 ESG Databook	-	-	-	6	5 and 8	-
	405-2 Ratio of basic salary and remuneration of women to men	ESG Databook	-	-	-	6	5, 8 and 10	-
GRI 406 Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	77	-	-	-	6	5 and 8	-
Material topic Human rights								
GRI 3 Material topics 2021	3-3 Management of material topics	15, 89, 90, 91, 92, 93, 94, 115 and 116	-	-	-	-	-	-
GRI 408 Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	77, 127 and 128	-	-	-	5	8 and 16	-
GRI 409 Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	77, 127 and 128	-	-	-	4	8	-
GRI 411 Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	ESG Databook	-	-	-	1	2	-

GRI Standard/ Other source	Disclosure	Page	Omission			Global Compact	SDG	UNCTAD
			Requirement(s) omitted	Reason	Explanation			
Material topic Health, safety and well-being								
GRI 3 Material topics 2021	3-3 Management of material topics	16, 89, 90, 91, 92, 93, 94, 118, 119, 120, 121, 122, 123, 124 and 125	-	-	-	-	-	-
GRI 403 Occupational health and safety 2018	403-1 Occupational health and safety management system	118 and 119	-	-	-	-	8	-
	403-2 Hazard identification, risk assessment, and incident investigation	118, 120, 122, 123 and 124	-	-	-	-	8	-
	403-3 Occupational health services	125	-	-	-	-	8	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	120, 122 and 123	-	-	-	-	8 and 16	-
	403-5 Worker training on occupational health and safety	120, 121 and 122	-	-	-	-	8	-
	403-6 Promotion of worker health	125	-	-	-	-	3	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	118	-	-	-	-	8	-
	403-8 Workers covered by an occupational health and safety management system	118	-	-	-	-	8	-
	403-9 Work-related injuries	124 ESG Databook	-	-	-	-	3, 8 and 16	-
	403-10 Work-related ill health	ESG Databook	-	-	-	-	3, 8 and 16	-
Material topic Local communities								
GRI 3 Material topics 2021	3-3 Management of material topics	17, 89, 90, 91, 92, 93, 94, 132, 133, 134, 135, 136, 137, 138, 139 and 140	-	-	-	-	-	-
GRI 203 Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	132, 133, 134, 137 and 138	-	-	-	-	5, 9 and 11	-
GRI 413 Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	132, 133, 134, 135, 136, 137 and 138	-	-	-	1	-	-
	413-2 Operations with significant actual and potential negative impacts on local communities	139 and 140	-	-	-	1	1 and 2	-

GRI Standard/ Other source	Disclosure	Page	Omission			Global Compact	SDG	UNCTAD
			Requirement(s) omitted	Reason	Explanation			
Material topic Climate change								
GRI 3 Material topics 2021	3-3 Management of material topics	18, 19, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157 and 158	-	-	-	-	-	-
GRI 201 Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	85, 86, 87, 88, 142 and 157	-	-	-	7	13	-
GRI 302 Energy 2016	302-1 Energy consumption within the organization	ESG Databook	-	-	-	7 and 8	7, 8, 12 and 13	B.5.1
	302-2 Energy consumption outside of the organization	ESG Databook	-	-	-	8	7, 8, 12 and 13	-
	302-3 Energy intensity	ESG Databook	-	-	-	8	7, 8, 12 and 13	-
	302-4 Reduction of energy consumption	149, 150, 151, 152, 153, 154, 155 and 156	-	-	-	8 and 9	7, 8, 12 and 13	-
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	146, 147 and 148 ESG Databook	-	-	-	7 and 8	3, 12, 13, 14 and 15	B.3.1
	305-2 Energy indirect (Scope 2) GHG emissions	146, 147 and 148 ESG Databook	-	-	-	7 and 8	3, 12, 13, 14 and 15	B.3.2
	305-3 Other indirect (Scope 3) GHG emissions	146 and 147 ESG Databook	-	-	-	7 and 8	3, 12, 13, 14 and 15	-
	305-4 GHG emissions intensity	149, 152, 154 and 156 ESG Databook	-	-	-	8	13, 14 and 15	-
	305-5 Reduction of GHG emissions	149, 150, 151, 152, 153, 154, 155 and 156	-	-	-	8 and 9	13, 14 and 15	-

GRI Standard/ Other source	Disclosure	Page	Omission			Global Compact	SDG	UNCTAD
			Requirement(s) omitted	Reason	Explanation			
Material topic Eco-efficiency								
GRI 3 Material topics 2021	3-3 Management of material topics	20, 89, 90, 91, 92, 93, 94, 160, 161, 162, 163, 164, 165, 166, 167, 168 and 169	-	-	-	-	-	-
GRI 303 Water and effluents 2018	303-1 Interactions with water as a shared resource	164, 165, 166, 167 and 168	-	-	-	8	6 and 12	-
	303-2 Management of water discharge-related impacts	164, 165, 166, 167 and 168	-	-	-	8	6	-
	303-3 Water withdrawal	ESG Databook	-	-	-	7 and 8	6	-
	303-4 Water discharge	ESG Databook	-	-	-	7 and 8	6	-
	303-5 Water consumption	164 ESG Databook	-	-	-	8	6	B.1.1 B.1.2
GRI 305 Emissions 2016	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	ESG Databook	-	-	-	7 and 8	3, 12, 14 and 15	-
GRI 306 Waste 2020	306-1 Waste generation and significant waste-related impacts	161, 162, 163 and 171	-	-	-	8	3, 6, 11 and 12	-
	306-2 Management of significant waste-related impacts	161, 162, 163 and 171	-	-	-	8	3, 6, 11 and 12	-
	306-3 Waste generated	162 and 171 ESG Databook	-	-	-	8	3, 11 and 12	B.2.1 B.2.3
	306-4 Waste diverted from disposal	162 and 171 ESG Databook	-	-	-	8	3, 11 and 12	B.2.2
	306-5 Waste directed to disposal	162 ESG Databook	-	-	-	8	3, 11 and 12	-
Material topic Dams and mineral co-products								
GRI 3 Material topics 2021	3-3 Management of material topics	21, 89, 90, 91, 92, 93, 94, 170, 171, 172 1 173	-	-	-	-	-	-

GRI Standard/ Other source	Disclosure	Page	Omission			Global Compact	SDG	UNCTAD
			Requirement(s) omitted	Reason	Explanation			
Material topic Biodiversity								
GRI 3 Material topics 2021	3-3 Management of material topics	22, 89, 90, 91, 92, 93, 94, 175, 176, 177, 178 and 179	-	-	-	-	-	-
GRI 304 Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	ESG Databook	-	-	-	8	6, 14 and 15	-
	304-2 Significant impacts of activities, products, and services on biodiversity	175 and 176	-	-	-	8	6, 14 and 15	-
	304-3 Habitats protected or restored	178 and 179 ESG Databook	-	-	-	8	6, 14 and 15	-
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	ESG Databook	-	-	-	8	6, 14 and 15	-
Additional disclosures - not included in the materiality, but kept in the report for transparency and comparability								
GRI 201 Economic performance 2016	201-1 Direct economic value generated and distributed	61	-	-	-	-	8 and 9	-
GRI 202 Market presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	ESG Databook	-	-	-	6	1, 5 and 8	-
GRI 206 Anti- competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG Databook	-	-	-	-	16	-
GRI 301 Materials 2016	301-1 Materials used by weight or volume	ESG Databook	-	-	-	7 and 8	8 and 12	-
	301-2 Recycled input materials used	ESG Databook	-	-	-	8	8 and 12	-
GRI 305 Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	ESG Databook	-	-	-	7 and 8	3 and 12	-
GRI 401 Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	110	-	-	-	-	3, 5 and 8	-
GRI 407 Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	77, 127 and 128	-	-	-	3	8	-

SASB content index

Iron & Steel Producers 2023

SASB Topic	SASB Code	Metrics requested by SASB	Page
Greenhouse Gas Emissions	EM-IS-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	ESG Databook
	EM-IS-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	151 and 152
Air Quality	EM-IS-120a.1	Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N ₂ O), (3) SOx, (4) particulate matter (PM10), (5) manganese (MnO), (6) lead (Pb), (7) volatile organic compounds (VOCs), and (8) polycyclic aromatic hydrocarbons (PAHs)	ESG Databook
Energy Management	EM-IS-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	ESG Databook
	EM-IS-130a.2	(1) Total fuel consumed, (2) percentage coal, (3) percentage natural gas and (4) percentage renewable	ESG Databook
Water Management	EM-IS-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	ESG Databook
Waste Management	EM-IS-150a.1	(1) Amount of waste generated, (2) percentage hazardous, (3) percentage recycled	ESG Databook
Workforce Health & Safety	EM-IS-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	ESG Databook
Supply Chain Management	EM-IS-430a.1	Discussion of the process for managing iron ore or coking coal sourcing risks arising from environmental and social issues	ESG Databook
Activity Metrics	EM-IS-000.A	Raw steel production, percentage from: (1) basic oxygen furnace processes, (2) electric arc furnace processes	ESG Databook
	EM-IS-000.B	Total iron ore production	ESG Databook
	EM-IS-000.C	Total coking coal production	ESG Databook

Metals & Mining 2023

SASB Topic	SASB Code	Metrics requested by SASB	Page
Greenhouse Gas Emissions	EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	ESG Databook
	EM-MM-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	155 and 156
Air Quality	EM-MM-120a.1	Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N ₂ O), (3) SOx, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	ESG Databook
Energy Management	EM-MM-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	ESG Databook
Water Management	EM-MM-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	ESG Databook
	EM-MM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	ESG Databook
Waste & Hazardous Materials Management	EM-MM-150a.4	Total weight of non-mineral waste generated	ESG Databook
	EM-MM-150a.5	Total weight of tailings produced	171 ESG Databook
	EM-MM-150a.6	Total weight of waste rock generated	171 ESG Databook
	EM-MM-150a.7	Total weight of hazardous waste generated	ESG Databook
	EM-MM-150a.8	Total weight of hazardous waste recycled	ESG Databook
	EM-MM-150a.9	Number of significant incidents associated with hazardous materials and waste management	ESG Databook
	EM-MM-150a.10	Description of waste and hazardous materials management policies and procedures for active and inactive operations	171
Biodiversity Impacts	EM-MM-160a.1	Description of environmental management policies and practices for active sites	91 and 100
	EM-MM-160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation	ESG Databook
	EM-MM-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	ESG Databook
Security, Human Rights & Rights of Indigenous Peoples	EM-MM-210a.1	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	ESG Databook
	EM-MM-210a.2	Percentage of (1) proved and (2) probable reserves in or near indigenous land	ESG Databook
	EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	115 and 116 ESG Databook
Community Relations	EM-MM-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	139 and 140
	EM-MM-210b.2	(1) Number and (2) duration of nontechnical delays	ESG Databook

Metals & Mining (continuing)

SASB Topic	SASB Code	Metrics requested by SASB	Page
Labour Practices	EM-MM-310a.1	Percentage of active workforce employed under collective agreements	110
	EM-MM-310a.2	(1) Number and (2) duration of strikes and lockouts	ESG Databook
Workforce Health & Safety	EM-MM-320a.1	(1) All-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) direct employees and (b) contract employees	ESG Databook
Business Ethics & Transparency	EM-MM-510a.1	Description of the management system for prevention of corruption and bribery throughout the value chain	77, 78, 79, 80, 81 and 82 ESG Databook
	EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	ESG Databook
Tailings Storage Facilities Management	EM-MM-540a.1	Tailings storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10) material findings, (11) mitigation measures, (12) site-specific EPRP	ESG Databook
	EM-MM-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	172 and 173
	EM-MM-540a.3	Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities	173
Activity Metrics	EM-MM-000.A	Production of (1) metal ores and (2) finished metal products	ESG Databook
	EM-MM-000.B	Total number of employees, percentage contractors	ESG Databook

Construction Materials 2023

SASB Topic	SASB Code	Metrics requested by SASB	Page
Greenhouse Gas Emissions	EM-CM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	ESG Databook
	EM-CM-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	153 and 154
Air Quality	EM-CM-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O), (2) SOx, (3) particulate matter (PM10), (4) dioxins/ furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs) and (7) heavy metals	ESG Databook
Energy Management	EM-CM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative and (4) percentage renewable	ESG Databook
Water Management	EM-CM-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	ESG Databook
Waste Management	EM-CM-150a.1	Amount of waste generated, percentage hazardous and percentage recycled	ESG Databook
Biodiversity Impacts	EM-CM-160a.1	Description of environmental management policies and practices for active sites	91 and 160
	EM-CM-160a.2	Terrestrial land area disturbed, percentage of impacted area restored	ESG Databook
Workforce Health & Safety	EM-CM-320a.1	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	ESG Databook
	EM-CM-320a.2	Number of reported cases of silicosis	ESG Databook
Product Innovation	EM-CM-410a.1	Percentage of products that qualify for credits in sustainable building design and construction certifications	Not applicable, as CSN does not have products of this type.
	EM-CM-410a.2	Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production	Not applicable, as CSN does not have products of this type.
Pricing Integrity & Transparency	EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities	ESG Databook
Activity Metrics	EM-CM-000.A	Production by major product line	ESG Databook

Independent auditor's limited assurance report on the non-financial information included in the Integrated Report

(Free translation from the original issued in Portuguese. In the event of any discrepancies, the Portuguese-language version shall prevail.)

Grant Thornton Auditores independentes Ltda.
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To the Directors and Management of **Companhia Siderúrgica Nacional**
São Paulo – SP

Introduction

We have been engaged by Companhia Siderúrgica Nacional (the Company) to present our an independent auditor's limited assurance report on the non-financial information included in the Integrated Report 2023 of CSN Group and its respective supplementary contents from attachment ESG Databook, hereinafter collectively referred to as the "Integrated Report 2023" of Companhia Siderúrgica Nacional for the year ended December 31, 2023.

Our limited assurance does not cover information relating to prior periods or any other information disclosed in conjunction with the Integrated Report 2023, including any embedded images and audio or video files.

Responsibility of the Company's management

The Company's management is responsible for the following:

- select and set proper criteria for preparing the information included in the Integrated Report 2023;
- prepare the information in accordance with the criteria and guidelines provide by the Global Reporting Initiative (GRI - Standards), with the Indicators for the Iron & Steel Producers (EM-IS), Metals & Mining (EM-MM), and Construction Materials (EM-CM) sectors from the Sustainability Accounting Standards Board (SASB) and Guideline CPC 09 - Integrated Reporting, related to Integrated Reporting Framework prepared by the International Integrated Reporting Council (IIRC);
- design, implement and maintain internal control over information considered relevant for preparing the information included in the Integrated Report 2023 that is free of material misstatement, whether due to fraud or error.

Responsibility of the independent auditor

Our responsibility is to express a conclusion of the non-financial information included in the Integrated Report 2023 based on the limited assurance engagement conducted in accordance with Technical Communication CTO 07/2022, issued by the Federal Accounting Council (CFC), and based on NBC TO 3000 – Assurance Engagements Other than Audits or Reviews of Historical Financial Information, also issued by the CFC, equivalent to international standard ISAE 3000 – Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that the auditor comply with ethical and independence requirements and other related responsibilities, including as to the application of the Brazilian Standard on Quality Management (NBC PA 01) and, therefore, the maintenance of a comprehensive quality management system that encompasses documented policies and procedures for compliance with ethical requirements, professional standards and legal and regulatory requirements applicable.

Additionally, those standards require that we plan and perform our engagement to obtain limited assurance that the non-financial information included in the Integrated Report 2023, taken as whole, is free of material misstatements.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) primarily consists of making inquiries of the Company's management and other individuals in the entity involved in the preparation of information, as well as applying analytical procedures to obtain evidence that enables us to express a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires that we perform additional procedures in the event matters come to our attention that cause us to believe that the information disclosed in the Integrated Report 2023, taken as a whole, may contain material misstatements.

The procedures selected were based on our understanding of the aspects relating to the compilation, materiality and presentation of the information included in the Integrated Report 2023 and other circumstances of our engagement and our consideration on the areas and processes associated with the material information disclosed in the Integrated Report 2023 which could contain material misstatements. Our procedures comprised, among others, the following:

- a) planning the work, considering the relevance, volume of quantitative and qualitative information and the operating systems and internal controls based on which the information included in the Integrated Report 2023 was prepared;
- b) understanding of the calculation methodology and the procedures for the compilation of the indicators through inquiries with the managers responsible for the preparation of the information;
- c) applying analytical procedures on the quantitative information and making inquiries regarding the qualitative information and its correlation with the indicators disclosed in the information included in the Integrated Report 2023; and
- d) for those cases where there is a correlation between the non-financial data and indicators having a financial nature, match such indicators to the financial statements and/or accounting records.

The limited assurance engagement also included tests to assess compliance with the guidelines and criteria provided in the framework Global Reporting Initiative (GRI Standards), the Sustainability Accounting Standards Board EM-IS, EM-MM and EM-CM (SASB) and Guideline CPC 09 - Integrated Report (related to Integrated Report Framework prepared IIRC) applicable to the preparation of the information included in the Integrated Report 2023.

We believe that the evidence we have obtained during our work is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Scope and limitations

The procedures applied in a limited assurance engagement vary in nature and timing and are less in scope than an engagement to obtain reasonable assurance. Consequently, the level of assurance obtained in a limited assurance engagement is substantially less than the level that would be obtained if a reasonable assurance engagement had been performed. Had we performed reasonable assurance engagement, we might have identified other matters and possible misstatements in the information included in the Integrated Report 2023.

Therefore, we do not express an opinion on this information.

Non-financial data is subject to more inherent limitations than financial information, due to the nature and variety of the methods used to determine, calculate or estimate such data. Qualitative interpretations of materiality, significance and accuracy of the data are subject to individual assumptions and judgments. Additionally, we neither conduct any work based on prior-period information nor in relation to future projections and goals.

The preparation and presentation of sustainability indicators have followed the GRI Standards criteria and, therefore, their objective is not to assure that social, economic, environmental or engineering regulations and laws were complied with. Such criteria prescribe, however, the presentation and disclosure of any events of noncompliance with such regulations when significant sanctions or penalties are imposed. Our assurance report should be read and interpreted in this context, in light of the criteria selected (GRI Standards).

Conclusion

Based on the procedures performed, described in this report, and on evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in the CSN Group's Integrated Report for the year ended December 31, 2023 has not been prepared, in all material respects, in accordance with the criteria and guidelines in the Global Reporting Initiative (GRI Standards), the Sustainability Accounting Standards Board EM-IS, EM-MM, EM-CM (SASB) and Guideline CPC 09 - Integrated Report, correlated to the Integrated Report Framework prepared by the IIRC.

São Paulo, May 3, 2024

Grant Thornton Auditores Independentes Ltda.

CRC 2SP-025.583/O-1

Octavio Zampirolo Neto

Accountant CRC 1SP-289.095/O-3

Credits

BOARD OF DIRECTORS

Benjamin Steinbruch (Chairman)
Yoshiaki Nakano
Antonio Bernardo Vieira Maia
Miguel Ethel Sobrinho
Fabiam Franklin

EXECUTIVE BOARD

Benjamin Steinbruch (CEO)
David Moise Salama (Executive Director of Insurance and Property Credit)
Luis Fernando Barbosa Martinez (Executive Director of Commercial and Logistics Area)
Marcelo Cunha Ribeiro (Executive Director)
Stephan Heinz Josef Victor Weber (Executive Director of Investments)

GENERAL COORDINATION

Institucional Board
Luiz Paulo Teles Ferreira Barreto
Team:
Bianca Marques Rocha
Carlos Miranda Lima

Sustainability, Environment and Occupational Safety Board

Helena Brennand Guerra
Team:
Beatriz Alonso
Eduardo Guadagnini Lima
Fernando Salina
Flavia Tranjan Andreotti
Karoline Castro Oliveira Francisco
Lívia Ballot de Miranda
Pablo Belosevich Sosa
Renan Reis

CSN Inova

Alessandra Steinbruch
Catarina Lagnado

Investor Relations Board

Marcelo Cunha Ribeiro
Team:
Pedro Gomes
Rafael Costa Byrro

For the investigation and analysis of information, we would like to thank the support and cooperation of managers and other colleagues involved from all units and corporate areas involved at CSN:

Presidente Vargas Steelworks (UPV);
CSN Porto Real;
CSN Paraná;
Prada Distribuição;
Prada Embalagens – SP;
Prada Embalagens – Resende;
CSN Mineração;
ERSA;
CSN Cimentos;
TECON – Container Terminal;
TECAR – Solid Bulk Terminal;
Transnordestina Logística S.A;
Antiga Mineração de Carvão (Criciúma – SC);
SWT – Stahlwerk Thüringen;
Lusosider

MATERIALITY, CONSULTING, CONTENT AND DESIGN

usina82

MANAGEMENT OF ENVIRONMENTAL INDICATORS

GRI, UNCTAD, SASB, ODS, sectoral assessments, International Council of Mining and Metals, water risk assessment and GHG Protocol.

PHOTOS

CSN image bank



Companhia Siderúrgica Nacional

