



4Q23 ESG Performance



Companhia Siderúrgica Nacional

Leadership in ESG issues

In the last quarter of 2023, we updated our materiality matrix, following best market practices. The matrix is an important tool to help deepen our understanding of ESG issues from the perspective of our main stakeholders and to help us make strategic decisions. The main change in our matrix was the inclusion of Human Rights, a topic that is increasingly intrinsic to society and our operations, especially considering our expansion projects.

Also, during this period, we completed another fundamental piece of work for the company's sustainability agenda: the integration of our climate risk matrix with nature risks, aspects that are now brought together in a single risk matrix, following the guidelines of the Taskforce on Nature-Related Financial Disclosure (TNFD) and Taskforce on Climate-Related Financial Disclosure (TCFD).

Due to the new assets acquired in 2022, 2023 was also dedicated to reviewing the decarbonization roadmap for the Cement segment, which now accounts for more than 40% of the CSN Group's absolute CO2 emissions. In the last quarter, we announced our new target of a 23% reduction in the intensity of our emissions by 2030. This target has been submitted to the Science Based Targets initiative (SBTi) and is awaiting approval.

Still within the scope of decarbonization at CSN Mineração, the successful tests with 100% electric off-road trucks culminated in the acquisition of this equipment and the entry of another six pieces of equipment, to be tested in 2024.

We ended the year celebrating our progress in all the world's major ESG ratings. After the Sustainalytics agency placed the CSN group and CSN Mineração among the 10 companies with the lowest ESG risk in the sector globally and S&P Global nominated CSN for the Sustainability Yearbook 2023, in addition to awarding the Industry Mover seal in the steel sector, the Company was also recognized as one of the best industrial groups in the world in terms of environmental management, by achieving a historic score in the CDP (Disclosure Insight Action) Climate Change and Water Security questionnaires, reaching the A- score in both categories, which positions us as one of the global leaders in these agendas, according to the organization's criteria.

The quarter also ratifies the constant evolution in our operational safety performance, closing 2023 with the lowest frequency rate of reportable accidents in the last 10 years, in addition to ZERO fatalities at CSN Mineração for the same period. In terms of diversity, we reached 23% female representation in the CSN Group, bringing us closer to the target of 28% women in the workforce by 2025, double what we had in 2020. These and other highlights, as well as our performance in ESG indicators in the last quarter of 2023, can be found on the following pages of this release.

Enjoy your reading!

Doing well, Doing more, Doing it forever



Helena Brennand Guerra

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

ESG Release 4Q23

Since the first quarter of 2023, CSN has started a new format for disclosing its ESG actions and performance, providing its performance in ESG indicators individually. The new model allows stakeholders to access the main results and indicators every quarter and monitor them faster and more effectively.

This ESG Report already incorporates the performance indicators of the new assets of CSN Cimentos, acquired in 2022; in this sense, some absolute indicators will change significantly compared to the previous period, when these operations had not yet been incorporated.

The information included in this release was selected based on relevance and materiality for the company. Quantitative indicators are presented in comparison with the period that best represents the metric for monitoring them. Thus, some are compared with the same period of the previous year, and others will be with the average of the previous year, ensuring a comparison based on seasonality and periodicity.

More detailed historical data on CSN's performance and initiatives, in addition to performance on other ESG goals, can be seen in the 2022 Integrated Report, released in April 2023 (esg.csn.com.br/nossa-empresa/relatorio-integrado-gri). The assurance of ESG indicators occurs annually to close the Integrated Report, therefore, the information contained in the quarterly releases is subject to adjustments resulting from this process.

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

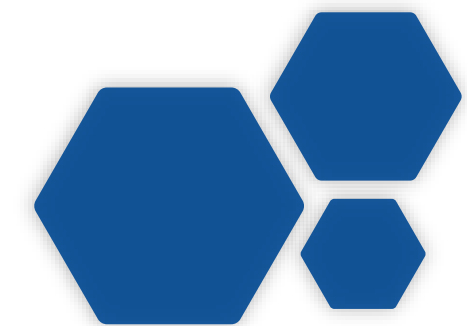
ESG Ratings

External recognition in indexes and ratings demonstrates that the Company is constantly evolving, committed to transparency and reporting of the main ESG actions and indicators, and in line with sustainable development.

The year of 2023 was marked by great achievements, which was positively reflected in the evaluation of internationally recognized ESG ratings. We maintained the excellent ratings achieved in 2022 at the agencies Sustainalytics and S&P Global. The MSCI agency raised CSN's rating from B to BB.

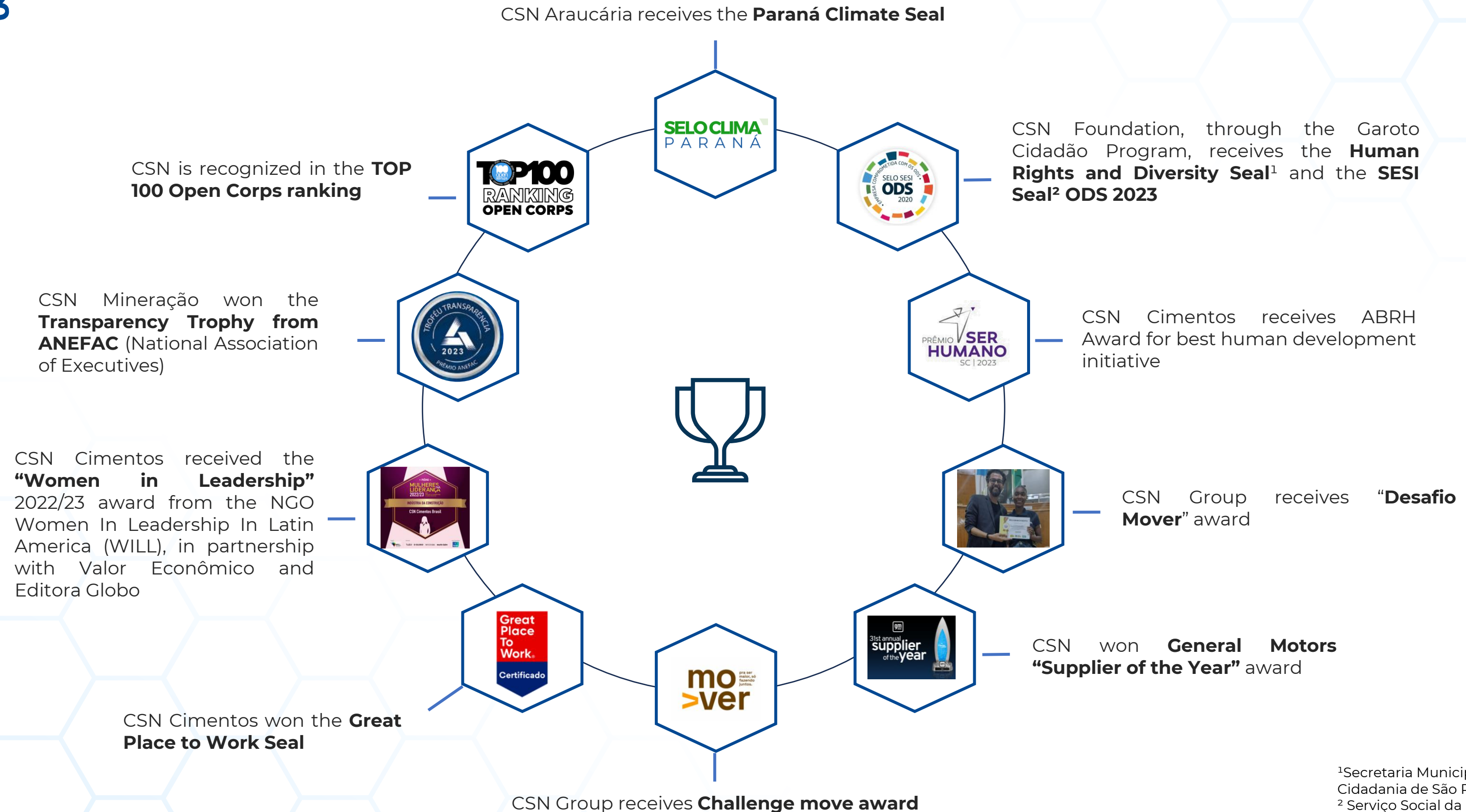
CSN also became recognized as one of the best industrial groups in the world in environmental management by CDP (Disclosure Insight Action), achieving excellent results given the evolution of the score from B to A- in Climate Change and, in Water Security, from B- to A-.

	2020	2021	2022	2023
 SUSTAINALYTICS	50.1	39.1	26,0	26,1
 MSCI	ccc	ccc	B	BB
 S&P Global Ratings	34	44	55	54
 ISS ESG	D	D+	D+	C-
 CDP DISCLOSURE INSIGHT ACTION	C	B	B	A-
 Transition Pathway Initiative	2	3	3	3
 vigeo eiris	27	30	45	TBD
 FTSE4Good	✓	✓	2,5	3,4
 Programa Brasileiro GHG Protocol	✓	✓	✓	✓
 Índice Carbono Eficiente ICO2	-	✓	✓	✓








Awards and Recognition

2023



¹Secretaria Municipal de Direitos Humanos e Cidadania de São Paulo
²Serviço Social da Indústria

Main ESG Goals¹


ESG Goals		ESG Goals	
Natural Capital 	Climate Change	Intellectual Capital 	Governança, Ética e Compliance
	<ul style="list-style-type: none"> ✓ 20% reduction in CO2e emissions per ton of crude steel by 2035, WSA (World Steel Association) methodology compared to the base year 2018. ✓ Reduce CO2e emissions per ton of cement by 23% by 2030, reaching 392 kgCO2e/t cement, GCCA (Global Cement and Concrete Association) methodology compared to the base year 2020.  New target submitted to SBTi ✓ 30% reduction in CO2e emissions per ton of ore produced by 2035 (scopes 1 and 2), base year 2019. ✓ Carbon neutral by 2044 in scope 1 and 2 emissions by CSN Mineração. 		<ul style="list-style-type: none"> ✓ Carry out compliance training with 90% of active employees in the CSN Group, covering the code of conduct and anti-corruption policy by 2023. ✓ Continuously increase our Compliance Index with the best governance practices provided for in CVM Resolution No. 80/2022 (considered "Practice" and "Partially Practice")
	Atmospheric Emissions	Human and Social Capital 	Health and Workplace Safety
	<ul style="list-style-type: none"> ✓ Reduce 40% of particulate matter emissions per ton of crude steel produced at the UPV (steelworks) by 2030, base year 2019. 		<ul style="list-style-type: none"> ✓ Continually achieve the zero-fatality rate across the CSN Group (own employees and third parties). ✓ Reduce the accident frequency rate (CAF+SAF – own and third parties) by 30% by 2030 in the CSN Group in relation to the base year 2020 (factor of 1 million hours worked). ✓ Reduce by 30% the number of lost days due to accidents involving own employees by 2030, compared to 2021.
	Water Use Efficiency and Effluent Management	Diversity and Inclusion	
<ul style="list-style-type: none"> ✓ By 2025, systematize and transparently present the volumes of water permitted, captured and released from CSN Group units, relating them to the risks of water scarcity in the basins in which they are located.  New target 		<ul style="list-style-type: none"> ✓ Achieve 28% female representation in the CSN Group by 2025 (base year 2020). 	
Management and De-characterization of Dams			
<ul style="list-style-type: none"> ✓ Carry out the complete de-characterization of dams built upstream of CSN by 2030.. 			

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



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

Performance on the main ESG Goals

	Indicators	Unit	Base-Year Indicator	2023	Δ%	Status	Goal	Year-Goal
Environmental 	Emission Intensity Steel ¹	tCO ₂ e / t crude steel	2,1 (2018)	2,07	-1		1.68	2035
	Emission Intensity Cement ²	kgCO ₂ e / t cementitious	509 (2020)	485	-6		374	2030
	Emission Intensity Mining (GHG) ³	kgCO ₂ e / t ore	5,7 (2019)	7,33	28		4.04	2035
Social 	Accident Frequency Rate ⁴	LTI + NonLTI	2,46 (2020)	1,79	-27		1.72	2030
Governance 	Diversity (women on staff)	%	14,3 (2020)	23	60		28%	2025



¹ Considers emissions according to the WSA methodology and the production of UPV and SWT units.

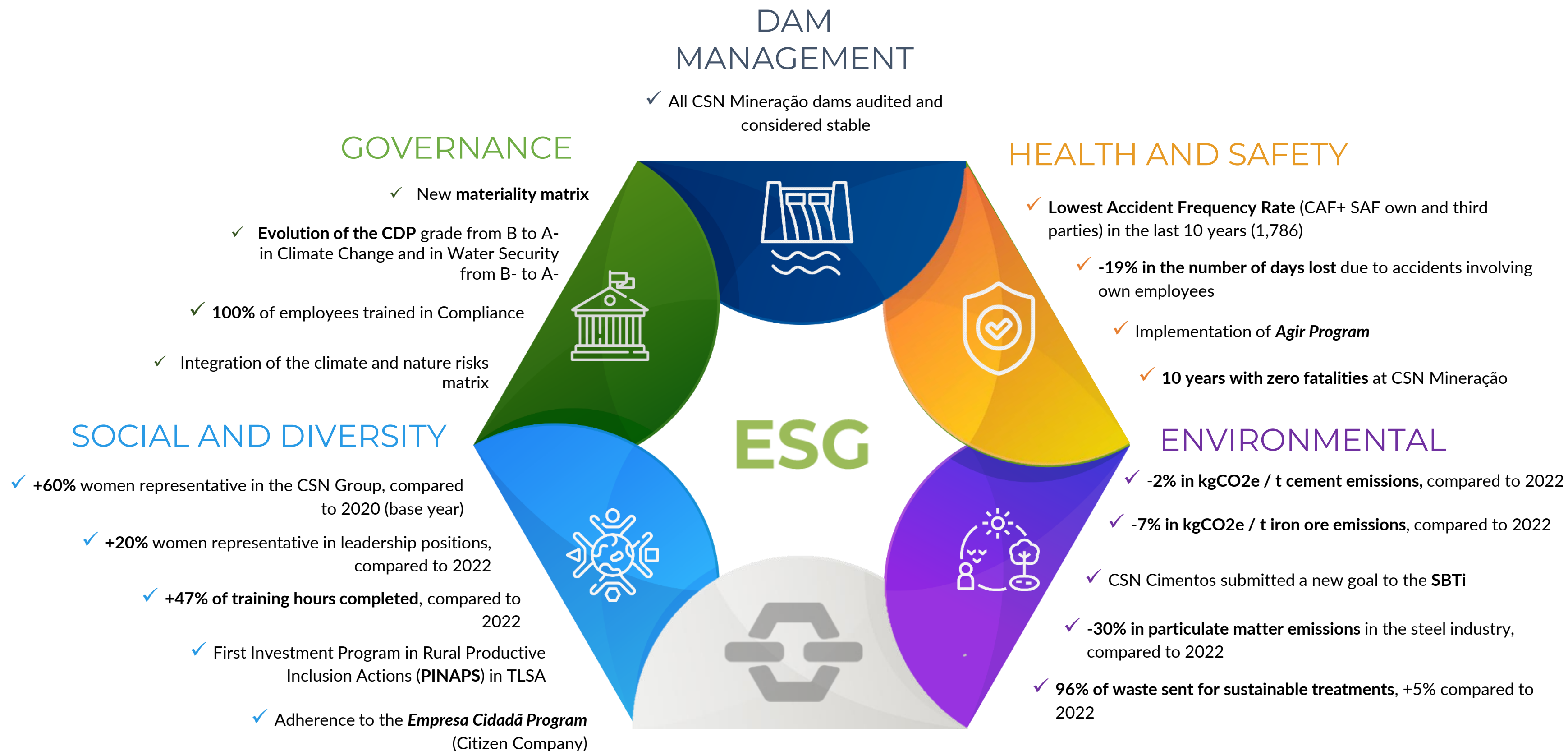
² Indicator GCCA 62 - Specific gross CO₂ per ton of cementitious product (kgCO₂e/t cementitious). The target for 2030 was recalculated based on the retroactive inclusion of new assets acquired in 2022 in the base year. Goal submitted to SBTi and awaiting approval.

³ Considers scope 1 and 2 emissions divided per ton of iron ore produced at CSN Mineração, according to the methodology of the Brazilian GHG Protocol Program.

⁴ The rate considers accidents with and without absence of employees and third parties/1 million hours worked at all the Company's units located in Brazil.



ESG PERFORMANCE



ENVIRONMENTAL PERFORMANCE

Atmospheric Emissions – Steel		Unit	2022	2023	Δ%
NOX Emission		t	1.616	2.002	24
SOX Emission		t	2.344	1.878	-20
PM Emission		t	3.867	2.713	-30
Air Quality – Steel		Unit	2022	2023	Air Quality Index
UPV – Vila Santa Cecília – Automatic Station		µg/m ³	25,7	20,8	Boa
UPV – Retiro – Automatic Station		µg/m ³	45,0	28,4	Boa
UPV – Belmonte - Automatic Station		µg/m ³	42,88	35,4	Boa
Atmospheric Emissions ² - Cement		Unit	2022	2023	Δ%
NOX Emission		t	5,251.9	11,126.1	112
SOX Emission		t	1,808.7	9,711.5	437
MP Emission		t	459.8	1,381.8	201
Water - CSN		Unit	2022	2023	Δ%
Water withdrawal		Megaliters	92,212	99,106	7
Water disposal		Megaliters	70,458	79,182	12
Water consumption		Megaliters	21,755	19,924	-8
Water Intensity CSN		Unit	2022	2023	Δ%
Intensity per steel production		M ³ / t steel	15.5	18.0	16
Intensity per cement production ³		L/ t cement	0.07	0.19	171
Intensity per ore production ⁴		M ³ /t ore	0.26	0.26	-
Waste CSN ³		Unit	2022	2023	Δ%
Hazardous Waste Generated		t	53,308	56,795	7
Non-Hazardous Waste Generated		t	3,625,189	3,565,432	-2
Percentage sent for sustainable treatment		t	92.0	96.3	5
		%			
Climate change		Unit	2022	2023	Δ%
Emissions Intensity per Steel Production ⁵		tCO ₂ /t	1.99	2.07	4
Emissions Intensity per Cementitious Production ^{3 e 6}		kgCO ₂ /t	497	485	-2
Emissions Intensity per Iron Ore Production ⁷		kgCO ₂ /t	7.92	7.33	-7

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

2 The large variation in the values of Atmospheric Emissions in the Cement segment is due to the entry of seven units acquired in 2022, with consolidated results in 2023

3 Considers recently acquired Cement units in 2023 data

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

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

6 GCCA 62 indicator - Specific gross CO₂ per ton of cementitious product (kgCO₂e/ton cementitious). 2022 only considers the Arcos and Volta Redonda units. In 2023, data on CSN Cimentos new assets were included

7 Considers scope 1 and 2 emissions divided per ton of iron ore produced at CSN Mineração, according to the methodology of the Brazilian GHG Protocol Program



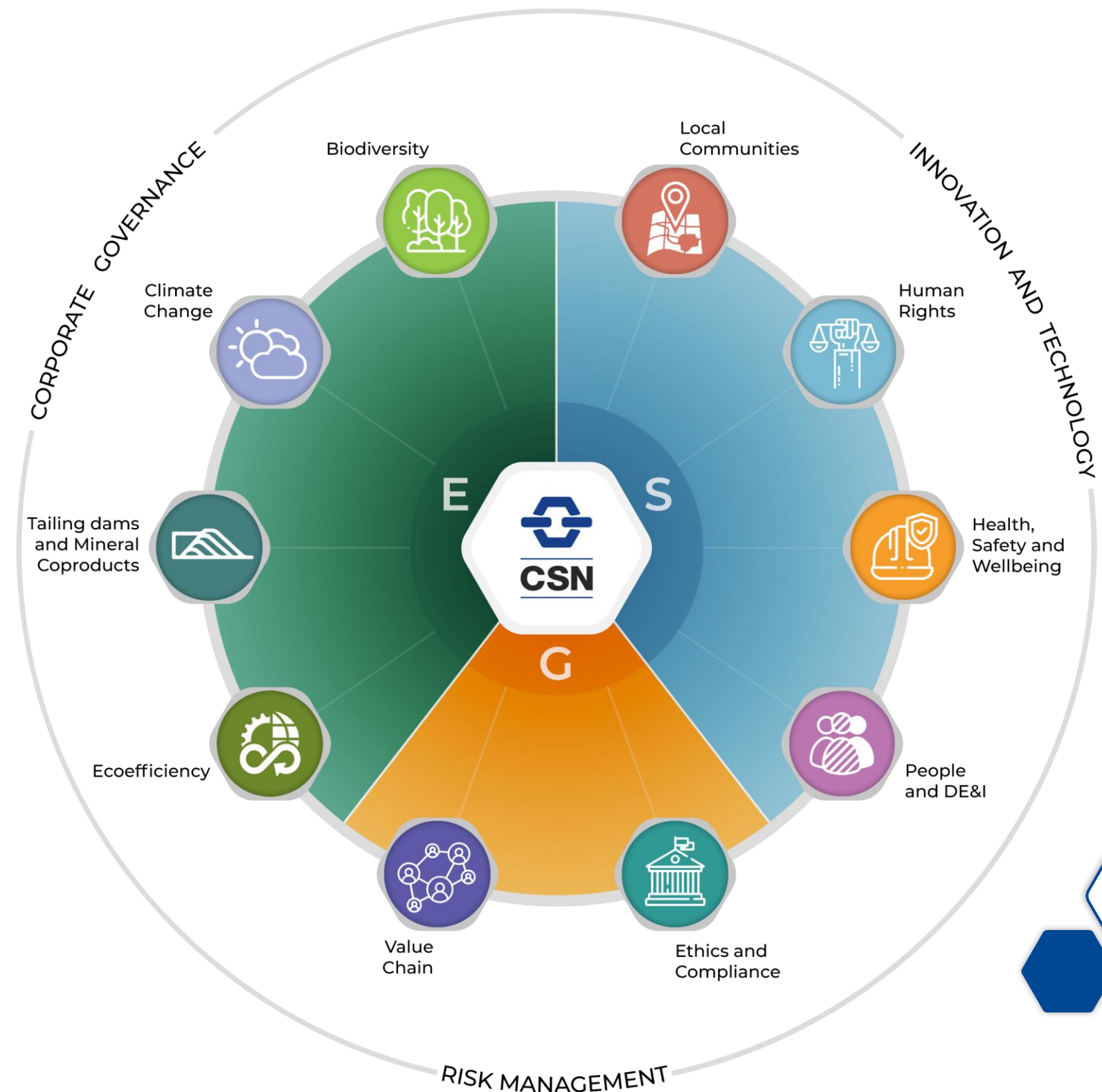
Governance and Transparency Dimension

MAIN ADVANCES

New Materiality Matrix

At the end of 2023, CSN updated its materiality aligned with the biennial periodicity adopted as the best market practice. The methodology used adheres to the organic materiality approach, providing a more dynamic, thorough, and continuous view of stakeholders' expectations and the impacts, risks, and opportunities associated with material topics. The review process also adopted a dual materiality perspective, meeting the requirements outlined by IFRS S1 and GRI standards, with topics analyzed from the perspectives of impact materiality and financial materiality. This update resulted in a subtle change in the company's materiality matrix: the inclusion of the Human Rights theme and the consolidation of the Circular Economy, Water and Effluents, and Atmospheric Emissions themes into an umbrella theme, "Eco-efficiency".

CSN is committed to goals connected to its material themes, guiding the Company towards more efficient, integrated, and sustainable management. Performance on key goals can be verified on page 6 of this document.



Governance and Transparency Dimension

MAIN ADVANCES

Climate and Nature-Related Risks Matrix

In 2023, the **identification and prioritization of risks and opportunities** related to nature began following the guidelines of the Taskforce on Nature-Related Financial Disclosure (TNFD). This process was conducted in conjunction with previous work on climate risks, aligned with the Taskforce on Climate-Related Financial Disclosure (TCFD) guidelines, already established in the company since 2021.

In this regard, it is worth noting that the mapping and prioritization of climate and nature risks were integrated, thus composing a **single matrix aligned with TCFD and TNFD guidelines**, finalized in the last quarter of 2023.

Among the main activities for 2024 is the deepening of risk analysis through the Climate Vulnerability study and the formalization of actions to mitigate identified nature risks.

CSN Conecta

In November 2023, the second edition of the CSN Connect Program was concluded. The program aims to identify initiatives with ESG actions that could transform the day-to-day operations of the CSN Group and be accelerated. In this cycle, there were 105 projects submitted, with 14 finalists selected for full implementation and 3 winners awarded. The themes addressed were: water and effluents; energy efficiency; waste management; climate change; diversity and inclusion; biodiversity and forests; and health and safety.

The winning projects were presented during the ESG week, and they are:

- 🟡 **1° Mining:** Mobile Fuel Station on the Mine;
- 🟡 **2° Cement:** Safe Confined Space Inspection;
- 🟡 **3° Steel:** Smart Digital Plugs for Electromotive Tools.

ESG Week

In the 4th quarter of 2023, the 4th edition of the ESG Week took place, a week that includes various activities aimed at engaging our employees in ESG initiatives. In this edition, the event featured a new format, with a mix of online lectures and in-person activities at business units, addressing topics relevant to the reality of each segment and unit within the CSN Group.

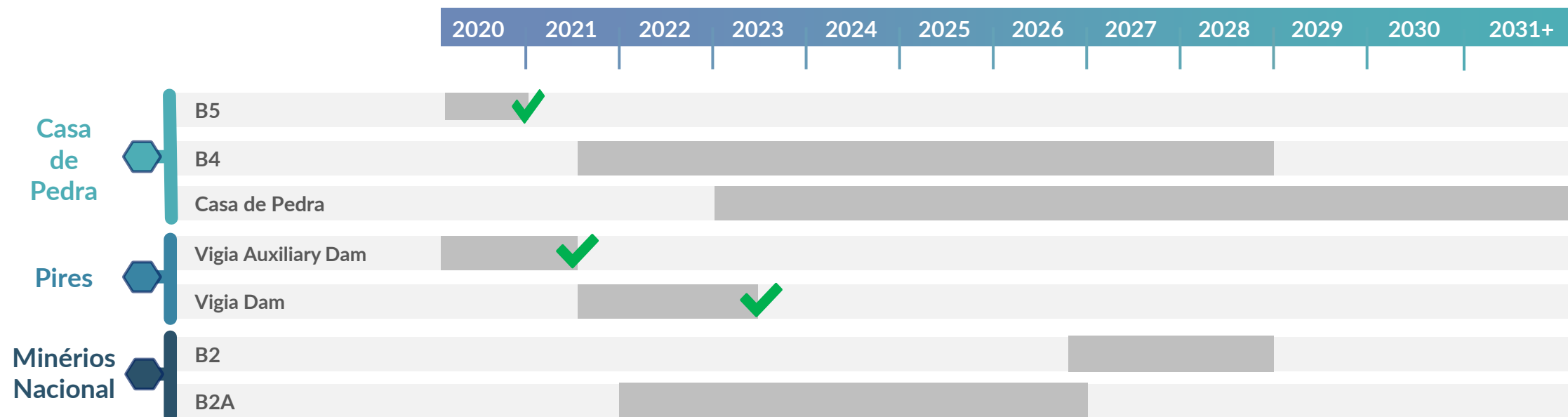
The lecture topics included: Tailings Reprocessing in Mining, the *Capacitar* Program in Steelmaking, Women in Leadership at CSN Cimentos, Renewable Energy, and Inclusive Leadership in the railway and energy sectors. During the week, one day was dedicated to Compliance Day, an annual event that reinforces the importance of compliance, featuring highlights of the year and a specific focus on the importance of Due Diligence and Integrity in supplier relationships.

Dams Management

In September 2023, all dams owned by CSN Mineração – a company controlled by CSN – had their stability ensured by an independent external auditor, as mandated by current national legislation.

Continuing with the schedule for decommissioning the company's dams, the decommissioning of the Auxiliary Vigia and B5 Dams has been completed thus far. **The Vigia Dam has had its civil works completed**, and it now only requires monitoring for the legal period before being deregistered as a dam by regulatory agencies. The works on the B4 dam are still ongoing, with completion scheduled for 2028, as per the timeline below.

With progress in the construction works and the constant improvement in safety factors for stabilizing the B2A Dam, owned by Minérios Nacional – a company within the CSN Group, the structure previously classified as level 2 emergency has been reclassified by the ANM (National Mining Agency) as level 1, ensuring the continuation of its decommissioning process scheduled to be completed by 2026. In December 2023, the Company reported to the ANM that the structure had achieved stability factor, which will be confirmed through the next audit cycle, where the corresponding DCE (Declaration of Condition of Stability) is expected to be issued.



External audits carried out twice a year



Cross-checking (peer review) of audits and projects



New projects in progress for the reuse of mining waste

RENEWED STABILITY DECLARATIONS

All dams of CSN Mineração classified by ANM as stable, and declaration of stability renewed in September/2023

**100% OF
TAILINGS
ARE DRY-
STACKED**



Environmental Dimension



Advancement in decarbonization projects

At the end of 2023, the **test with two electric off-road trucks** at the Casa de Pedra and Pires mines was concluded. The tests lasted for one year and yielded positive results with higher productivity and cost efficiency compared to diesel-powered trucks.

Consequently, **three 60-ton electric off-road trucks were purchased** and are currently in operation transporting ore along the Engenho-Pires route.

Additionally, the **test for RPM** (rotation per minute) limitation and its expansion plan were completed, foreseeing a reduction in diesel consumption of approximately 1.2 million liters by 2035. Furthermore, a start/stop system was developed and installed in large trucks, which is expected to contribute to **a reduction of approximately 37.8 million liters of diesel by 2035.**

For 2024, six more electric equipment will be tested in CMIN's operation, including an excavator, a wheel loader, two off-road trucks, and two smaller trucks.



Climate Vulnerability Study

Continuing the **Climate Vulnerability Study** initiated in August, in the 4th quarter of 2023, the main risk factors for the Company were defined, following the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures). In April 2024, action plans will be implemented to guide decision-making for CSN's climate transition.



SBTi

In 2023, CSN took an important step in the cement segment by committing to a science-based target. In December, the company publicly announced the commitment, available on **Companies Taking Action - Science Based Targets.**

The process of submitting the target to the Science Based Targets initiative (SBTi) was initiated, with approval expected in the first half of 2024. The target consists of **a 23% reduction in emissions intensity by 2030 (baseline year 2020)** and the consumption of **100% renewable electricity in business units.** **Through this process,** the cement segment's decarbonization strategy was revisited, with emphasis on updating the MAC curve of the segment, considering the entry of new assets acquired in 2021 and 2022.



Circular Economy

The year marked the development of a new route for reusing our steelmaking waste. Pioneeringly, the Company, in partnership with Solonovo, the patent holder, began using non-hazardous **waste for the recovery of degraded areas** in the municipality of Pinheiral-RJ, aiming to halt the local erosion processes (gullies). These actions contributed to increasing the percentage of sustainable waste treatment from 92% in 2022 to 96% in 2023.



I-REC

In 2023, CSN solidified its position as a renewable energy generator, achieving self-sufficiency to support the group's operations and establishing itself as a solid player in the generation and sale of surplus energy in the free energy market. Additionally, since May, it has been offering **Renewable Energy Certificates (I-REC).**

Social Performance

Health and Workplace Safety	Unit	2022	2023	Δ%
Number of injuries with and without lost time (own employees)	-	89	105	18
Number of injuries with and without lost time (third parties)	-	57	68	19
Fatality (Own employees)	-	24,827	20,085	-19
Fatality (Third Parties)	-	3	3	-
Mandatory reportable work injury frequency rate (factor of 200k worked hours)	-	1	3	200
Frequency rate of mandatory reporting accidents at work (factor of 1 MM worked hours)	Rate	0.36	0.35	-
Accident severity rate (factor of 200k worked hours)	Rate	1.79	1.78	-
Accident severity rate (factor of 1MM worked hours)	Rate	83	84	1
Health and Workplace Safety	Rate	413	421	2

Sustainable Value Chain	Unit	2022	2023	Δ%
Purchases from local suppliers	%	27.8	34.4	24
Purchases from local suppliers (Services)	%	42.1	41.8	-1
Purchases from local suppliers (Materials)	%	23.7	31.4	32

Training	Unit	2022	2023	Δ%
Training hours	Hour	441,899	647,754.6	47
Trained employees	Number	26,275	29,397	12
Investment in training	R\$	5,400,000	8,845,110	64

Employment ¹	Unit	2022	2023	Δ%
Women in the workforce	%	21.8	23	5.5
Women in leadership positions	%	12.7	15.2	20
People with disabilities	%	1.4	1.7	21
Racial Diversity				
• Yellow	%	1,4	1,4	-
• White	%	41,2	41	-
• Native	%	0,3	0,3	-
• Black	%	15,1	15,0	-1
• Brown	%	39,2	39,3	-
• Not informed	%	2,8	3,0	7
Turnover ²	%	1,6	1,3	-19

¹ Diversity data does not include members of the Board and Non-Effective public.

² Turnover data considers only CLT (Brazilian Laboral Consolidation Law) and NON-CLT programs and does not include Non-Effective public.



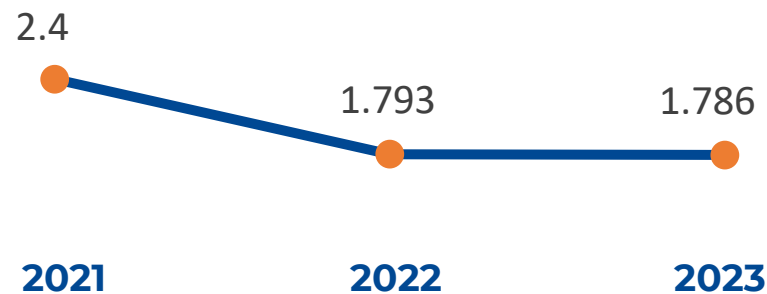
Social Dimension

Work Safety and Occupational Health

2023 Overview

Safety: the topic of Health and Safety remains the Company's top priority. Despite the increase in the absolute number of accidents, given the significant increase in hours worked, we reached **the lowest mark in the last 10 years** in our accident frequency rate (LTI + NonLTI: accidents with or without absence of employees and third parties), with 1.786 accidents/million man-hours, a reduction of 0.4% compared to 2022 (1.793).

Accident Frequency Rate – CSN Group

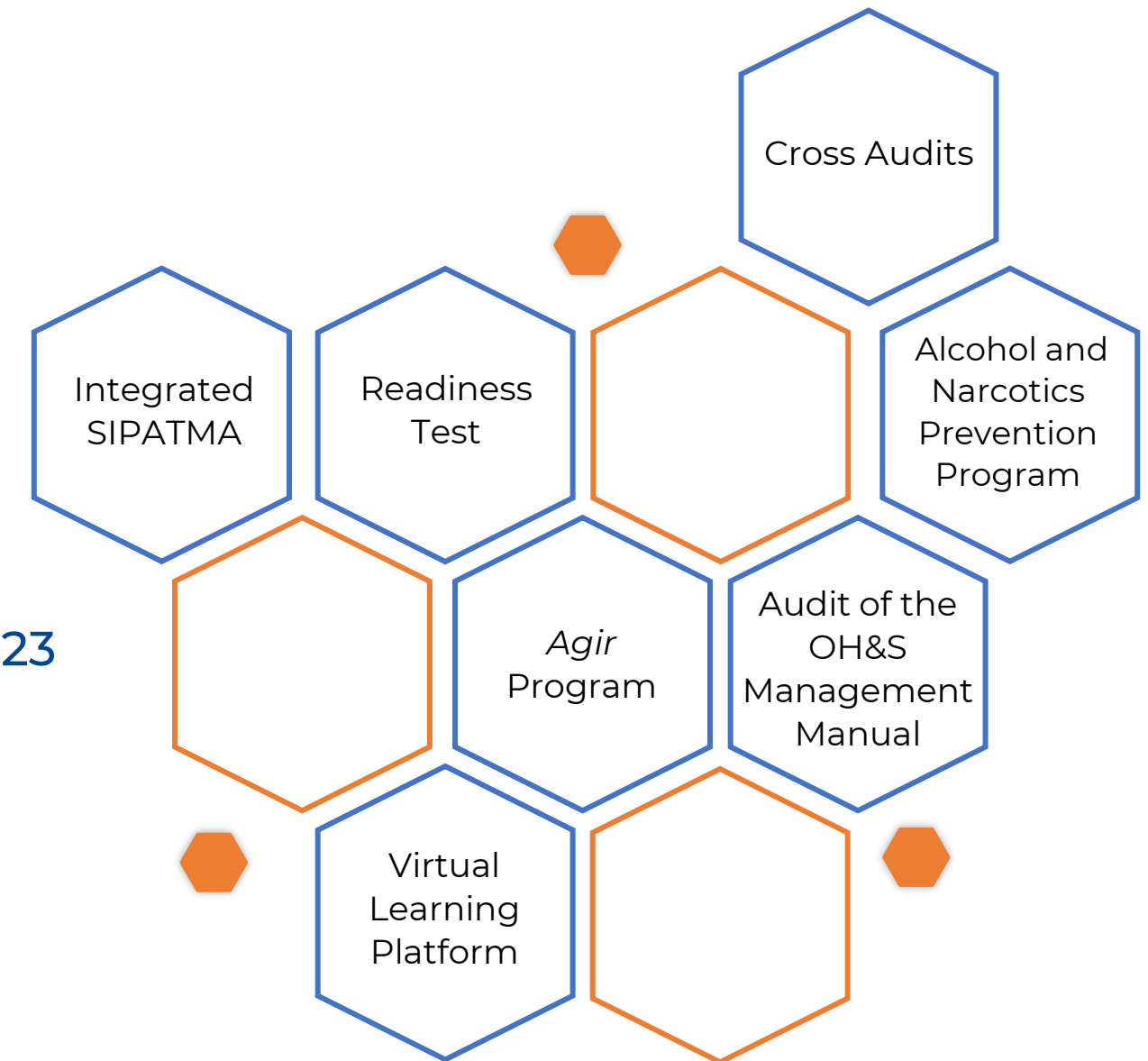


Lowest
Frequency rate
in the last 10
years

Health: in partnership with public health entities, we continue to strongly encourage adherence to vaccination against communicable diseases, including conducting vaccination campaigns within all CSN Group facilities. Among them, internal **vaccination campaigns against Influenza (H1N1)** were conducted with the participation of more than **15 thousand employees**.

The **PPAE - Alcohol and Drug Prevention Program** - a preventive action against the misuse of alcohol and/or other drugs, aims at the physical and mental integrity of employees and suppliers through prevention, information, and treatment. In 2023, over 643 thousand tests were conducted, including 83 thousand breathalyzer tests and 5 thousand toxicological tests on employees and third parties at CSN Mining. At CSN Cement, 560,234 breathalyzer tests were conducted.

Main 2023 Actions



Highlight 4Q23

“Programa Agir”

The CSN Group launched the **Programa Agir** (To Act Program). With active leadership participation, **the program aims to reduce the risk of accidents with high severity and fatalities**, reinforcing the commitment of all managers to safety as a non-negotiable value. Based on the pillars of "Work Health and Safety Culture," "Critical Risk Management," and "Process Safety," the program unifies existing practices across units through systematic actions with the goal of strengthening a culture of prevention and continuously improving safety in the workplace.

Social Dimension

Human Development

Corporate University



In 2023, the Corporate University was consolidated as the foundation of the CSN Group's people development initiatives. **More than 60 thousand hours of training**, with more than 80 virtual contents in on-demand mode, were made available through the platform, so that employees can build their own learning journeys. In addition, face-to-face training is also promoted by the UC, including leadership development carried out annually.

Compliance Training

In 2023, with the assistance of the Corporate University, the CSN Group achieved the training of **100% of its elective employees**, reaching the historic milestone of 27,347 employees **trained in Compliance**. Additionally, throughout 2023, 59 other training sessions were directed towards specific areas of the Company, covering topics such as harassment, discrimination, whistleblowing channels, code of conduct, compliance program, due diligence, conflict of interest, corruption and bribery, human rights, LGPD (Brazil's General Data Protection Law), and others.

Conclusion of the 3rd Cycle of “Mentoria Cidadã” Program

In 2023, the 3rd cycle of the Program “Mentoria Cidadã” (Citizen Mentoring) was conducted. This cycle involved the participation of 48 young individuals who were mentored by employees from various areas and business units of the CSN Group. Throughout the year, four training sessions were held by the HR team, during which tips on daily work life were shared. Additionally, approximately **190 meetings** were held between mentors and mentees, where their experiences, advice, and guidance were shared, significantly contributing to the promising start of these young individuals' careers.

54% of the participants from 2023 were hired and are working at CSN, an achievement that reflects the commitment to equity and inclusion in practice.

Adhesion to the Program “Empresa Cidadã”

In October, CSN joined the Program “Empresa Cidadã” (Citizen Company), which guarantees **the extension of maternity and paternity** leave for CSN Group employees. Adhesion demonstrates the Company's commitment to the well-being of its employees



Andrea Domingos – Information technology coordinator (mentor) and Emily Venancio (mentoring)

Social Dimension

Stakeholders Engagement

ESG assessment of suppliers



Continuing the project initiated in 2022, in 2023, we completed the project **POC Olívia**. The project consisted of an assessment questionnaire developed to measure risks in our supply chain regarding ESG topics, such as health and safety management, community engagement, diversity and inclusion, ethics and compliance, climate risk management, biodiversity management, among others.

From this pilot, the Company identified the need for an **ESG risk matrix** generated from the analysis of the entire portfolio of approved suppliers in the Company. The matrix is being finalized in early 2024 and is the first step towards building a robust strategy for sustainable procurement aligned with ISO 20400 and best market practices.

Territorial development

PINAPS - Investment Program in Rural and Sustainable Productive Inclusion Actions in the State of Piauí

Over the past few years, in a collaborative process involving CSN Inova Bridge, the CSN Foundation, and various external stakeholders (community, government, and universities), the **Theory of Change (TdM) of the CSN group has been developed, with territorial** development as one of its pillars of action. It serves as a guide for implementing social innovation, guiding the CSN Group in designing projects with scalability potential.

With an approximate investment of R\$ 15 million, in 2023, the first project for the Rural Productive Inclusion axis of the TdM began, to be carried out in partnership with the Transnordestina Railway (TLSA): The **PINAPS project - Program of Investments in Actions for Rural and Sustainable Productive Inclusion in the State of Piauí**.

The program aims to transform the lives of at least **100,000 people in the northeastern state** through the promotion of agroforestry and **family rural productive inclusion actions** for populations located in the territories bordering the TLSA, in the states of Piauí, Ceará, and Pernambuco.



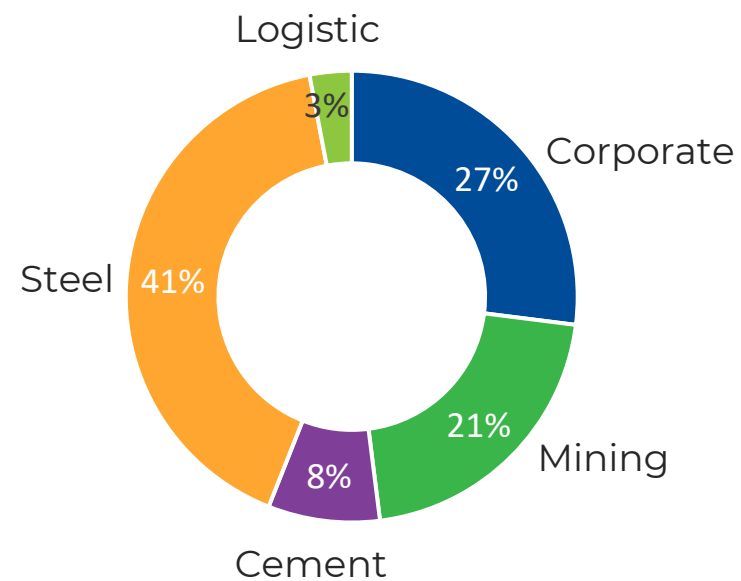
Innovation

CSN Inova Open

The innovation management aims to prioritize challenges and projects relevant to the company, which are prioritized based on their strategic alignment with the company's business, connection with the company's materiality matrix, technological maturity, economic potential, and, above all, their operational and financial indicators.

In 2023, out of 73 ongoing initiatives, 33 were in the planning phase, 23 had been piloted, and 17 were being scaled up.

DISTRIBUTION OF INNOVATION PROJECTS BY BUSINESS IN 2023



CSN Inova Ventures

CSN Inova Ventures ended 2023 with nine companies in its portfolio, with investments made through contributions ranging from R\$ 1 million to R\$ 10 million. New investments will be made throughout 2024, maintaining a focus on investment verticals defined according to the operational challenges of the CSN Group. Some of the portfolio companies of CSN Inova Ventures operate in conjunction with the Group.

CSN Inova Tech

In 2023, there were significant advancements in projects for the use of green hydrogen in Steelmaking, such as the implementation of Utis technology and the Selene Project. The construction of the first application of Utis technology at UPV is in its final phase, with startup forecasted in the first semester of 2024.

Furthermore, the company progressed in its project portfolio with the development of new technological routes for processing steel slag and the evaluation of technologies for producing cold-bonded pellets and briquettes, that is, without the consumption of fossil fuels.

CSN Inova Bridge

The CSN Inova Bridge is responsible for the integrated management of the Group's ESG innovation strategy, working together with various leaderships and business areas to identify the main challenges and transition opportunities related to the Group's materiality matrix. The CSN Inova Bridge also forms part of the Integrated Committee of the ESG Committee, which completed its third cycle of activity in 2023, with eight meetings held and over 70 initiatives mapped out.



Social Dimension

Social Responsibility



2023 was marked by significant growth for the CSN Foundation, in line with the expansion of the CSN Group. The **"Garoto Cidadão"** project expanded to the Northeast region and four other territories, increasing from **9 to 14 units** in this year alone. The Foundation directly operated in **37 cities, investing R\$54 million in 104 projects of its own** or in partnership with other institutions. During the same year, it implemented the **"Capacitar para Crescer"** project aimed at preparing young people for entry into the job market, as well as formulating two projects dedicated to the elderly, marking the Foundation's debut with this beneficiary group.

In October, the Foundation was awarded **the Human Rights and Diversity Seal** through the "Garoto Cidadão" Project, promoted by the Municipal Secretariat of Human Rights and Citizenship of São Paulo, granted to initiatives that promote or defend human rights and diversity; and the **SESI ODS 2023** Seal in recognition of its contribution to the sustainable development of children and adolescents.

In 2023, the **"Tambores de Aço"** group expanded its repertoire with its tour "Nossas Raízes," bringing traditional samba to its musicality. For the creation and production of this show, the group relied on renowned music producers. "Tambores de Aço" brought this new production to more cities compared to the previous year and participated in prestigious national music and film festivals, with notable presence at the **Expotur Rio 2023**.

	2022	2023	Δ%
Young people benefitted¹	4.643	5.714	23
Audience in cultural activities²	246.916	349.510	42

¹ Young individuals benefiting from the Garoto Cidadão, Capacitar, Jovem Aprendiz, Estágio (Internship), Tambores de Aço, and Futebol (Soccer) projects.

² Audience attending public presentations by the projects: Garoto Cidadão, Caminhão, Tambores de Aço, Centro Cultural, and Histórias que Ficam.

The fourth quarter was also marked by the launch of the **4th edition of the "Histórias Que Ficam"** Program, which received a record number of entries, with **352 projects from all regions of the country**. Fifteen were selected for the final stage, received consultancy, and participated in the sessions "Aqui não entra luz" (Here No Light Enters), "Boy," "Corpo e Alma" (Body and Soul), and "Encontrando Norma" (Finding Norma); four projects were chosen as finalists.

Finally, in October, the CSN Foundation received recognition as an institution that supports **Learning and the Young Apprentice** Registry in Volta Redonda. Additionally, it joined the **"National Pact for Youth Productive Inclusion,"** an initiative of the Youth Front of the Ministry of Labor and Employment, UNICEF, and the ILO Brazil, with the aim of creating a public employment policy for the youth of Brazil.

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