



Usiminas
Sustainability
Report

2025

USIMINAS

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Introduction

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Usiminas presents its 2025 Sustainability Report, which provides information on the Company's performance for the period from January 1 to December 31, 2025. The document follows the guidelines of the *Global Reporting Initiative* (GRI), which are internationally recognized as the benchmark for sustainability reporting. It is also aligned with the *Sustainability Accounting Standards Board* (SASB) standards specific to the iron and steel and mining and metals sectors, as well as with the recommendations of the *Task Force on Climate-related Financial Disclosures* (TCFD) for climate-related financial disclosures.

This report presents Usiminas' sustainable development initiatives and their impact on *stakeholders* and society. In this context, it addresses topics related to management, strategies, sustainable projects, goals, and indicators monitored across the governance, social, environmental, and economic-financial dimensions.

Usiminas' Material Topics, which guide this report, underpin the organization's strategies and direct actions aimed at reducing negative impacts and increasing positive impacts. These issues are presented in Chapter 1, in the section "Sustainability at Usiminas," which also describes the materiality process and related information.

The scope of this document covers various Usiminas companies, whose data were collected and analyzed for this report, as listed below:

- Usiminas S.A.
- Mineração Usiminas S.A.
- Soluções Usiminas S.A.
- Unigal Usiminas Ltda.
- Usiminas Mecânica S.A.

The report is reviewed and approved by Usiminas's Board of Directors. To ensure the transparency and credibility of the information presented, the information presented herein was assured by Russell Bedford.

At the end of the document is the GRI Content Index, which organizes the information according to the numbering system adopted by the methodology. Historical data series are also available, presented consistently over the years.

Additional information and clarifications regarding the content of this report can be obtained by email at: sustentabilidade@usiminas.com

Message from the Chairman of the Board of Directors

GRI 2-22

I am assuming the chairmanship of Usiminas' Board of Directors after 11 years of service on the board, including my term as chairman from 2016 to 2018, and I reaffirm a core commitment: to ensure the responsible continuity of our business through discipline, transparency, and dialogue.

The Brazilian macroeconomic environment remained challenging, and competition from steel imports continued to put pressure on the sector. Geopolitical uncertainties and tariff measures also continued to affect global supply chains. Given this situation, we remained focused on what matters most: safety, operational continuity, financial discipline, and defending our markets.

In this context, Usiminas has a competitive advantage built up over more than six decades: close ties with Brazilian customers and engagement with the domestic market. This track record gives us the credibility to contribute to industry discussions and to seek more balanced competitive conditions.

In 2025, under the chairmanship of Alberto Ono, the Board maintained ongoing dialogue with the Executive Board and supported key achievements. We made progress in efficiency and strengthened operational and environmental safety. Among the most significant achievements, we highlight the stabilization of Blast Furnace 3, the implementation of technologies to monitor greenhouse gas (GHG) and particulate emissions, and the review of processes and procedures to reduce incidents of greater severity affecting worker health and the environment. This set of actions reinforces our shift toward a more preventive approach, facilitating agile decision-making and better risk mitigation.



Usiminas is an integral part of the communities in the regions where it operates. Being good neighbors is an ongoing commitment. In 2025, we continued our community engagement programs and strengthened our social initiatives through the São Francisco Xavier Foundation (FSFX) and the Usiminas Institute. We also sought to reduce our environmental impact and respond quickly to local needs whenever necessary.

For this reason, safety and the environment are at the top of the agenda for all Board meetings. I reaffirm the conviction that guides our decisions: there can be no sustainable development without strict adherence to safety and environmental standards.

Governance and transparency underpin this journey. We address complex issues with clarity and accountability, and in 2026, the Board will once again include representatives of minority shareholders, broadening the diversity of perspectives and reinforcing our focus on the interests of all stakeholders. It is always worth remembering that, since its privatization in 1991, Usiminas has had an employee representative on its Board of Directors.

Looking ahead, attention will remain high in 2026. The election cycle may increase domestic volatility, and the geopolitical landscape remains dynamic. Together with the Board of Directors, we will prioritize protecting the business and pursuing opportunities in technology—an area where Usiminas has a proven track record and room for gains in efficiency and quality.

To our employees, I have a direct message: the Board of Directors is open to dialogue and values contributions that strengthen Usiminas. To our customers, communities, partners, and shareholders, I reaffirm what guides us: a safe and responsible Usiminas, with discipline in execution and a focus on the long term.

I invite you to read the 2025 Sustainability Report and learn about our progress, commitments, and results.

Elias de Matos Brito
Chairman of the Board of Directors

Message from the CEO

The year 2025 was marked by intense competitive pressure, with an increase in steel imports into Brazil, against a backdrop of more restrictive trade barriers in key markets. The influx of imported steel into the country directly affected the competitiveness of Brazilian steel. In this challenging environment, we worked continuously, in coordination with industry associations, customers, and government officials, to advocate for more balanced competitive conditions. The results began to emerge in 2026, with Brazil's adoption of trade defense measures. We will continue to monitor their effectiveness and work to ensure that distortions and practices that circumvent fair competition in the market are addressed.

At the same time, we have made progress in strengthening our management and governance model, with more disciplined routines and closer alignment with operations. By combining the proven management methods of our parent company, the Ternium Group, with our team's expertise, we have improved our efficiency and productivity. We maintained a strict focus on cash and working capital, preserving Usiminas's solid financial position during a challenging year.

During the operation, stabilizing Blast Furnace 3 remained a priority. We made progress on the coal powder injection (CPI) project, which helps improve process efficiency and reduce emissions. In 2025, we completed the first phase of the investment and began testing at high injection rates. The next phase is scheduled for the first half of 2026. These initiatives are part of a structured plan for environmental and operational improvement over the short, medium, and long term.

Our ESG agenda has evolved as we have strengthened our governance and risk management processes, improving our mechanisms for preventing and monitoring safety, operational, and environmental issues. We have made progress in energy efficiency and in making better use of process gases. In 2025, the Company remained the only Brazilian steelmaker listed on B3's Corporate



Sustainability Index (ISE) and improved its score in the CDP (Carbon Disclosure Project) assessment, reflecting the work of our teams and the consolidation of practices and controls.

Customer relationships remain central to Usiminas' operations. We have built and maintain a culture of constant dialogue among our teams, our operational units, and our customers. Listening to customer needs and closely monitoring market trends is essential for our development, ensuring it remains aligned with the realities and needs of the industry. This attentiveness, combined with the work of our technical team and the capabilities of our Research and Development Center, supports the continuous improvement of our products, processes, and services and helps our customers advance in quality, efficiency, and competitiveness.

In the area of people and culture, we have strengthened our development and succession planning policies, with more transparent criteria and mechanisms that promote internal mobility, such as the Opportunities Committee. We have also moved forward with leadership development initiatives and exchange and development programs. The evolution of these processes is essential to strengthening a culture of performance, collaboration, and accountability.

In the communities where we operate, we promote a culture of dialogue and engagement. Maintaining channels for listening, organizing meetings, and responding transparently to local concerns are all part of our commitment to being good neighbors and to building and preserving our community. In 2025, we will move forward with volunteer initiatives and programs in culture, education, and sports, while continuing the São Francisco Xavier Foundation's contributions to healthcare and regional medical training.

Looking ahead to 2026, we remain attentive to a dynamic international landscape and potential volatility in the domestic environment. Our direction remains clear: to protect the business's competitiveness, deepen efficiency gains, advance our decarbonization agenda, and maintain consistent engagement with customers, employees, and communities.

The results presented in this Sustainability Report reflect the collective effort of the entire Usiminas organization, and with discipline, focus, and responsibility, we will continue working to create value in a sustainable manner.

Marcelo Chara,
CEO of Usiminas





1. USIMINAS

Usiminas in 2025

↗ R\$ 2.0 billion
*Adjusted Consolidated
EBITDA (+24% vs. 2024)*

↗ 21,221
*employees: 12,541 full-time
and 8,680 contract workers*

↗ 4.4 million
*metric tons of steel sales
(+2% compared to 2024)*

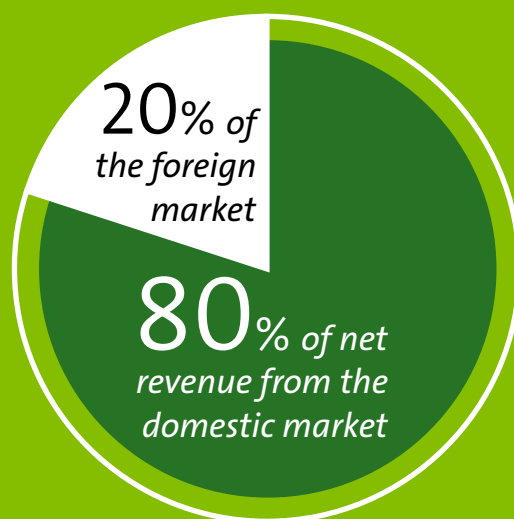
↗ 9.6 million
*metric tons of iron ore sales, an all-
time high (+14% compared to 2024)*

↗ R\$ 1.2 billion
*in capital expenditures
(CAPEX), up 10% from 2024*

Net cash of

↙ R\$ 444 million
leverage of -0.22x

Net Revenue as a Percentage



*The only Brazilian steelmaker
on the ISE B3*

↙ 4th consecutive
inclusion

↗ R\$ 25.9 million
invested in Research and Development
(+17% compared to 2024)

📊 Double Materiality
Study Integrating
Impact and Financial Perspectives

📈 B rating on the
CDP Climate Index
for the first time—the company's best
rating ever

↙ Update to the Decarbonization Target:
in emissions intensity
through 2030 (based on
2024 levels), including
Scope 3

–8%



↗ 7,496
hectares of preserved areas at
Mineração Usiminas — a 35%
increase compared to 2024

↗ +723,000
hours of training
(+35% compared to 2024)

↗ 645 community
meetings (+55% compared to 2024)



About Usiminas

GRI 2-1 | 2-2

Founded 69 years ago in Belo Horizonte (MG), the company began operations on October 26, 1962, in Ipatinga (MG). It is a steel company that owns one of the largest flat steel complexes in Brazil.

With a presence throughout the entire national Steel Segment chain—from iron ore mining to the production and processing of steel into customized products—Usiminas has the following distribution of its facilities:

- Offices – Belo Horizonte (MG), São Paulo (SP), and Porto Alegre (RS)
- Steel Segment – Ipatinga (MG), Santa Luzia (MG), Betim (MG), Cubatão (SP), Guarulhos (SP), Taubaté (SP), Vitória (ES), Cabo de Santo Agostinho (PE), and Porto Alegre (RS)
- Mineração Usiminas – Itatiaiuçu (MG) and Mateus Leme (MG)

Usiminas steel is used in a wide range of products, including cars, buildings, ships, home appliances, solar panels, agricultural equipment, industrial machinery, wind turbine towers, and oil rigs, among others. To meet the specific needs of each customer, the Company manufactures customized, turnkey products and even offers high-value-added services.



Usiminas has two business units:



Steel Segment – Manufacture and sale of steel products. Sales are directed toward three major sectors: automotive, industrial, and distribution (including the steel processing segment), as well as the international market.



Mining and Logistics – Extraction and processing of iron ore in the form of concentrate, *pellet feed*, *sinter feed*, and granules, as well as storage, handling, and transportation of cargo, and the operation of road and rail terminals. Iron ore sales are primarily destined for the international market and the Steel Segment.

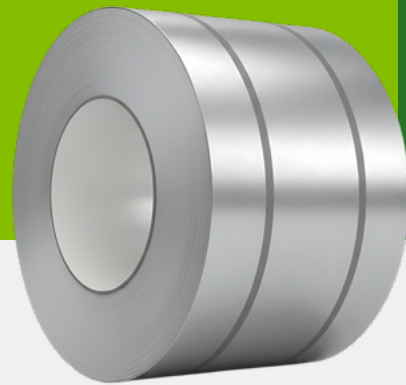
The Company's operations are conducted by the Parent Company (Usiminas) in conjunction with its subsidiaries and affiliates. Notable among these are Mineração Usiminas S.A. (MUSA), in the Mining segment, and Soluções em Aço Usiminas S.A., Unigal Ltda., and Usiminas Mecânica S.A. (UMSA), in the Steel segment.



Organizational culture

In pursuit of excellence, Usiminas operates with a commitment to sustainability and social responsibility.

Working toward the sustainable development of society is part of Usiminas' organizational culture. The Company's guiding principle is to create value for all *stakeholders* by offering quality products and services to customers, generating returns for shareholders, promoting the personal and professional development of employees, carrying out projects in the communities where it operates, controlling and mitigating environmental and social impacts, and redistributing economic results to society through job creation and the payment of taxes.



Vision

To be a leader in quality and management in the Steel Segment, with a focus on people, customers, and the delivery of sustainable results, while ensuring safety.

Values



Safety: Usiminas believes it is possible to achieve zero accidents and treats this goal as a priority in all its activities. To engage and inform employees, the Company develops actions and initiatives aimed at strengthening a culture of safety and self-care. It also makes significant investments in training so that teams are increasingly capable of performing their duties properly and safely. At all Usiminas facilities, safety comes first.



People: Usiminas believes in people and trusts in their potential. With a team of competent professionals, the Company fosters cooperation and commitment, values individual contributions, and encourages professional development and growth in the workplace. It continuously seeks to improve the organizational climate and create a more human-centered work environment, while respecting differences. Respect for and appreciation of people contribute to the creation of a pleasant and welcoming environment.



Customers: A customer-centric approach guides Usiminas' operations in all areas. Gaining in-depth knowledge of and maintaining close relationships with customers across a wide range of industries enables the Company to build solid, long-lasting partnerships based on mutual benefits. At Usiminas, there is a constant willingness to learn and innovate, through the development of customized products and the anticipation of each customer's needs. Thus, together with partners and customers, the Company is building the future it envisions, one day at a time.



Results: Through challenging collective and individual goals, Usiminas continually strives for the best results. Agile decision-making, cost discipline, and streamlined bureaucracy contribute to an increasingly competitive presence in domestic and international markets. These results are essential to ensuring the Company's sustainability and growth.



Quality: Usiminas is focused on excellence. The Company strives to achieve customer satisfaction by earning their loyalty, meeting agreed-upon requirements, and exceeding expectations. This is its commitment to quality. To this end, it trains its professionals, understands customer needs, and develops innovative and customized products and solutions, always guided by a commitment to quality.

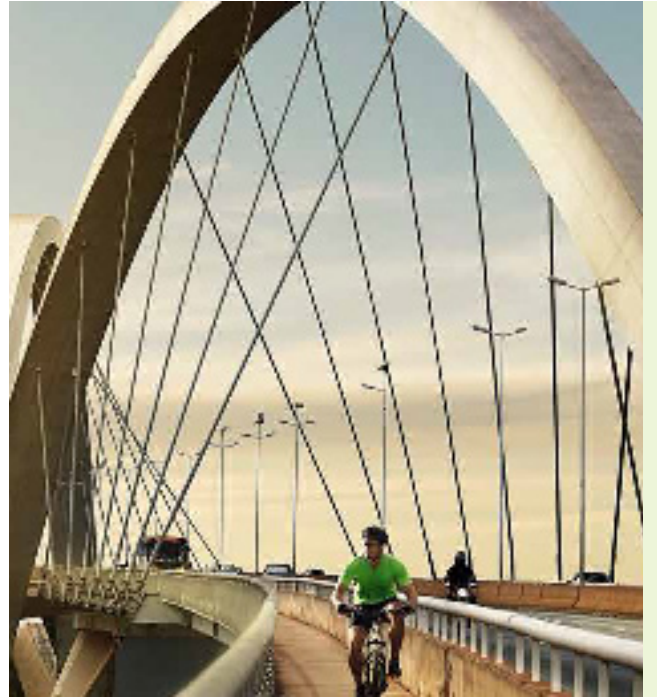


Usiminas DNA

To protect life through leadership that consistently demonstrates safe and responsible behavior in all situations. To promote ethics and sustainable development in the conduct of business, to act with transparency toward the stakeholders with whom we interact, and to foster a culture and practice of compliance.

Ensure compliance with legal requirements and other established requirements applicable to people, processes, products, and facilities.

- To strive for **customer satisfaction**, earn customer loyalty, meet agreed-upon requirements, and offer technologically advanced products and services, while managing risks that could affect our ability to meet those requirements.
- Identify and assess **environmental aspects**, taking preventive action to address impacts, as well as implement practices or technologies to prevent pollution, use natural and energy resources efficiently, mitigate greenhouse gas emissions, and improve environmental and energy performance.
- Identify hazards and **control the risks of accidents and illnesses** in all facilities, processes, and activities, protecting both in-house and contracted employees and other *stakeholders* through operational discipline, technological management tools, and process safety.



- Conduct **laboratory activities** impartially and in accordance with regulatory requirements, client specifications, and the requirements of regulatory authorities and accrediting bodies, and monitor performance through interlaboratory comparisons and/or proficiency testing.
- Identify and **control risks that could compromise the confidentiality**, integrity, and/or availability of information assets, ensuring the Company's performance and operational continuity.
- Create a **fertile environment for innovation** by inspiring, developing, valuing, and respecting diversity both inside and outside the workplace, so that people can find fulfillment professionally and personally, and enhance performance through commitment and openness to new ideas.

Activities, Value Chain



Steel Segment

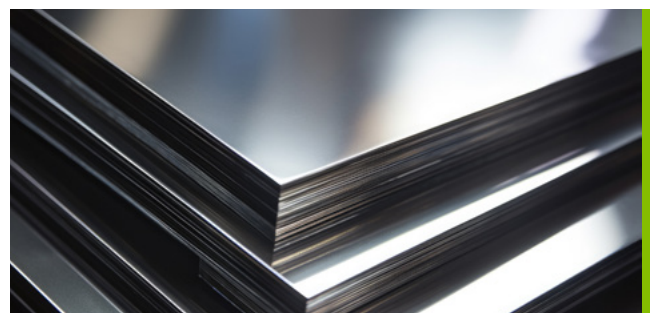
Usiminas' Steel Division produces and sells flat-rolled steel products—slabs, heavy plates, hot-rolled products, uncoated cold-rolled products, hot-dip galvanized products, and electrogalvanized products.

The rolled steel portfolio serves industrial sectors across the economy, both domestically and internationally. The ability to produce a variety of steel grades allows for flexibility in adjusting production to meet the demands of customers in a wide range of sectors.

The unit's operational structure includes two steel mills located in Ipatinga (MG) and Cubatão (SP), with a crude steel production capacity of 5 million metric tons per year, in addition to the operations carried out by the following companies:

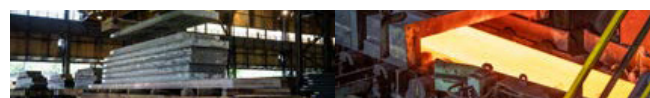
- **Unigal:** Conversion of cold-rolled coils into hot-dip galvanized coils;
- **Soluções Usiminas:** Processing of steel products and distribution center;
- **Usiminas Mecânica:** Provides industrial maintenance and assembly services to Usiminas companies.

Currently, its logistics infrastructure consists of five distribution centers, seven customer warehouses, and two ports, located primarily in the Southeast, Northeast, and South regions—areas that are strategic for serving its major customers. The steel mills in Ipatinga and Cubatão are certified to ISO 9001, ISO 14001, ISO 45001, and IATF 16949.



Raw Materials for the Steel Segment

The raw materials used in steel production at integrated mills are primarily coal/coke and iron ore, in addition to others such as limestone, dolomite, and manganese. Iron ore and coal are stored in raw material yards. They are then homogenized, screened, and graded for use in the coking plant, sintering plants, and blast furnaces.



Thick Sheets

- Construction
- Machinery and Equipment
- Large-Diameter Pipes
- Capital Goods
- Wind Energy
- Oil and Gas

Hot-Rolled Steel

- Construction
- Machinery and Equipment
- Large-Diameter Pipes
- Automotive
- Solar Energy
- Oil and Gas



Cold-Rolled Steel

- Construction
- Appliances
- Automotive

Galvanized

- Construction
- Appliances
- Automotive
- Solar Energy

CERTIFICATIONS:

The steel mills in Ipatinga and Cubatão are certified to ISO 9001, ISO 14001, ISO 45001, and IATF 16949.

Usiminas Value Chain





Click on the numbers to learn more.



See the Usiminas Steel Production Process

2.

Usiminas Mining

Iron ore

3.

Logistics

4.

Sintering

5.

Coke Plant

1.

Raw materials

9.b.

Soluções Usiminas

Coal/fluxes/coke/pellets/ore

Exports

9.c.

3. Logistics

It shows the sources of the ore arriving by rail, coming directly from the Usiminas mining area.



Mining segment

Mineração Usiminas S.A. mines and processes iron ore to produce *lump ore*, *sinter feed*, and concentrate/*pellet feed*—raw materials used in steel manufacturing.

The unit operates in the Serra Azul region, within the Iron Quadrangle of Minas Gerais, at three mines: Mina Oeste and Mina Central, in the municipality of Itatiaiuçu (MG), and Mina Leste, in Mateus Leme (MG). With operations in the Belo Horizonte (MG) metropolitan area, in Itatiaiuçu and Mateus Leme—about 70 kilometers from the capital—Mineração Usiminas has its administrative headquarters in Belo Horizonte and an operational office in Itatiaiuçu.

Usiminas acquired the mines in 2008 to supply ore to its steelmaking operation. Since then, the mining company has become competitive in the international market, setting successive records for production, sales, and exports, and consolidating its operational efficiency.

An integrated logistics system, managed by contracted carriers and MRS Logística—in which Mineração Usiminas and Usiminas hold equity stakes through UPL (Usiminas Participação e Logística)—transports the products to rail and maritime terminals, from where they are shipped to customers, including Usiminas itself.

Mineração Usiminas monitors the entire process through to final delivery, ensuring safety and quality in its areas of operation and in neighboring communities. Through its work with partners and local municipalities, the company seeks to develop the entire region in a sustainable manner, promoting employment, generating income, and contributing to the economic prosperity of surrounding cities.



Products:

- **Coarse granules:** crushed and screened iron ore with particle sizes ranging, for the most part, between 32.0 mm and 19.0 mm, used directly in blast furnaces for the production of pig iron.
- **Fine granules:** crushed and screened iron ore with a particle size ranging, for the most part, between 19.0 mm and 10.0 mm, used directly in blast furnaces or in ore *blends* for the production of sinter.
- **Concentrate/Pellet Feed:** the finest type of ore (smaller than 0.150 mm), obtained after the flotation and magnetic separation processes. It can be mixed with the Sinter Feed or used directly in the sintering process, or to feed the pelletizing process, which transforms the fine ore into pellets for use in steelmaking.
- **Sinter Feed:** finer ore (between 6.30 mm and 0.150 mm), agglomerated through the sintering process to enable its use in blast furnaces in the form of sinter.

Iron ore is a raw material that plays a widespread role in modern society. Its primary use is in steel production—a material essential to the construction industry, used in the structures of buildings, bridges, and other infrastructure projects. In addition, iron ore is indispensable in the manufacture of transportation vehicles, such as cars, buses, trains, and ships, contributing to mobility and economic development.

Key Inputs and Raw Materials

The main supplies and raw materials purchased are fuels (diesel and gasoline), explosives for civilian use, electricity, and parts and components for mining equipment.

In addition, the main services provided include freight, material handling, and maintenance of facilities and equipment.

Innovation

GRI 3-3



InovaAí

InovaAí is Usiminas' innovation hub, which reports to the Information Technology and Innovation Division. The project is an innovation platform whose main objectives are to drive innovative solutions by connecting with partners and generating results for the business.

InovaAí works to provide employees with the tools and knowledge they need to innovate in their respective fields, making innovation accessible to all and fostering a cultural shift within the company.

There is also "InovaAí Ideias," an open intrapreneurship program that involves all company employees and fosters the development and implementation of innovative initiatives.

Among the activities related to innovation are events and training sessions aimed at promoting the innovation *framework* within the Company.

In 2025, under the management of the InovaAí team alone:

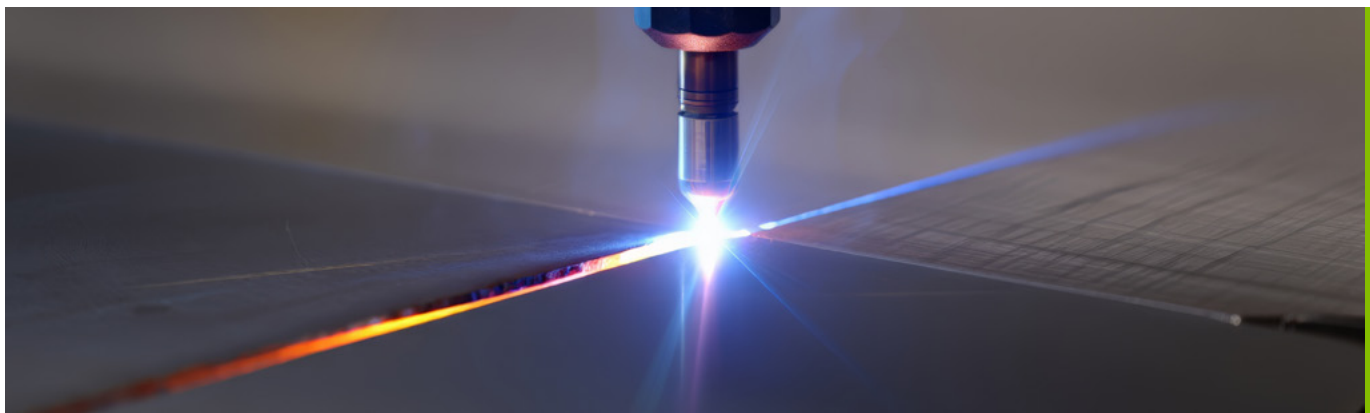
- **35** internal **events** and initiatives, impacting hundreds of employees, aimed at shifting *mindsets* toward innovation and digital transformation, ideation, and identifying opportunities.
- **150** pilot projects, with the potential to generate economic gains of **more than R\$ 40 million per year**.

In addition, in partnership with the R&D, Automation, IT, and Intellectual Property departments, there are initiatives to develop new technological applications for processes and products, including partnerships with universities, scientific, technological, and innovation institutions (ICTs), automakers, and Usiminas' customers.

Overall, InovaAí has generated significant results for Usiminas:



The Innovation and Digital Transformation Department, which is responsible for the initiative, develops initiatives to foster the emergence of innovative ideas and connect challenges to solutions within the external ecosystem. Among the tools used, the **InovaAí Ideias** program stands out, as it allows all Usiminas employees to propose innovative ideas and carry out pilot projects to demonstrate the projects' potential for success.



R&D Center;

GRI 3-3

Usiminas' Research and Development (R&D) Center, located in Ipatinga (MG), is dedicated to the generation, mastery, and application of scientific and technological knowledge that provides competitive advantages for the organization. In operation for 54 years, the Center is one of the cornerstones for driving Usiminas' technological development. The knowledge generated there is applied in:

- product development—new steels and improvements to existing ones: **in 2025, the R&D Center developed or optimized 9 types of steel;**
- application engineering—steel behavior in service and technical support for customers: **In 2025, more than 70 studies were conducted to assist customers in using Usiminas steels more efficiently;**
- improvements in industrial steel manufacturing processes;
- identification and evaluation of new technologies.
- **R\$ 25.9 million invested in R&D in 2025**
- **374 R&D studies completed in 2025**
- **78 professionals were involved**, including researchers and technicians: 28 held bachelor's degrees, 5 of whom held doctoral degrees.

The R&D Center helps keep Usiminas' flat steel portfolio at the forefront of the Steel Segment in Latin America, contributing to the supply of materials with higher mechanical strength and a lower carbon footprint to the market through high-quality steel products that enable customers to add value to their businesses, innovate, and compete in the international market.

Along with the development of new steels, the R&D Center works to improve the in-service performance of products, providing customers in the various market segments in which Usiminas operates (automotive, oil and gas, utility equipment, home appliances, among others) with specialized technical support and application engineering. Technical cooperation agreements with external entities—such as universities, research institutes, customers, and suppliers—focused on the development of technical and scientific projects contribute to achieving these objectives.

In 2025, collaborative work was carried out with partners in various fields of knowledge, such as welding, forming, fatigue, elastic recovery, hydrogen embrittlement, high-strain-rate behavior, and wear resistance, as well as the training of researchers at the R&D Center, particularly through master's dissertations and doctoral theses.

Highlights from the R&D Center in 2025:

- **Improvements to high-strength cold-rolled steels.** New alloy designs were developed for advanced high-strength steels (AHSS) cold-rolled to strength grades of 600 and 800 MPa, which exhibited favorable weldability and mechanical properties. These materials, produced experimentally on an industrial scale, are used in safety components for the automotive sector, contributing to the reduction of emissions from internal combustion engine vehicles and to the protection of batteries in hybrid and electric vehicles.
- **Efficiency in industrial processes for pig iron production.** A model was developed, based on the thermochemical conditions of the blast furnace with minimal thermodynamic carbon consumption, focusing on understanding the input parameters for reducing fuel consumption in the pig iron manufacturing process. Carbon consumption in blast furnaces is a strategic issue for the Steel Segment. The project proposed a methodology based on thermodynamic balances to increase the operational efficiency of the blast furnace, aimed at reducing fuel consumption and, consequently, the environmental and production costs of pig iron.



- **Development of a Methodology for the Use of Gases in Co-injection with Coal in the Blast Furnace.** As an alternative for injecting auxiliary fuels at the tuyere level—with the aim of reducing CO₂ emissions in the top gas while maintaining blast furnace operating stability—a pilot system capable of simulating the Raceway region was developed. The project is aligned with the current demand for decarbonization, as the use of alternative fuels in blast furnaces is being pursued. For injection at the tuyeres, it is necessary to establish supply strategies and operational practices. The equipment developed and implemented in R&D will contribute to this new phase of development and decarbonization at Usiminas.



Sustainability at Usiminas

The scope and scale of Usiminas' operations entail a significant responsibility regarding sustainability throughout the entire steel supply chain. This responsibility is viewed as an opportunity to expand its positive impact, contributing to sustainable development beyond its direct activities.

At Usiminas, sustainability management is an ongoing, collaborative process that integrates different areas, promotes innovation, and seeks to align with global best practices. Based on sound governance, the company positions sustainability as a strategic pillar, involving senior leadership, the Sustainability Department, thematic committees, in-house experts, and operational teams to manage material issues efficiently and responsibly.

In this context, the **Sustainability Standard** serves as an essential guide, promoting alignment between corporate strategies and environmental, social, and governance goals.

Collaborating for Greater Impact GRI 2-28

The sustainability agenda is a collective effort that must take into account Usiminas' entire value chain. Partnerships with customers, suppliers, the community, and industry associations such as *the World Steel Association*, Alacero, Aço Brasil, and many others enable individual initiatives to be transformed into a collective effort toward the sector's sustainable development.

Recognizing that a significant portion of the sector's socio-environmental impacts is spread throughout the production chain, Usiminas has implemented the **Sustainability in the Steel Chain Program** to engage suppliers and customers around shared practices and commitments. The initiative aims to promote ESG criteria in its relationships with business partners and increase transparency regarding the company's progress in sustainability.

Usiminas' commitment to sustainable operations is reinforced by its alignment with the UN's Sustainable Development Goals (SDGs) and its adoption of market standards for ESG management and reporting, such as *the Global Reporting Initiative (GRI)*, SASB, TCFD, the Brazilian GHG Protocol Program, and CDP, in addition to being included in B3's Corporate Sustainability Index (ISE).

The priority SDGs for Usiminas:



In 2024, Usiminas decided not to renew its participation as a member of the Global Compact. The company reaffirms its commitment to the principles of the Global Compact and the Sustainable Development Goals (SDGs), which continue to serve as guidelines for the company's sustainability agenda.

In 2025, Usiminas revised its materiality study, conducted through the Double Materiality Study, in line with sustainability standards and best practices, in order to define Material Topics and map risks and opportunities for the Company.

The following key pillars and actions are highlighted:



Governance



People



Human Rights



Communities



Decarbonization



Environment



Steel Chain



Finance

Double Materiality

GRI 3-1 | 3-2 | 3-3

The materiality study guides this Sustainability Report and supports the definition of Usiminas' priority issues, based on an analysis of the positive and negative impacts associated with its activities, business relationships, and value chain. In 2025, the Company revised its materiality matrix based on a double materiality approach, considering both the impacts generated or potentially generated by the organization on the environment and society, as well as the relevance of these issues to strategy, risk management, value creation, and decision-making.

Methodology

The review of the materiality study took into account recognized sustainability reporting and management frameworks, including GRI, SASB, TCFD, and ESRS, as well as Usiminas' value chain, encompassing its own operations, upstream activities, and downstream activities. The process assessed the nature of the impacts, their location in the value chain, whether they were current or potential, their social and/or environmental dimension, as well as criteria related to severity and probability, where applicable. For negative impacts, criteria such as scale, scope, and irreversibility were considered; for potential impacts, the probability of occurrence was also taken into account.

The identified impacts were grouped by themes and subthemes, allowing for the prioritization of those most relevant to the Company and its stakeholders. The analysis considered environmental impacts related to climate change, energy, pollution, biodiversity, and waste management; social impacts related to health and safety, people development, working conditions, communities, and consumers; and governance impacts associated with integrity, anti-corruption, and responsible business conduct.

Material Topics

Based on the review of the materiality study conducted, Usiminas' material topics reflect the main impacts associated with the steel and mining businesses, taking into account its value chain and its contribution to the transition to a low-carbon economy, to environmental protection, to the safety and development of people, and to the strengthening of corporate integrity.

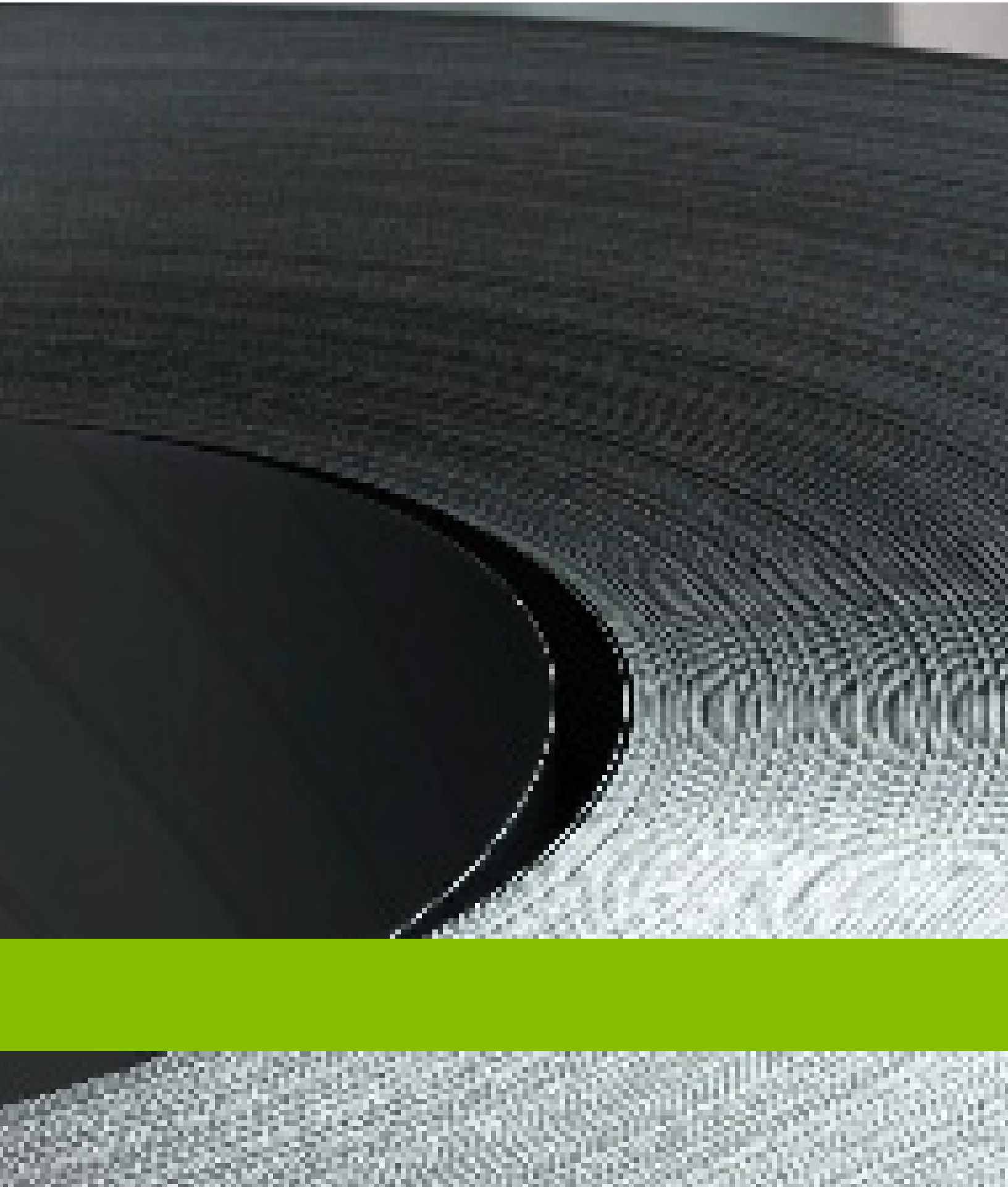
- Climate Change and Energy
- Pollution, Waste, and Substances of Concern
- Biodiversity and the Use of Natural Resources
- Health, Safety, and Well-Being
- Development, training, and working conditions
- Community Relations and Local Socioeconomic Development
- Product quality, safety, and performance
- Ethics, Integrity, and Responsible Business Conduct



These themes guide the structure of the report and shape the presentation of the Company's initiatives, indicators, and results. The following section presents the key impacts prioritized in the materiality assessment process, organized by theme, nature, and location within the value chain.

These issues are managed on a cross-functional basis, involving corporate departments, operational units, and governance bodies responsible for defining guidelines, monitoring indicators, implementing action plans, and communicating with stakeholders. Throughout this report, the Governance, Social, and Environmental chapters detail how Usiminas works to maximize positive impacts, prevent or mitigate negative impacts, and strengthen its contribution to sustainable development.

Material Theme	Description of the Main Impacts	Position in the value chain
Climate Change and Energy	It encompasses negative impacts associated with greenhouse gas emissions from the production process, energy consumption, and dependence on fossil fuels in operations and logistics. It also takes into account positive impacts resulting from operational improvements, more efficient technologies, the development of lower-carbon steels, and the supply of products geared toward the energy transition, such as steels for wind turbine towers, solar panels, motors, transformers, and infrastructure.	Operations, <i>upstream</i> and <i>downstream</i>
Pollution and Waste	This encompasses negative impacts related to atmospheric emissions of pollutants such as SOx, NOx, CO, particulate matter, volatile organic compounds, PAHs, and metals, which can affect air quality, human health, and the environment. It also includes risks associated with the improper disposal of chemical and hazardous waste throughout the value chain.	Operations and <i>Upstream</i>
Biodiversity and the Use of Natural Resources	It covers negative impacts associated with the extraction and consumption of mineral raw materials, including environmental degradation, habitat loss or fragmentation, and land-use change. This topic considers both the company's own operations and those of suppliers in the upstream value chain.	Operations and <i>Upstream</i>
Product quality, safety, and performance	It encompasses positive impacts related to the supply of high-quality, safe steel products, which help reduce the risk of structural failures and enhance the reliability, safety, and performance of the end products used by customers, consumers, and end users.	<i>Downstream</i>
Ethics, Integrity, and Responsible Business Conduct	It includes positive impacts resulting from a structured integrity program, featuring an Ethics Hotline accessible to employees, suppliers, customers, and communities; anti-corruption training; third-party <i>due diligence</i> ; a Code of Conduct; and zero-tolerance guidelines for violations. This initiative strengthens the trust of our stakeholders and helps prevent corruption, bribery, and misconduct.	Operations and Value Chain
Health, Safety, and Well-being	This relates to potential and current impacts on both Usiminas employees and third parties, including health, safety, and well-being in the workplace. This topic underscores Usiminas' priority of preventing accidents, managing occupational risks, and strengthening the safety culture in its operations.	Operation
Development, training, and working conditions	It includes positive impacts related to professional development, employability, and career advancement through training programs, apprenticeships, internships, mentoring, and structured educational initiatives. It also encompasses formal structures for social dialogue, such as CIPAs, collective bargaining agreements, joint committees, and internal commissions, which support employee participation in matters related to health, safety, working conditions, and operational changes.	Operation
Community Relations and Local Socioeconomic Development	It encompasses the positive impacts generated by the Company's operations in the regions where it operates, including investments in infrastructure, improvements in living conditions, access to services, the creation of direct and indirect jobs, the strengthening of the Brazilian supply chain, and the addition of value to national mineral resources through local industrialization.	Operation



2. GOVERNANCE



Corporate governance at Usiminas is guided by the principles of transparency, ethics, and accountability. These principles guide the conduct of the Company's business, with respect for stakeholders and a focus on long-term value creation, as well as the economic, social, and environmental impacts associated with its activities.

The Company structures its decision-making and advisory bodies to guide strategies, oversee risks, ensure compliance with applicable standards, laws, and regulations, and strengthen a culture of integrity in its operations and business relationships.

Objectives of the Governance pillar, initiatives implemented, and reported results

Usiminas' governance structure includes, as one of its decision-making bodies, the Board of Directors.

Constantly evolving to meet market demands, the body provides guidance on business operations and makes decisions on strategic issues, with the following objectives:

- **TO PROMOTE CONTINUOUS GROWTH, WHILE ALWAYS RESPECTING ITS VALUES AND SOCIAL RESPONSIBILITY**, exercising its legal and statutory authority and adhering to the corporate purpose of Usiminas and its subsidiaries, affiliates, and associated companies;
- **TO LOOK AFTER THE INTERESTS OF ALL SHAREHOLDERS**, without disregarding other stakeholders;
- **TO ENSURE THE ORGANIZATION'S LONG-TERM SURVIVAL AND SUSTAINABILITY**, incorporating social, environmental, and good corporate governance considerations into the definition of its business and operations;
- **ADOPT AN AGILE MANAGEMENT STRUCTURE**, composed of qualified professionals of impeccable reputation;
- **DRAFT GUIDELINES FOR THE MANAGEMENT OF THE ORGANIZATION AND ITS SUBSIDIARIES**, Affiliates, and Subsidiary Companies, which will be reflected in the annual budget;
- **TO ENSURE THAT STRATEGIES AND GUIDELINES ARE EFFECTIVELY IMPLEMENTED BY THE BOARD OF DIRECTORS**, without, however, interfering in operational matters;

- **PREVENT AND MANAGE SITUATIONS INVOLVING CONFLICTS OF INTEREST OR DIFFERENCES OF OPINION**, so that Usiminas's interests always prevail.

To achieve these objectives, the Company is implementing the following key initiatives:

- Integrity Program, which includes the Anti-Corruption Policy, the 24-hour Open Channel, and corporate training sessions for internal and external audiences.
- Onboarding Program for Newly Appointed Members of Management and the Audit Committee.
- Maintenance of a standing Fiscal Council and advisory committees, such as the Audit Committee, the Risk Management Committee, and the Human Resources Committee.
- Corporate Risk Management Policy, which incorporates a risk perspective into the strategic decision-making process.

Results achieved in 2025:

- **99%** completion rate for employee training on the Code of Conduct;
- **70%** compliance with the CVM Governance Code Report (ICBGC);
- **11** meetings of the Board of Directors (4 regular and 7 special);
- **397** internal controls implemented; and 47 internal policies published.

Shareholder Composition

Usiminas is a publicly traded corporation whose shares are listed on B3's Level 1 Governance segment, on the New York Stock Exchange's Over-the-Counter (OTC) market, and on LATIBEX, an index comprising shares of Latin American companies traded in euros on the Madrid Stock Exchange.

- B3 – USIM3, USIM5, and USIM6
- ADR (American Depositary Receipt) – USNZY and USDMY
- LATIBEX – XUSI and XUSIO

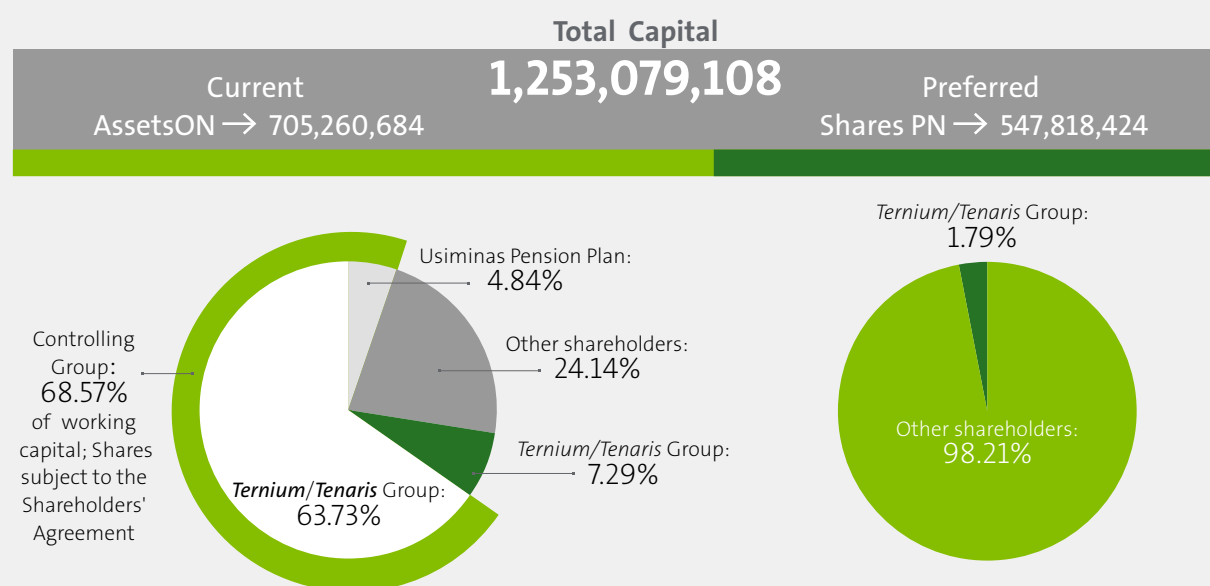
The authorized capital consists of 1,253,079,108 shares, of which 56.3% common shares (ON), with voting rights and 43.7% are preferred shares (PN).

[Visit the website](#) – Shareholders' Agreement ¹.

Significant changes.

In July 2025, the NSC Group (Nippon Steel Corporation and Mitsubishi Corporation) entered into a purchase and sale agreement with Ternium Investments S.à r.l. for the sale of all of its shares subject to the Shareholders' Agreement. Approved without restrictions by CADE in January 2026, the transaction resulted in the NSC Group's exit from the controlling stake. Following the closing of the transaction, the T/T Group came to hold approximately 71.02% of the Company's common shares. The rights and obligations of Previdência Usiminas set forth in the Shareholders' Agreement remained unchanged.

Details of the transaction are included in the Company's Reference Form, available [here](#).



Governance Model

Corporate Structure, Shareholder Composition, and Decision-Making and Oversight Bodies

GRI 2-1 | 2-9 | 2-10 | 2-11 | 2-17

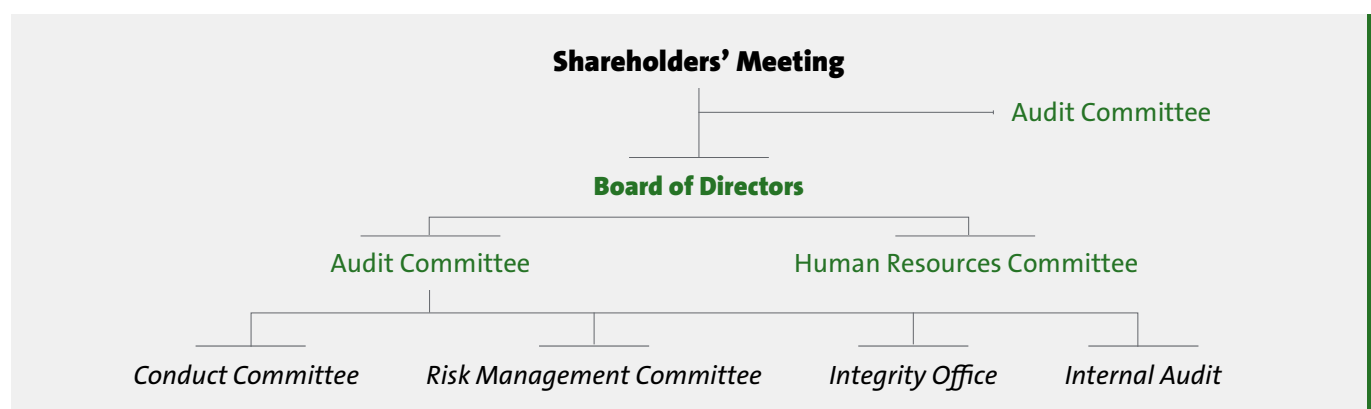
Usiminas' governance structure has the **Board of Directors** as its principal decision-making body, responsible for establishing the general direction of the business, deliberating on strategic issues, defining policies, assessing and monitoring risks, and ensuring compliance with the corporate purpose, with a focus on the Company's long-term sustainability and consideration of its impacts on society and the environment. The Board meets regularly four times a year, according to a pre-established schedule, and holds special meetings whenever necessary.

The Company also maintains a **Fiscal Council**, a standing body whose members are elected at the General Meeting for a one-year term, with the responsibility of overseeing the actions of



management and reviewing the financial statements, as provided for in the Bylaws and applicable law. In addition, an annual joint meeting is held between the Board of Directors and the Fiscal Council to approve the financial statements.

The Company maintains a Governance Portal that is used to provide board members with periodic information about the Company and its business, as well as supporting materials for deliberations prior to meetings, thereby contributing to the preparation and sound basis for decisions. Meetings are also held periodically in which the Executive Board presents the Company's current situation and submits relevant economic, social, or environmental issues for consideration.





The **Board of Directors** is responsible for electing the **Executive Board** and defining its duties. Like the members of the Board, the Executive Board members serve two-year terms and may be reelected. **GRI 2-9 | 2-13**

The mission of **the Executive Board** is to implement and execute the guidelines established by the Board of Directors, guiding the organization’s internal and external relations. The Executive Board has a duty to act ethically, taking into account the interests of all parties involved in each operation, as well as to ensure the high quality of the products and services offered to customers and society, while promoting corporate social and environmental responsibility.

As of the date of publication of this report*, the current Board of Directors was composed as follows:

At regular meetings of the Board of Directors, the Chief Executive Officer presents and discusses economic, social, and environmental issues relevant to Usiminas and addresses key concerns raised by the organization’s main *stakeholders*.

The **Corporate Sustainability Office** has a **fixed agenda item** at **each semiannual** meeting of the Board of Directors, during which issues related to sustainable development and the Company’s sustainability agenda are discussed.

Board of Directors	Director
Chief Executive Officer	Marcelo Chara
Vice President of Finance and Investor Relations	Diego Eduardo Garcia
Vice President of Industrial Operations	Americo Ferreira Neto
Vice President of Sales	Miguel Angel Homes Camejo

*Composition as of June 30, 2026
** During the 2025 fiscal year, Thiago da Fonseca Rodrigues served as Vice President of Finance and Investor Relations.

Since 2021, Usiminas has maintained a robust onboarding program for newly appointed members of senior management and the Fiscal Council, with the goal of ensuring a comprehensive understanding of the company's business and the key issues related to its operations, growth, and sustainable development. The program's various initiatives include in-depth introductory meetings and visits to the main facilities of Usiminas companies, covering both the business and the key topics necessary for understanding the Company's operations, including those related to the sustainability agenda.

Board of Directors: Composition, Term of Office, and Independence **GRI 2-9 | 2-11**

The Board of Directors is composed of regular members and their respective alternates, who are elected at the General Meeting for a two-year term and may be reappointed. A person may not simultaneously hold the positions of Chair of the Board of Directors and Chief Executive Officer.

As of the base date of this Report (December 31, 2025), the Board consisted of two independent members—one elected directly by the employees and retirees of Usiminas and its subsidiary Usiminas Mecânica S.A., and the other by the minority shareholders—in addition to other members appointed in accordance with the rules set forth in the Shareholders' Agreement. The Board of Directors consisted of two female regular members and one female alternate member, representing 25% of the regular members and 12.5% of the alternate members.

The composition of the Board of Directors as of December 31, 2025 (2024–2026 term) was as follows:

- **President:** Alberto Akikazu Ono;
- **Regular Board Members:** Cynthia Inés Graf Caride; Oscar Montero Martinez; Rita Rebelo Horta de Assis Fonseca; Ronald Seckelmann; Pedro Henrique Gomes Teixeira;
- **Independent Board Members:** Edílio Ramos Veloso; Elias de Matos Brito;
- **Alternate Board Members:** Tatsuya Miyahara; Mário Giuseppe Antonio Galli; Leticia Domingues Costa Braga; Roberto Luis Prosdocimi Maia; Murilo Pinheiro Rico; Wallace Caldeira Pinto; Fernando Duelo Van Deusen.

The composition of the Board of Directors * (2026–2028 term) as of the date of publication of this Sustainability Report is as follows:

- **President:** Elias de Matos Brito
- **Full members:** Oscar Montero Martinez; Juan Ignacio Soma; Ronald Seckelmann; Pedro Henrique Gomes Teixeira; Cynthia Inés Graf Caride; and Rita Rebelo Horta de Assis Fonseca.
- **Independent Board Members:** Edílio Ramos Veloso and Fernando Barreto Martins da Poça.
- **Alternate Members:** Mario Giuseppe Antonio Galli; Fernando Duelo Van Deusen; Luiz Maria Madero; Paulo Eduardo Bicudo dos Santos; Murilo Pinheiro Rico; Leticia Domingues Costa Braga, Roberto Luis Prosdocimi Maia, and Wallace Caldeira Pinto.

*Composition as of June 30, 2026

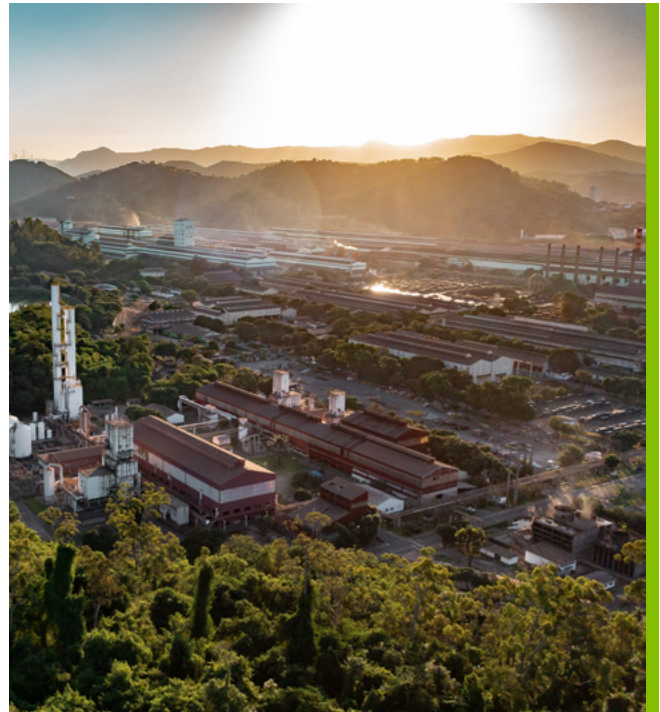
Complete information on the composition and responsibilities of the Board of Directors, the Audit Committee, and the Advisory Committees to the Board of Directors can be found in the Reference Form, available [here](#).

Advisory committees and bodies related to integrity and risk **GRI 2-9 | 2-12**

The governance structure includes committees that advise the Board of Directors, with operating rules and responsibilities defined by the Bylaws (in the case of the Audit Committee) and by internal regulations.

Audit Committee: A standing body that supports the Board of Directors, responsible for ensuring the consistency and quality of Usiminas' financial statements, as well as for identifying, assessing, and managing the main financial, legal, and regulatory risks associated with the Company's activities, and periodically evaluating the adequacy of its processes. It monitors internal and external audit activities and is responsible for the Integrity Program and for maintaining corporate governance standards within the organization. Its activities are conducted on a quarterly basis.

Conduct Committee: A collegial body responsible for reviewing and ruling on accountability proceedings related to the investigation of allegations of violations of the regulations established by the Integrity Program, as well as assisting and guiding the functions and activities carried out by the Internal Audit Department. The Conduct Committee is convened whenever necessary to investigate allegations, with no fixed schedule for its meetings. Ultimately, it reports its actions, deliberations, and decisions to the Audit Committee.



Conflicts of Interest and Safeguards

GRI 2-15

In the event of a potential conflict of interest between matters under consideration and any member of the Board of Directors, that member must disclose the situation and abstain from voting, leaving the decision to the other members who are not subject to a conflict of interest. The guidelines regarding conflicts of interest are set forth in the Conflict of Interest Policy, which is consistent with the Code of Ethics and Conduct and the Bylaws.

Under the Conflict of Interest Policy, disclosures regarding conflicts must be recorded in the Board's minutes. Transactions with related parties are disclosed to the market in accordance with CVM Resolution No. 80/2022, Annex "F," which includes a description of the methods used by Usiminas to address potential conflicts of interest and the involvement of controlling shareholders in such transactions.

Compliance and Ethics



GRI 2-23 | 2-24 | 2-26 | 2-27 | 2-16 | 2-15 | 2-25

Compliance and Integrity Program

GRI 2-23 | GRI 205-1

The **Usiminas Integrity Program** establishes the guidelines, controls, and mechanisms designed to promote ethics, transparency, and compliance in all activities of the Usiminas Companies (Usiminas and its Subsidiaries). Its structure is intended to guide the conduct of employees, management, and third parties, strengthening an organizational culture aligned with corporate values and applicable laws.

The governance structure of the Integrity Program ensures the autonomy and independence of the department's processes, with periodic reporting to the Board of Directors through the Audit Committee, the body responsible for supervising and monitoring the department's activities.

The Integrity Program consists of the Code of Ethics and Conduct and seven corporate policies that guide the Company's relationships with its stakeholders, establishing standards of conduct applicable to all Usiminas Companies, regardless of hierarchical level, role, or location. The Program was developed with the support of internal and external experts, in strict compliance with applicable legislation, including the Anti-Corruption Law.

Each year, the Integrity Department reviews and updates the Corruption Risk Matrix, covering topics relevant to the business, such as relationships



The policies and the Code of Ethics and Conduct are available at the following links:

- *Code of Ethics and Conduct*
- *Anti-Corruption Policy*
- *Gifts, Presents, and Hospitality Policy*
- *Competition Policy*
- *Conflict of Interest and Related-Party Transaction Policy*
- *Sponsorship and Donation Policy*
- *Policy on Relationships with Third-Party Intermediaries*

with suppliers and customers, donations and sponsorships, conflicts of interest, gifts, and hospitality, third-party intermediaries, regulatory obligations, and interactions with public officials. The identified risks are addressed through controls and mitigation measures, continuously monitored by the Integrity Office, and reported to the Board of Directors.

In addition to periodic assessments of corruption risks, the Program includes third-party *due diligence* processes, conflict-of-interest management, reporting channels, monitoring of controls, and awareness initiatives aimed at strengthening the culture of integrity throughout the value chain.

The Integrity Department monitors the completion of training related to the Integrity Program through the Usiminas Corporate University. In 2025, the average completion rate for e-learning courses reached 97% of active employees. In addition, 98% of employees eligible for anti-corruption training—including those who interact directly or indirectly with public officials—participated in in-person training sessions organized by the Company. These results demonstrate Usiminas' commitment to fostering a culture of integrity and raising awareness of ethical and regulatory risks.

Incorporation of Policy and Action Commitments in Business Relationships

GRI 2-24

The incorporation of commitments to ethics, integrity, and compliance into business relationships is one of the pillars of Usiminas' operations. The guidelines established in the Code of Ethics and Conduct and in corporate policies guide decision-making and relationships with employees, suppliers, customers, business partners, communities, investors, and other stakeholders.

Governance of the Integrity Program involves the participation of the Company's relevant governance bodies, including the Conduct Committee, the Audit Committee, and the Board of Directors, which are responsible for overseeing relevant issues related to ethics and compliance.

Integrity requirements are incorporated into internal corporate processes for communication, training, third-party evaluation, and advisory services to business units, which help disseminate the principles of integrity and ensure their application in business activities. In 2025, the Integrity Department received 444 requests for advisory services, addressing 100% of them in collaboration with the requesting business units.

High-risk third-party due diligence is a fundamental element of the Integrity Program, enabling the identification and mitigation of risks related to corruption, fraud, conflicts of interest, and reputational impacts. In 2025, 180 third-party due diligence assessments were conducted, strengthening the decision-making process and reinforcing integrity throughout the Company's value chain.

Throughout 2025, communication and awareness-raising initiatives were conducted for employees

and third parties on topics such as corruption prevention, conflicts of interest, fair competition, gifts, and hospitality. Of particular note were the 21 in-person training sessions held at various Usiminas Group facilities, focusing on employees who, directly or indirectly, interact with government authorities. Integrity Week was also held—an annual initiative firmly established in the Company's calendar—aimed at strengthening the ethical culture and disseminating the Program's principles. In 2025, the initiative adopted an innovative digital approach, reaching 1,905 employees through 16 learning tracks on ethics, corruption prevention, data protection, conflicts of interest, and third-party management. The initiative demonstrated the effectiveness of digital and interactive formats in increasing employee engagement and awareness regarding integrity and *compliance* issues.

The Declaration of Interests is an ongoing process monitored by the Integrity Department to identify and address potential conflicts of interest. In 2025, the campaign achieved a 99.4% participation rate among the eligible population, covering 100% of administrative staff, coordinators, and supervisors, reinforcing the Company's commitment to transparency, ethics, and integrity in professional relationships.

Integrity Program Management

GRI 2-26

The Usiminas Integrity Program is structured to ensure the proper management of issues related to ethics and compliance through prevention, detection, and response mechanisms.

The Program's governance structure involves various corporate bodies with complementary responsibilities related to guidance, investigation, deliberation, and reporting on integrity issues, including the Integrity Department, Internal Audit, the Conduct Committee, the Audit Committee, and the Board of Directors.

The Company provides a Whistleblower Channel, called “Canal Aberto,” for reporting concerns regarding conduct that violates the law, the Code of Ethics and Conduct, and internal policies.

In cases involving Usiminas executives, members of statutory committees and committees established by the Board of Directors, members of the Fiscal Council, as well as those responsible for the Internal Audit Department or the Integrity Department, the reporting process follows the appropriate governance

channels, ensuring that identified situations are handled appropriately.

The results of integrity activities—including the Program’s performance indicators, progress on action plans, monitoring of corruption risks, and third-party consultations and assessments—are periodically shared with the relevant governance bodies, contributing to the ongoing monitoring of the Program’s effectiveness.

Open Channel (Ethics Channel)

The Open Channel is a mechanism designed for direct and indirect employees and the general public to report issues and concerns related to ethics and integrity, as well as violations of regulations and laws, including, among others, emotional and sexual harassment, discrimination, fraud, corruption, and health and safety issues. The Internal Audit Department takes a preventive approach in the operational units, conducting awareness campaigns and encouraging the use of the Open Channel. A guide available on the Open Channel website, in both print and video formats, explains the step-by-step process for filing a report effectively and outlines the information required to do so.

The channel is available **24 HOURS A DAY, 7 DAYS A WEEK**, and offers specialized technical support from a lawyer and a psychologist, as well as features such as Brazilian Sign Language (Libras), voice commands, and other system accessibility features.



The Open Channel is operated by a specialized third-party company, which forwards reports—with complete confidentiality and impartiality—to Usiminas’ Integrity team. The Integrity team classifies and distributes the reports for review and subsequent internal investigation, based on the principles of transparency, impartiality, confidentiality, respect, ethics, diversity, professionalism, commitment, and responsibility.

When filing any type of complaint, the complainant receives a case number—which is unique, personal, and non-transferable—that allows them to view the status of the complaint, whether it has been initiated, is in progress, or has been closed. This mechanism allows the complainant to track the process, while ensuring confidentiality and restricting access by third parties.

In 2025, Canal Aberto received 176 reports eligible for investigation; 63% related to cases and 37% to conduct; and the breakdown of reports by channel was as follows: 70% via the website, 24% by phone, and 6% through other means, such as the app, letter, and email.



Human Rights

GRI 3-3



Usiminas is committed to equal opportunity and does not tolerate prejudiced or discriminatory conduct or any form of harassment. All employees must act with respect, integrity, transparency, and fairness. These guidelines apply to internal relationships, regardless of hierarchical level, as well as to relationships with customers, suppliers, government agencies, the media, communities, and other stakeholders.

Usiminas companies comply with current labor laws and individual working conditions. Respect for human rights and compliance with legal requirements are commitments of the Company. The Code of Ethics and Conduct, which applies to everyone, is based on the following premise:

“All employees must comply at all times with the laws to which Usiminas is subject, including the laws in effect in the various countries where the companies conduct business or operations outside Brazil.”



The Code of Ethics and Conduct guides Usiminas' conduct in its activities and relationships, both within and outside the organization. The Company does not tolerate child labor, forced labor, degrading labor, or labor in conditions analogous to slavery in its operations or business relationships. Customers and suppliers must adopt the same stance. During the reporting period, Usiminas is not aware of any suppliers posing an identified risk of human rights violations.

In 2025, the Integrity Department conducted training sessions, lectures, and communications on human rights and related topics. These initiatives followed the guidelines set forth in the Code of Ethics and Conduct and other corporate policies.

Since 2024, Usiminas has had a Human Rights Policy in place, applicable to companies and entities affiliated with the group, including directors, executives, and employees. In 2025, the Company published its Diversity and Harassment-Free Workplace Policy. Usiminas expects its supply chain to share its values regarding labor, human rights, diversity, and community relations. These aspects are taken into account in the procurement processes, in accordance with the Code of Ethics and the Sustainability Policy for Suppliers.

Risk Management

TCFD | GRI 2-25

Corporate guidelines, structure, and reporting

Usiminas has a Corporate Risk Management Policy, approved in 2022, which establishes the guidelines and responsibilities for risk management at the Company and its Business Units.

The policy guides the processes of identifying, analyzing, managing, monitoring, and communicating risks. These guidelines are an integral part of Usiminas' strategic corporate decision-making and are aligned with best governance practices.

The Risk Management and Internal Controls department, which reports to the Vice President of Finance and Investor Relations, is responsible for effective risk management. The actions and decisions resulting from this responsibility are subject to periodic reviews conducted by an independent external auditor. The department supports other functions and business units and keeps the Executive Board, the Risk Management Committee, the Audit Committee, and the Board of Directors informed of relevant exposures.

For each identified risk, mitigation measures are defined and the probability of occurrence is assessed, based on factors such as historical data, the existence of internal controls, and audits, among others.

The methodology takes a conservative approach by examining all dimensions and considering the most critical scenario when classifying inherent and residual risk.

Usiminas' risk management assesses potential impacts on the organization across five dimensions. Identified risks undergo a thorough evaluation to define mitigation strategies, taking into account factors such as people, business, the environment, infrastructure, and communications. To manage its key risks, the Company adopts both reactive and proactive measures, including effective controls and monitoring to respond to potential events, as well as preventive actions aimed at reducing impacts and vulnerabilities.

Treatment, Monitoring, and Audits

Confirmed complaints are referred to the Conduct Committee, a governance body that decides on disciplinary and remedial measures regarding the findings of the Integrity Department.

The Committee consists of the Chief Executive Officer, the Vice President of Sales, the General Counsel, the Director of Human Resources, and the Director of Internal Audit. Reports containing all complaints received are forwarded quarterly to the Audit Committee and the Board of Directors.

The risk assessment methodology was revised in 2023 to align with the new Shareholders' Agreement. It classifies criticality levels conservatively, analyzing all dimensions of impact and considering the worst-case scenario when classifying inherent and residual risk.

The risk assessment considers potential and actual impacts across five dimensions:



Information Security and Data Protection

GRI 418-1



A structured approach to information security directly contributes to business continuity, the protection of strategic assets, and the trust of customers, suppliers, and investors. The adoption of policies, controls, and cyber risk management processes reduces the likelihood of incidents that could lead to production downtime, financial losses, regulatory fines, or reputational damage.

Information security supports environmental management by ensuring the integrity, confidentiality, and availability of data related to environmental monitoring, emissions, natural resource consumption, and compliance with legal obligations. Secure systems ensure the reliability of the information used for decision-making, contributing to effective and transparent environmental management.

Information Security helps protect personal data, including information on employees, customers, suppliers, and communities surrounding our operations. Proper protection of this data contributes to respect for human rights, privacy, and human dignity, in accordance with applicable laws and Usiminas' policies. Information Security awareness and training initiatives strengthen the organizational culture, promoting responsible behavior and reducing human-related risks.

The use of digital infrastructure and information security systems can increase energy consumption. If this factor is not managed, it can lead to indirect environmental impacts associated with IT infrastructure.

Information security incidents, such as data breaches, the unavailability of critical systems, or cyberattacks, can result in financial impacts.

The Company maintains an Information Security Policy that establishes principles, guidelines, and responsibilities for the protection of corporate information, based on the pillars of confidentiality, integrity, and availability. This policy applies to employees, third parties, and partners who have access to Usiminas' information or systems and complies with the LGPD and applicable laws.

Usiminas is committed to operating in compliance with current legislation, including the General Personal Data Protection Law (LGPD), by implementing technical and administrative controls designed to protect the personal data of employees, customers, suppliers, and other stakeholders.

To prevent or mitigate potential negative impacts related to information security, Usiminas implements preventive, ongoing, and integrated measures, which include:

- Establishment and maintenance of policies, formal procedures, and guidance materials for employees and third parties.
- Cyber risk management, through the periodic conduct of information security tests, maturity assessments of internal tools, and cyberattack simulation exercises, to identify vulnerabilities and strengthen protective mechanisms before incidents occur.
- Continuous monitoring of technology environments, using tools to detect events and potential threats, enabling faster responses and reducing the likelihood of significant impacts.
- Awareness and training initiatives—such as training sessions, internal communications, educational campaigns, *phishing* tests, and the observance of Information Security Day—aimed at promoting a culture of security and reducing risks associated with human error.

Usiminas maintains structured incident response processes that guide the organization's actions in the event of actual information security incidents, with a focus on containment, impact mitigation, and organizational learning.



When significant incidents or deviations are identified, measures such as the following are taken:

- Activation of incident response plans — which have been previously tested through simulations — with clearly defined roles and responsibilities for investigating, containing, and mitigating the identified effects.
- Technical analysis and documentation of events, including an assessment of causes, potential impacts, and necessary corrective actions, ensuring traceability and support for internal and external audits.
- Implementation of corrective and preventive actions, including adjustments to technical controls, processes, and policies, in order to reduce the recurrence of similar situations.
- Communication and cooperation with the parties involved, ensuring transparency and alignment with internal and external *stakeholders*.

In addition to risk mitigation, Usiminas seeks to maximize the positive impacts associated with information security management, contributing to a safer, more reliable, and more sustainable corporate environment. Among its key initiatives are:

- Strengthening the organizational culture of security through the ongoing engagement of employees and the dissemination of best practices, thereby promoting greater awareness of information protection and the responsible use of technological resources.
- Continuous improvement of processes and controls, based on lessons learned from tests, simulations, audits, and periodic effectiveness assessments, thereby strengthening the organization's digital resilience.

Every year, information security tests and cyberattack simulations are conducted to test and improve the incident response plan. Based on the reports from these tests (referring to the previous cycle), senior management and the executive board were presented with mitigation measures, including rules for monitoring or blocking the transmission of data to external environments and the implementation of action plans to address vulnerabilities, with progress tracked at monthly meetings and results presented to the IT Executive Board every six months.

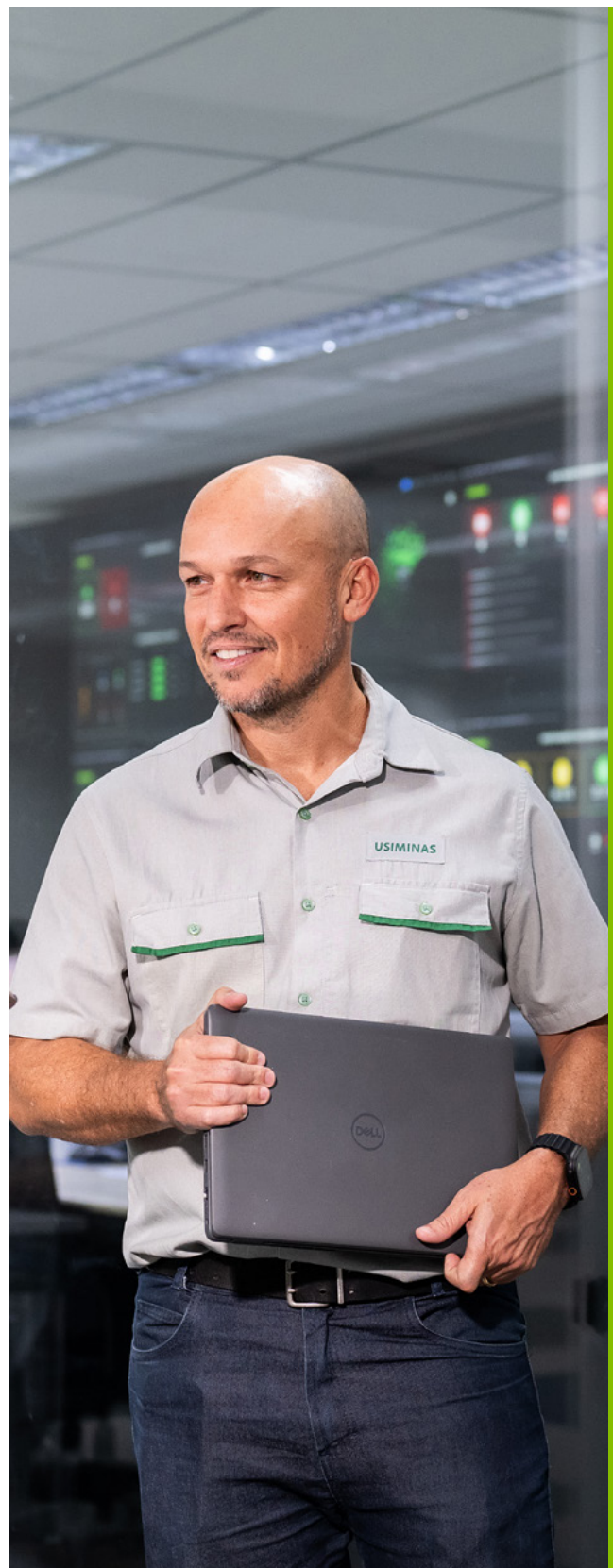
In 2025, there were no confirmed incidents of privacy or personal data protection breaches, and there are no records of negative impacts related to information security for the organization.

The results observed indicate a strengthening of the information security culture, implemented as follows:

- Periodic review and update of information security policies, incorporating lessons learned from tests, analyzed incidents, and changes in the threat landscape.
- Adjustments to operational processes, including preventive and corrective controls, based on the results of simulations and risk analyses.
- Progress in awareness-raising initiatives, addressing the needs identified throughout the year and emphasizing topics critical to employees' daily lives.

The effectiveness of information security measures is assessed through audits, periodic tests, incident simulations, and maturity assessments. The results are communicated through meetings, presentations, and internal reports, ensuring transparency and continuous improvement.

Awareness campaigns and *phishing* tests also help assess the effectiveness of controls. During the period, no significant negative impacts related to information security were reported.







3. SOCIAL



The principle that guides Usiminas' stance toward society can be summed up in a simple guideline: to be good neighbors. To benefit the community, deliver products and services, and ensure an adequate return for investors, Usiminas seeks to promote development across various dimensions—social, personal, professional, and economic, as well as well-being, health, and safety—encompassing both its employees and the communities where it operates, while minimizing the impacts generated by its activities.

Usiminas' relationship with its employees is guided by management practices that promote human development, the celebration of diversity, recognition, and well-being. The company continuously invests in training initiatives, leadership development, and performance

management, while also fostering an ethical, collaborative, and inclusive work environment. Occupational health and safety are among the top strategic priorities, with prevention, monitoring, and response systems designed to protect the physical and mental well-being of all employees.

In addition, the company participates in the development and improvement of the steel value chain, working closely with suppliers and partners. The goal is to produce high-performance steels that meet the demands for innovation and sustainable practices set by the market and society.

In this context, Usiminas prioritizes strengthening ties with all *stakeholders* through ongoing dialogue. This effort aims to maximize benefits and mitigate any negative impacts resulting from its activities. Thus, the company works to ensure that its production is not only efficient and safe but also aligned with the defense of human rights and the promotion of quality of life, health, safety, and well-being for all those involved.



People GRI 3-3 | 2-30 | 404-3

Usiminas recognizes that the continuous development of its employees creates value for society, ensures the provision of high-quality products and services to customers, and contributes to sustainable returns for shareholders. A workforce of qualified, well-trained, and valued professionals establishes Usiminas as a benchmark for quality and management in the Steel Segment, promoting safety and the sustainability of its results.

The Integrated Management Policy, which applies to all of the company's units, reaffirms this commitment by promoting the personal and professional development of employees, while also ensuring safety and contributing to social and environmental sustainability.

Life and well-being are recognized as universal rights. As a socially responsible company, Usiminas is committed to maintaining a human resources management approach that values and protects its employees, encourages inclusion, and promotes a healthy and safe work environment.

Usiminas respects the freedom of association and the right to collective bargaining of its employees and contractors, promoting these rights and encouraging suppliers and other value chain partners to adopt this commitment as well. Of the total number of employees, **100%** are covered by **union-based collective bargaining agreements.**

Usiminas enshrines the role of labor unions in its Code of Ethics and Conduct, valuing them as bodies that represent the interests of its employees. Thus, it recognizes the right to freedom of association, respects union participation, and does not tolerate any form of discrimination against unionized employees.



Employee Profile GRI 2-7 | 2-8

At the end of 2025, Usiminas had 21,221 workers at its operations. Of this total, 12,541 were direct employees of the group's companies, and 8,680 were third-party contractors, representing 41% of Usiminas' total workforce.



Employees (GRI 2-7)



12,541
In-house employees



1,245
women;



11,296
men.

Active employees: the company's own permanent employees who are not on any type of leave

The company's workforce is distributed across the **Southeast, South, and Northeast** regions, with the following totals by region and gender¹²:

Category		Southeast		South		Northeast		
Type		Women's	Men's	Women's	Men's	Women's	Men's	Total
Statutory	Temporary	0	0	0	0	0	0	0
	Permanent	1	16	0	0	0	0	17
Apprentice	Temporary	110	168	3	1	1	1	284
	Permanent	0	0	0	0	0	0	0
Trainee	Temporary	0	0	0	0	0	0	0
Intern	Temporary	0	0	0	0	0	0	0
Total	Temporary	154	231	6	1	1	1	394
	Permanent	1,069	10,890	10	95	5	78	12,147
	Employees	1,223	11,121	16	96	6	79	12,541
Active Employees	Temporary	0	0	0	0	0	0	0
	Permanent	1,038	10,842	10	95	5	78	12,068

	Active Employees	Statutory Employees	Apprentice	Trainee	Intern	Total
Women's	1,053	1	114	30	47	1,245
Men's	11,015	16	170	32	63	11,296

¹ Data as of December 31, 2025

² Data obtained through Usiminas' SAP Management System



Conceptual and methodological definitions:

Contract type:

- **Permanent:** a contract with no fixed end date;
- **Temporary:** fixed-term contract (e.g., apprentice and intern).
- Work Hours (Full-Time and Part-Time)
- **Full-time:** eight-hour workday
- **Part-time:** a workday of less than 8 hours.



Usiminas reported a total reduction of 428 direct employees across all categories (permanent, temporary, full-time, and part-time) when comparing December 31, 2025, to the same date the previous year. This reduction in the total number of employees reflects workforce adjustments resulting from the Company's modernization cycle and improvements in operational efficiency.

Workers Who Are Not Employees (Third Parties) **GRI 2-8**

In 2025, Usiminas had **8,680** third-party workers in its operations, of whom 71.4% had permanent employment contracts; 8.6% were temporary employees; and 20% were professionals assigned to contracts related to investments and CAPEX projects.

Compared to December 2024, there was a decrease of 941 contract employees. This change in the workforce is in line with the Company's modernization cycle and progress toward operational efficiency.



Recruitment and Retention

GRI 3-3; GRI 401-1



Usiminas places people at the center of its sustainability strategy, balancing financial results, competitiveness, and social and environmental responsibility.

Recruitment and Selection area promotes inclusion and equity by engaging employees and partners in building a culture that values cultural, social, and identity-based differences. Diverse and welcoming environments enhance human capital, strengthen a sense of belonging and psychological safety, and drive innovation through the exchange of perspectives.

This area also brings the company closer to educational institutions and the community, sharing knowledge, strengthening ties, and generating positive impacts on the economy, the environment, and human rights.

All hiring processes ensure equal opportunity, attracting talent regardless of gender, nationality, generation, culture, or religion. Individual merit, skills, and qualifications are the criteria that guide our decisions. The company rejects any form of harassment or discrimination, maintaining practices that are fair, equitable, and completely free from discrimination.

To facilitate the transition from academia to the professional world, Usiminas has implemented specific programs for apprentices, interns, and trainees. These initiatives are designed to integrate young people into the company's culture, offering structured development paths, enriching practical experiences, and extensive opportunities for knowledge exchange. As a result, each participant receives the tools needed to contribute effectively to the organization's future, while developing skills and having the opportunity to build a solid career at Usiminas.

Apprentice Program. Usiminas' Apprentice Program combines formal education with practical workplace experience, offering young people aged 17 to 23 the opportunity to develop technical and behavioral skills. The initiative helps train future professionals and strengthen local communities.

Usiminas had 331 apprentices participating in the Program in 2025, 47% of whom are women and 53% men.

Internship Program. Usiminas' Internship Program brings the company closer to technical and higher education students, enriching their academic training with practical experience. In 2025, 177 technical and college-level interns were hired—42% of whom are women and 58% men—who have been developing their skills through a combination of academic training and hands-on experience.

Of this total, 17 are summer interns from UFMG, UFOP, and USP, gaining their first exposure to an industrial environment.

Trainee Program. The Global Trainee Program offers rotations in various areas, visits to operational units, and the development of behavioral and technical skills, with a focus on interdisciplinary learning. In 2025, 34 young professionals joined the organization, with women and men each accounting for 50% of the group. These talented individuals are being developed to serve as leaders and ambassadors of Usiminas' culture and values, prepared to understand and respond to the challenges of the local and international business environment.

Usiminas' entry-level programs are designed to promote diversity and inclusion within the organization:

- The goal is for **50%** of the positions in the Trainee Program to be filled by women.
- The goal is for **55%** of the openings in the Apprenticeship and Internship programs to be filled by candidates from diverse groups.

Trade shows and events. Usiminas' participation in trade shows and events focused on careers and professional opportunities—organized by partners—helps attract a diverse and interested audience, making the process of recruiting new talent more effective. In 2025, 25 events were held in various locations: Itatitaiucu, Belo Horizonte, Ipatinga, Timóteo, Coronel Fabriciano, Santos, Ouro Preto, São José dos Campos, and Cubatão. The recruitment team also participated in a national online event and hosted tours of the industrial plants, strengthening relationships and sharing knowledge about production processes.

To promote talent retention, Usiminas has adopted the following measures:

- Career progression is monitored through the Opportunities Committee;
- Individual development program; training in new skills, aligned with the company's strategic objectives;
- A workplace climate survey to assess employee perceptions and, based on the results, develop actions to be implemented to improve outcomes.
 - » Each year, as part of the new survey (either comprehensive or pulse), progress and the identified needs are evaluated, and these will form the basis of the new action plan. There is an integrated approach to managing the organizational climate, with employee involvement in the decision-making process.

Compensation and Benefits

GRI 2-9 | 2-20

The compensation structure and benefits provided to Usiminas employees and executives are essential for attracting, retaining, engaging, and motivating the professionals who drive the company's growth and development.

To that end, the Human Resources Department constantly monitors market salary practices and conducts periodic surveys. These studies are conducted both on its own initiative and upon request, ensuring that Usiminas remains competitive.

Since 2024, Usiminas has been using Mercer's point-based methodology to evaluate job positions and conducts periodic salary surveys to assess its competitiveness in the market. The salary scale is adjusted based on these periodic surveys. The company's compensation structure also includes a Profit-Sharing and/or Performance-Based Bonus (PLR) program, which aims to recognize and reward short-term results.

The benefits package offered to employees includes:

- Co-pay health insurance plan with medical and dental coverage;
- Pension plan;
- Meal allowance, which can be used at the company's own restaurant or through meal vouchers;
- Meal voucher;
- Transportation vouchers;
- Group life insurance;
- Childcare assistance;
- Extended maternity leave.

For interns and apprentices, Usiminas offers a range of benefits, including health insurance, a meal allowance, transportation vouchers, and life insurance. There is no copayment for interns, given the nature of their employment relationship. These benefits represent the company's investment in the well-being and ongoing development of young people at the start of their careers.

Previdência Usiminas GRI 2-19 | 201-3

The Company offers its employees supplemental pension plans, administered by Previdência Usiminas. The purpose of these plans is to provide income in addition to that provided by the INSS. In addition to employees of Usiminas companies, participants in the plans also include employees of Previdência Usiminas, Fundação São Francisco Xavier, Fundação Educacional São Francisco Xavier, Consul, AEU, and Sicoob Vale do Aço.

Usiminas sponsors four supplemental pension plans for its employees, administered by Previdência Usiminas, as follows:

- **Benefit Plan 1 – PB1** – A plan being phased out; that is, it has been closed to new enrollees since November 11, 1996, and is classified as a defined-benefit plan.
- **Defined Benefit Plan – PBD** – A plan that is being phased out; that is, it has been closed to new participants since December 1, 2020, and is classified as a defined benefit plan.
- **Mixed Social Security Benefits Plan No. 1 – Cosiprev** – A plan in the process of being phased out; that is, it has been closed to new enrollees since May 1, 2009, and is classified as a defined-contribution plan.
- **Benefit Plan 2 – Usiprev** – An active plan,

meaning it is open to new enrollees and took effect on August 1, 1998; it is classified as a variable-contribution plan. Usiprev is intended for employees hired on or after the date of its implementation, and active participants enrolled in PB1 were also allowed to opt to migrate to this plan.

As of December 31, 2025, the Usiminas Pension Plan managed total assets of R\$ 11.1 billion and had 34,371 participants, of whom 18,883 were retirees and pensioners and 15,488 were active employees.

In September 2025, Usiminas Pension Fund ranked as the 20th largest supplementary pension fund (EFPC) in Brazil and 9th among private entities in terms of assets, according to data from the Supplementary Pension Management Report (RGPC), published by the Supplementary Pension System Department of the Secretariat for the Public and Supplementary Pension Systems of the Ministry of Social Security.

Participants, Retirees, and Pensioners

	USIPREV	PB1	COSiprev	PBD	TOTAL
Participants *	14,676	0	805	10	15,491
Retirees	2224	5,361	1,308	4,090	12,983
Retirees	228	2,825	5	2,842	5,900
TOTAL	17,128	8,186	2,118	6,942	34,374

* Includes Assets, Self-Sponsored, and BPD

Contributions to the plans are made by the sponsors and employees, based on the specific rules of each benefit plan. By sponsoring retirement benefit plans, Usiminas not only supports its employees and their families in building a more secure future, but also promotes social protection and offers an attractive benefit that can help retain talent and reduce *turnover*.



Solvency - Technical Balance of the Plan (December 31, 2025)

Solvency - Technical Balance of the Plan (12/31/2024)

Plan	Coverage of the Plan's Mathematical Reserves	Comment	(Coverage of the Plan's Mathematical Reserves)
PB1	121%	An indicator above 100 indicates that total assets are sufficient to cover the mathematical reserves.	112%
USIPREV	103%		101%
COSIPREV	100%		100%
PBD	97%*		88%

* There is a debt agreement entered into by the sponsor (employer), the term of which is reassessed annually as part of the Actuarial Valuation, along with the outstanding balance of the debt agreement.

* The basis for this estimate: Total Assets - (Operating Liabilities + Contingent Liabilities + Funds) + Actuarial Reserves to Be Established) / (Actuarial Reserves for Benefits Granted + Benefits to Be Granted)

Variable Compensation **GRI 2-19**

Short-term variable compensation takes into account quantitative and qualitative indicators, which are determined annually based on market studies and economic conditions, and proposed by the Strategic Planning department.

Examples of quantitative indicators include: EBITDA, Cost of Production, and Health and Safety. Qualitative indicators are linked to the specific contributions of each executive.

- **Long-term variable compensation** is based on changes in shareholders' equity over time; the greater the increase in value, the greater the executive's gain.
- **Long-term variable stock-based compensation** takes into account strategic objectives and is linked to the Company's performance, in accordance with a program developed in collaboration with an external consulting firm.

The Company believes that compensation should be contingent upon the achievement of quantitative and qualitative goals. Progress toward these goals is assessed using performance indicators, which are weighted differently to provide a weighted performance evaluation and determine variable compensation.

The relative weighting of each performance indicator is approved annually by the Board of Directors, based on a recommendation from its Human Resources Committee.

Senior Management Compensation

GRI 2-20

Usiminas has a profit-sharing plan designed to recognize short-term results. This program is tied to EBITDA and rewards employees based on the results achieved. In addition, the company has a bonus program for *white-collar* employees, with bonuses starting at 5% of annual base pay, depending on the employee's job category.

The company also has a special bonus program, under which 30% of *white-collar* employees may be eligible for a bonus based on their performance on a relevant project during the period. This bonus can be up to 16% of the standard annual total (fixed compensation + standard variable percentage), depending on the cluster and the available budget.

- For **Executive Officers**: The total amount of fixed and variable annual compensation is determined by a decision of the Board of Directors, based on a recommendation from the Human Resources Committee.
 - » Fixed Compensation: paid monthly throughout the year.
 - » Variable compensation:
 - » Comprising (i) the ICP (Short-Term Incentive), linked to the achievement of quantitative and qualitative targets, paid after the final calculation of performance metrics based on the Audited Annual Balance Sheet and approved by the Board of Directors; and (ii) the ILP (Long-Term Incentive), which consists of the granting of virtual units to the Statutory Officers, based on reported shareholders' equity divided by the number of shares.
 - » The number of virtual units granted to each Executive Director is determined in accordance with the rules of the program approved by the Board of Directors on July 25, 2019.
 - » In addition, employees receive benefits such as a company car, medical and dental plans, life insurance, and a private pension plan.

- For the **Board of Directors**: fees, as approved by the Ordinary General Meeting. There is no variable compensation.
- The **Chairman of the Board of Directors** is provided with medical and dental insurance plans as additional benefits.
- For the **Fiscal Council**: The monthly compensation for standing members is set at 10% of the average fixed compensation paid to the Company's Statutory Officers, pursuant to paragraph 3 of Article 162 of Law No. 6,404/76. There is no variable compensation.

Parental Leave **GRI 401-3**

In 2025, 448 employees were eligible for maternity and paternity leave:

The following were entitled to leave:	
Women's	60
Men's	388
The following were on leave:	
Women's	60
Men's	357
The following employees returned to work after their leave ended:	
Women's	60
Men's	354
Remained employed 12 months after returning to work:	
Women's	40
Men's	261



Turnover and New Hires

GRI 2-7 | 401-1

The New Hire Rate and the Turnover Rate are calculated by comparing the total number of new hires in 2025 to the company's total number of **active** employees (excluding employees classified as statutory employees, apprentices, trainees, and interns), relative to the same figure as of the base date of the previous year (Dec. 2024).

In 2025, Usiminas hired 1,782 new employees as permanent, active direct employees, representing a hiring rate of **14.4%*** relative to the total number of active direct employees as of December 2024

- Women: **160 hires** (8.98% of new hires)
- Men: **1,622 hires** (91.02% of new hires)

* Rate calculated based on the total number of new employees (1,782) relative to the number of active permanent employees in December 2024 (12,404).

Total number of new hires by age group **GRI 401-1**

Gender	2024		2025	
	Number	Rate (%)*	Number	Rate (%)*
Women's	233	11.38%	160	8.98%
Men's	1,815	88.62%	1,622	91.02%
TOTAL	2,048	100.00%	1,782	100.00%

Age group	2024		2025	
	Number	Rate (%)*	Number	Rate (%)*
Under 30	994	48.54%	698	39.17%
Between 30 and 50	880	42.97%	899	50.45%
Over 50	174	8.50%	185	10.38%
TOTAL	2,048	100.00%	1,782	100.00%

Usiminas's *turnover rate* in 2025 was **15.69%**, calculated using the following formula:

$$\text{Turnover Rate 2025} = \left[\frac{\text{Hires} + \text{Layoffs in 2025}}{2} \right] \div \text{Active Workforce in 2024}$$

This figure represents Usiminas' lowest turnover rate since 2019—the year the company began tracking and monitoring this metric—and reflects a consistent strategy for people management, organizational culture development, and talent retention.

This progress also underscores Usiminas' commitment to productivity, operational efficiency, and responsible budget management. The company remains committed to developing its talent, retaining knowledge, and strengthening its organizational culture.

Employee Turnover Rate (by Gender)

Gender	2019	2020	2021	2022	2023	2024	2025
Women	33.3%	22.8%	26.2%	29.6%	24.77%	22.13%	17.08%
Men	41.5%	21.8%	25.4%	22.%	41.21%	18.63%	15.56%
TOTAL	41.%	21.8%	25.5%	22.5%	39.92%	18.91%	15.69%

Age group	2019	2020	2021	2022	2023	2024	2025
Under 30	62.6%	25.1%	47.1%	46.5%	59.63%	44.97%	30.7%
Between 30 and 50	35.0%	19.9%	20.8%	17.1%	34.84%	14.22%	12.54%
Over 50	48.1%	27.9%	22.4%	18.%	40.02%	14.3%	12.32%
TOTAL	41.%	21.8%	25.5%	22.5%	39.92%	18.91%	15.69%



Training and Education



GRI 3-3 | 404-1 | 404-2

One of Usiminas' goals is to create value for society by offering high-quality products and services, generating returns, and promoting the personal and professional development of its employees. The company's purpose is to be a leader in quality and management in the Steel Segment, with a focus on people, customers, safety, and the delivery of sustainable results.

- To achieve this goal, the company invests in the ongoing professional development of its workforce through Usiminas University, which is responsible for developing and fostering a culture of continuous learning. Usiminas University is present at all of the Group's facilities and comprises the following schools: the School of Business, the School of Health, Safety, and Environment, the School of Leadership and Culture, and the School of Steel.
- Usiminas supports young people as they take their first steps in their careers by providing training and helping them enter the job market through its Entry Programs: Apprentice Program, Internship, and Trainee.

Usiminas University

Business School

The Business School aims to broaden employees' business perspective and develop skills that support decision-making, cross-functional collaboration, and adaptation to the organization's strategic needs. Its role is to strengthen corporate, managerial, and market knowledge, helping to develop professionals who are better prepared to meet the challenges of the business environment and generate sustainable value for the company.

School of Health, Safety, and the Environment

The School of Health, Safety, and Environment aims to foster an organizational culture focused on preserving life, ensuring the safety of individuals, maintaining legal compliance, and promoting environmental responsibility. Its work seeks to develop preventive knowledge and behaviors, increase risk awareness, and promote safe and sustainable practices at all levels of the organization, contributing to a healthy, safe work environment that is aligned with Usiminas' social and environmental commitments.

School of Leadership and Culture

The School of Leadership and Culture aims to develop leaders and strengthen Usiminas' organizational culture by preparing professionals to act with strategic vision, the ability to influence others, people management skills, and alignment with business guidelines. Its work seeks to consolidate leadership competencies at different levels, support talent development, and promote a culture based on ethics, inclusion, collaboration, and high performance.

School of Steel

The School of Steel aims to develop and preserve technical skills essential to Usiminas' industrial processes by promoting specialized training, standardizing operational practices, and disseminating critical business knowledge. Its role is to strengthen the training of technical and operational teams, contributing to process excellence, operational continuity, productivity, and the sustainability of the operation.

Management, control, and monitoring.

Usiminas University has a structured system for managing, monitoring, and tracking training processes. The institution sets specific objectives and uses the Training Matrix to track key performance indicators. In addition, it conducts training effectiveness evaluations to assess employees' retention and application of the knowledge they have acquired.

To monitor and track process metrics, the company uses tools such as Success Factors (LMS) and the HR Portal, which help identify and mitigate potential risks, ensuring the quality and efficiency of operations.

Internationally recognized standards, such as ISO 9001, 14001, 45001, and IATF 16949, require that training processes undergo regular audits conducted by internal and external teams. These audits are essential for Usiminas to comply with global standards for quality, the environment, health, and safety, as well as specific requirements of the automotive industry.

Average number of training hours per employee **GRI 404-1**

In 2025, Usiminas recorded an average of 57.15 hours of training per employee¹, for a total of 723,039.40 hours across the entire Company.

Gender	Average hours per employee in 2024	Average hours per employee in 2025
Women's	57.04	61.13
Men's	45.34	56.74

Functional category	Average hours per employee in 2024	Total 2024	Average hours per employee in 2025	Total 2025
Administrative	25.66	4,593.97	38.54	3,352.81
Board Members (Executive Board and Board of Directors)	5.26	457.52	12.96	1,088.81
Management	14.58	7,945.52	30.68	24,359.11
Operational	52.79	397,861.14	68.85	554,386.27
Upper	26.30	38,186.99	24.93	27,319.13
Coach	39.36	87,381.03	51.64	112,533.27
GRAND TOTAL	46.37	536,426.17	57.15	723,039.40

¹ Does not include training hours for apprentices, interns, and construction workers.
Data for the period from 2023 to 2025 can be found in the Historical Data Series appendix.

Performance Assessment **GRI 404-3**

At Usiminas, all eligible employees participate annually in the Performance Management Program's evaluation cycle. The process covers all eligible job categories and takes into account goals, competencies, and potential, with the aim of supporting professional training and career development.

In 2025, 100% of eligible employees participated in the performance evaluation cycle.

Retired employees, interns, apprentices, temporary employees, employees whose employment was terminated by November 30, 2025, employees hired after July 15, 2025, and employees on leave for a period of six months or more during the evaluation cycle were not considered eligible. Employees on parental leave are eligible for the evaluation cycle.

The trainee evaluation cycle follows its own process, tailored to the program's characteristics, and takes place every six months.

Diversity and Inclusion



GRI 3-3 | 405-1 | 405-2

Diversity and inclusion initiatives are key pillars of Usiminas' sustainability strategy.

More than just creating a competitive advantage, these practices have an impact on the organizational climate. By fostering a diverse, inclusive, and welcoming environment that respects individuality, the company strengthens its human capital, broadens perspectives, and encourages the development of innovative solutions. This approach also reinforces a sense of belonging and psychological safety, while contributing to the company's reputation among its *stakeholders*.

Created in 2019, **Usiminas' Diversity and Inclusion Program** underwent a revitalization in 2025, with a review of its governance structure. The Program is aligned with the goal of promoting inclusion and equity among employees, partners, customers, and communities. Usiminas' Diversity and Inclusion Program is structured around five pillars of affinity, which guide the definition of priorities, actions, and goals related to the topic:

- Gender Equity
- People with Disabilities
- Race and Ethnicity
- Generations
- LGBTQIA+



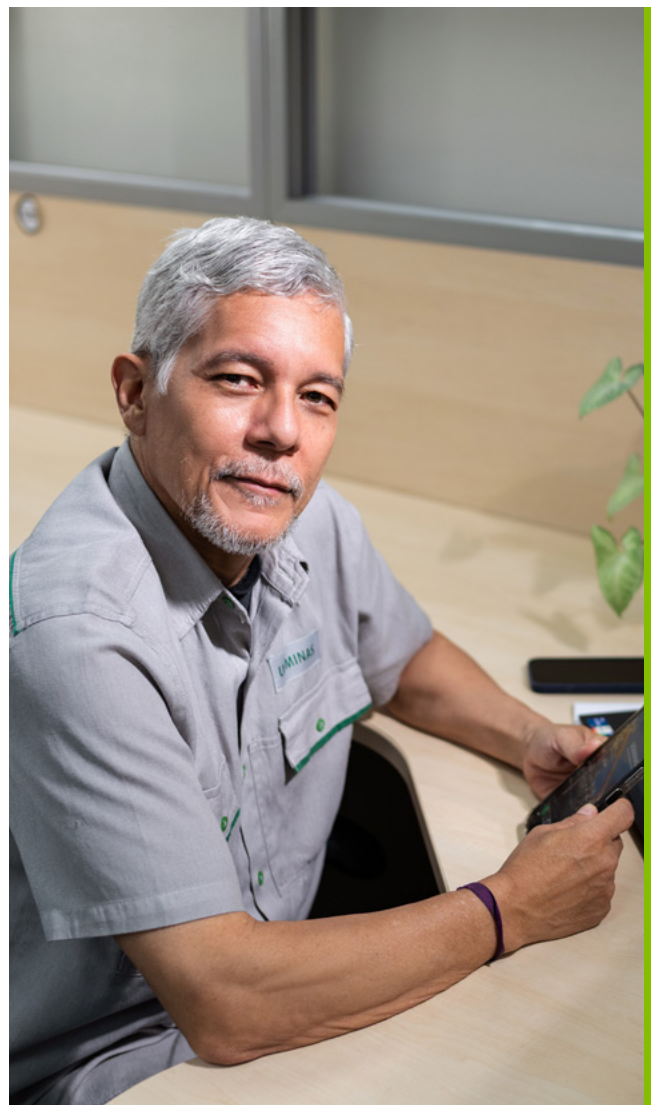
In its new version, the Diversity and Inclusion Program now features a strengthened structure and governance framework, consolidating a team of volunteer ambassadors—composed of both in-house employees and third-party representatives—organized into thematic *squads* that work in an integrated manner.

Each pillar has a sponsor from senior leadership (the President and Senior Directors) and an executive leader (Senior Managers and Managers), who are responsible for providing strategic direction and prioritizing actions aimed at promoting diversity, equity, and inclusion within the Company. **The work of the affinity pillars reinforces their role as agents of awareness, engagement, and the promotion of a more inclusive organizational culture.**

In addition, the Company carries out specific initiatives, such as:

- **Breastfeeding Room:** Usiminas provides a breastfeeding room for its own employees and contract workers, ensuring an adequate space for them to continue breastfeeding after returning to work.
- **Mentoring Programs for Underrepresented Groups:** mentoring aimed at pregnant employees, with a focus on supporting them during their leave and upon their return to work. A mentoring program aimed at Black employees was also launched, with a focus on accelerating career advancement and strengthening racial equity.
- **Hybrid Work for Mothers:** Flexibility to work remotely up to three days a week during the first year after returning from maternity leave, subject to agreement with their respective teams.
- **Extended maternity leave:** Since 2019, Usiminas has offered extended maternity leave of 180 days.
- **Employee Profile Tracking:** Usiminas conducts a detailed analysis of its employees' profiles, categorized by pillars such as Gender Equity, Generations, People with Disabilities (PWDs), and Race/Ethnicity. In addition, since 2024, information related to the LGBTI+ category has been collected through an optional self-declaration of gender identity and sexual orientation.

These initiatives help build a more diverse work environment and strengthen our ability to attract, develop, and retain talent. The initiatives are reported to the People Management Committee, which includes senior management, to monitor progress.



Discrimination and Nonconformities GRI 406-1

In 2025, through Canal Aberto (the Company's reporting channel), Usiminas received a total of 22 cases related to discrimination. All cases were investigated in accordance with the Company's Policies and Code of Ethics, and none of them were confirmed.

Diversity Across the Organization's Functional Categories **GRI 405-12025**

	Gender		Age			Race					
	Women's	Men's	Under 30	Between 30 and 50 years old	Over 50 years old	Browns	White People	Black people	Yellows	Indigenous Peoples	Not specified
Board of Directors	5.88%	94.12%	0.00%	29.41%	70.59%	5.88%	88.24%	0.00%	5.88%	0.00%	0.00%
Area Management	8.86%	91.14%	0.00%	58.23%	41.77%	17.72%	82.28%	0.00%	0.00%	0.00%	0.00%
General Management	13.93%	86.07%	0.82%	76.23%	22.95%	29.51%	68.85%	1.64%	0.00%	0.00%	0.00%
Management	21.11%	78.89%	1.85%	65.70%	32.45%	32.19%	60.42%	4.75%	1.85%	0.53%	0.26%
Coordinator	3.98%	96.02%	0.63%	79.87%	19.50%	49.90%	46.12%	3.77%	0.21%	0.00%	0.00%
Upper	36.29%	63.71%	25.52%	61.99%	12.49%	40.54%	54.03%	3.80%	1.18%	0.18%	0.27%
Coach	8.50%	91.50%	9.59%	74.60%	15.81%	52.70%	39.16%	7.22%	0.59%	0.23%	0.09%
Administrative	43.62%	56.38%	34.04%	52.13%	13.83%	50.00%	40.43%	9.57%	0.00%	0.00%	0.00%
Operational	6.10%	93.90%	23.66%	58.03%	18.31%	60.89%	27.38%	10.02%	0.62%	0.27%	0.82%
Total	9.93%	90.07%	19.50%	62.44%	18.06%	55.64%	34.44%	8.42%	0.68%	0.25%	0.57%

In 2024, the Company rebranded its job structure, updating the classification of leadership positions. On a comparable basis, the percentage of women in leadership roles rose from 16.81% in 2024 to 17.85% in 2025, while the Company-wide figure increased from 8.68% to 8.72%. Since the Diversity Program began in 2019, female representation has shown consistent growth, rising from 14.20% to 17.85% in leadership roles and from 6.17% to 8.72% among the total workforce.

2024

	Gender		Age			Race					
	Women's	Men's	Under 30	Between 30 and 50 years old	Over 50 years old	Browns	White People	Black people	Yellows	Indigenous Peoples	Not specified
Board of Directors	5.88%	94.12%	0.00%	29.41%	70.59%	5.88%	82.35%	0.00%	11.76%	0.00%	0.00%
Area Management	8.64%	91.36%	0.00%	58.02%	41.98%	16.05%	83.95%	0.00%	0.00%	0.00%	0.00%
General Management	13.54%	86.46%	0.00%	82.29%	17.71%	28.13%	69.79%	2.08%	0.00%	0.00%	0.00%
Management	19.24%	80.76%	1.52%	67.85%	30.63%	29.11%	65.06%	4.05%	1.27%	0.51%	0.00%
Coordinator	4.71%	95.29%	1.76%	84.71%	13.53%	60.59%	31.76%	6.47%	0.59%	0.00%	0.59%
Upper	36.26%	63.74%	23.05%	65.16%	11.79%	36.61%	56.29%	3.99%	1.60%	0.18%	1.33%
Coach	7.98%	92.02%	8.95%	77.76%	13.30%	52.71%	39.70%	6.72%	0.58%	0.19%	0.10%
Administrative	35.96%	64.04%	34.21%	51.75%	14.04%	47.37%	46.49%	6.14%	0.00%	0.00%	0.00%
Operational	6.98%	93.02%	24.93%	59.40%	15.66%	57.88%	29.94%	10.26%	0.70%	0.25%	0.98%
Total	10.34%	89.66%	20.91%	63.47%	15.61%	53.72%	35.73%	8.74%	0.77%	0.23%	0.81%



Occupational Health and Safety

GRI 3-3 | 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8 | 403-9 | 403-10)

Usiminas prioritizes the safety of its employees, seeking to mitigate and prevent accidents and eliminate risks that could affect workers' lives and their physical and mental well-being. This commitment goes beyond routine operational safety measures and extends to promoting health and well-being through initiatives focused on disease prevention. These actions are essential for improving productivity and strengthening the organization's sustainability, generating benefits for employees and their families.

Occupational Health

GRI 3-3 | 403-1 | 403-3 | 403-4

Occupational Health helps ensure that employees are able to carry out their activities and perform their duties, while monitoring cases of leave of absence, sick leave, and workplace accidents. Based on this, preventive measures are developed to reduce medical absenteeism and improve employees' quality of life;

The Occupational Health department is primarily focused on complying with the requirements of current labor laws, as set forth in the Regulatory Standards (NRs). This legal compliance is specifically related to NR-7 and NR-17.

Occupational Health seeks to promote the improvement of workers' overall health, in part through coordination with Occupational Hygiene, Occupational Safety, and Human Resources, to mitigate risks associated with the physical environment, working conditions, and work organization, including interpersonal relationships.

Health and Safety Management System

GRI 403-1 | 403-8

Usiminas has an occupational health management system, managed by the technical team of SISU (Usiminas Integrated Health System). Focused on protecting workers' lives, **SISU** is a comprehensive corporate health program that coordinates initiatives in the areas of occupational health, general medical care, social assistance, health promotion, emergency health care, and disease prevention.

The occupational health and safety management system covers 100% of Usiminas' workforce, including direct employees and contract workers. Of the total covered, 81% is subject to internal audits of the system. The Siderurgia and Soluções Usiminas units maintain ISO 45001 certification; Mineração Usiminas does not yet have this certification, and its system complies with the requirements of the applicable regulatory standards.

This technical group meets monthly to discuss occupational health issues, deliberate on strategic decisions, analyze indicators, and provide updates on the status of initiatives and projects. The meetings are held online.

The corporate team is responsible for organizing these meetings, setting the agenda and drafting the minutes, tracking attendance, and following up on action items.

As a result, the occupational health services provided by Usiminas, working in close collaboration with the units of **the São Francisco Xavier Foundation (FSFX)**, ensure synergy in support of employee health, with a focus on quality.

Requirements and work orders related to occupational health and safety are communicated through training sessions, lectures, announcements, posters, and other electronic media.

Based on regulatory standards such as NR-7, Usiminas prepares the **PCMSO (Occupational Health Medical Control Program) Analytical Report** annually, which enables continuous monitoring of employees' health status and ongoing disease prevention measures, whether of a clinical or occupational nature. A multidisciplinary team works to identify health risks and hazards.

Health management is carried out through protocols and procedures, in accordance with Usiminas' Health and Safety Policy, and through monthly monitoring of indicators and targets — e.g., ensuring that periodic exams are completed on time, implementing projects, developing ergonomics improvement initiatives, and adhering to the schedule of disease prevention and health promotion activities set forth in the PCMSO.

Usiminas companies use a computerized system called Action System to manage their action plans. This program allows them to manage the steps, tasks, and activities identified in the deviations, incidents, and occurrences recorded in SIASSO. The process of verifying the effectiveness of these actions is monitored through internal controls, dashboards, and ROCA.

To ensure the effectiveness of corrective actions, it is necessary to maintain engagement and interaction with stakeholders to discuss and analyze the indicators. Among the stakeholders directly involved are the Occupational Health team and other HR departments, Occupational Safety, managers of production areas, and managers of support areas, among others.

Usiminas constantly monitors the effectiveness of these measures. Feedback from the working groups and leadership involvement ensure that the necessary adjustments are made, promoting continuous improvement.

Worker Health Promotion

GRI 403-6 | 403-7

Usiminas provides its employees with a health insurance plan (medical and dental). Since January 2024, the company has covered 100% of the monthly premium for new employees and for other employees who have chosen or will choose this option. Appointments for medical and dental care can be scheduled through the Call Centers or in person at the insurance providers and participating network facilities.

In addition to this option, employees can schedule appointments by phone, through the app, and/or on the health insurance provider's website. During routine medical examinations at the Occupational Health department, the examining physician or occupational physician has the discretion to refer the employee to specialists or request specific additional tests.

Usiminas, in partnership with the **FSFX Health Plan—Fundação São Francisco Xavier**—offers employees and their dependents the **+ATITUDE** health promotion program through an online platform that incorporates “gamification.”

The projects that make up **+ATITUDE** can be carried out online or in person, using a modern working group methodology. The projects are integrated into the care pathways of the primary care service (Usifamília) provided by the health plan, with a focus on comprehensive health care for beneficiaries.

Employees with orthopedic issues are referred to the Superar program for consultations with an orthopedist and physical therapist.



Pregnant women are referred to the Gerar program for guidance on pregnancy and breastfeeding.

Usiminas also conducts an annual flu vaccination campaign with the goal of reducing employee sick leave. The quadrivalent vaccine is provided at no additional cost through a campaign that has been held at the company since 1997.

In 2025, the Mentoring Program for Pregnant Women was created. This program was developed to provide support and facilitate the sharing of experiences among mothers and expectant mothers who work at Usiminas.

Workplace Safety

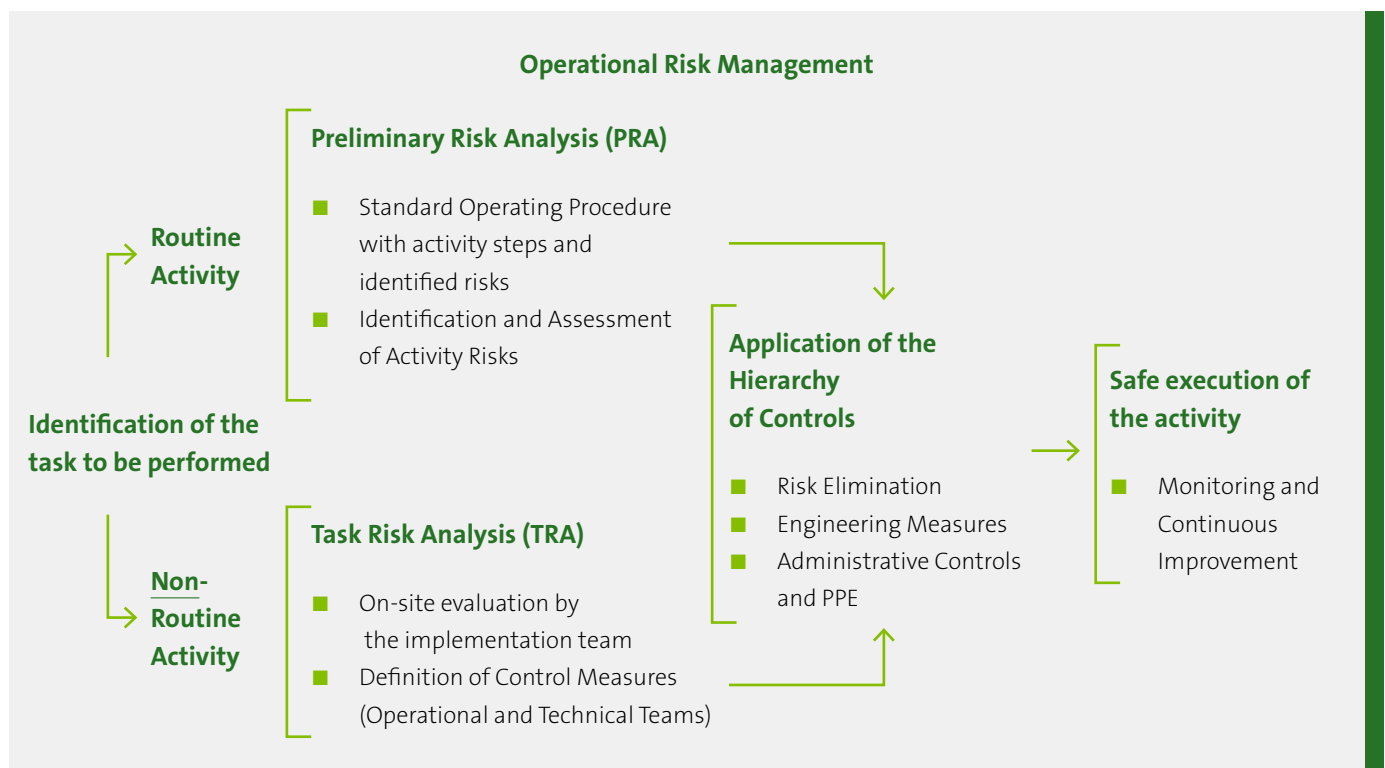


GRI 3-3 | 403-2

Each of the company's business units is responsible for managing the risks associated with its activities, based on Preliminary Risk Analyses (PRAs) detailed in operational procedures. For non-routine activities, a Task Risk Analysis (TRA) is conducted, in which the team performing the task identifies and assesses all risks involved in the activity and, together with the technical team, defines the control measures to be implemented.



These documents provide guidelines for identifying hazards in advance and for implementing risk control measures.



Identification of risks and hazards, and accident investigation **GRI 403-2**

In the event of serious accidents or incidents (Severity 4), a detailed analysis is conducted by the Director of the responsible department, with support from the Occupational Safety team and specialists from the relevant departments. The analysis, the preparation of documents, and their management follow an established methodology and ensure that the results of corrective actions and lessons learned are implemented to prevent recurrences.

The quality of the hazard identification and risk assessment process is ensured through training for safety teams, operational staff, and leaders.

The results of the investigation—including the identified causes and the corrective actions taken—are recorded and made available to all employees through the **SIASSO** system (**Computerized Occupational Safety and Health Analysis System**). Once the investigation is complete, the case is presented for critical review

by Senior Management at DICODIND meetings and at the Safety and Environment Council Meeting. Furthermore, to strengthen the safety culture, Usiminas reinforces and practices the prioritization of safety, in accordance with the Right to Refuse, guaranteed to workers by NR-01, which allows for the interruption of activities when a serious and imminent risk to life and health is identified, without penalty.

The Right to Refuse is an integral part of our organizational culture and reinforces the protection of workers' physical well-being. Managers reinforce this right in all their guidance and reiterate that exercising it is a commitment to mutual safety. Usiminas encourages and recognizes this practice.

The Company ensures protection against retaliation for its employees. To this end, it maintains a confidential reporting channel through which any type of retaliation can be reported. Reports are promptly investigated, reinforcing the company's commitment to an ethical and safe work environment.



Indicator Management **GRI 3-3 | 403-2**

Any situation and/or condition that falls outside the scope of the plan is reported in SIASSO—the Integrated Occupational Safety and Health Action System. All employees can use this system to report events, whether they are deviations or incidents. Safety professionals also enter information regarding workplace accidents, in collaboration with the medical team, which assesses the related injuries.

Situations reported in SIASSO now have action plans developed within an integrated system, which assigns responsibilities to everyone who can contribute to and be part of implementing improvements to eliminate or reduce risks.



Training, Communication, and Employee Participation in Occupational Health and Safety **GRI 403-5 | 403-4**

Our ongoing commitment to occupational health and safety training is demonstrated through regular updates to existing training programs and the development of new ones. These initiatives not only ensure compliance with regulatory standards but also foster an organizational culture centered on accident prevention and focused on achieving zero accidents.

In 2025, in the area of workplace safety, we implemented the following training initiatives: We continued to provide regulatory training—which is essential for operational excellence and compliance with applicable regulations—resulting in a total of **269,565 hours of training** for 6,698 employees.

New initiatives are carried out throughout the year as recurring activities, such as participation in **SIPAT (Internal Accident Prevention Week)** events, which feature lectures and educational activities aimed at raising awareness, preventing risks, and promoting health, as well as the continuation of regulatory training sessions.

In 2025, the **Overhead Crane Simulator**—a training tool for operators—was implemented. The simulator provides a controlled, simulated overhead crane environment for technical and behavioral training, featuring realistic scenarios of critical activities without exposure to actual risks. The integration of the Overhead Crane Simulator helps strengthen Usiminas' safety culture and encourages employee performance to build an increasingly safe plant.

Also in 2025, in line with updates to NR-01, the Mental Health Program was implemented, featuring training sessions for leadership, as well as participation from the HR Business *Partner* team and professionals in the health fields. The program is part of our preventive efforts and training for leadership and *front-line* teams to identify early signs of mental health issues, providing tools for the appropriate reception, guidance, and referral of cases, as a way to promote a healthier and psychologically safer work environment.

- Throughout 2025, the School of Leadership and Culture conducted the **PDLP—the Plant Leaders Program—at various USIMINAS facilities** (Ipatinga and Cubatão Steelworks, Betim and Santa Luzia Solutions, and the Itatiaiuçu Mining Division). The initiative expanded the pool of trained plant leaders to **322 supervisors and coordinators**, strengthening essential skills for operational management.
- Continuing the important initiative from 2023, when the “*Environmental Compliance*” online training course was launched, and in 2024 with the launch of 10 specific modules focused on areas relevant to the Compliance Program, in 2025 Usiminas integrated these modules into its employee training framework, with a focus on maturing the culture of Environmental Compliance, in accordance with the Environmental Compliance Policy.
- With the theme “Safety First,” organized by SIPAT. In addition to presentations covering topics such as “the influence of culture on risk management,” “human factors,” “mental health,” and “actions and challenges to reduce significant incidents, improve air quality, and optimize waste disposal,” the event featured a Talent Festival, where employees presented creative and effective solutions applied in their respective work areas.
- Other highlights included simultaneous one-hour work stoppages across all operational

areas to discuss safety and environmental issues specific to the location, as well as a visit to the plant by employees’ family members—an experience that fostered a greater understanding of and appreciation for safety practices.

To develop risk awareness, the following training programs were developed:

- The Safety **Awareness training** aims to encourage reflection on safe behavior, activity planning, risk perception, and the right to refuse work in uncontrolled situations, thereby strengthening the safety culture as a non-negotiable principle; by 2025, it had reached 65.7% of the workforce at Siderurgia and Unigal, totaling more than 5,600 employees and 32,744 hours of training, and by 2026, the program is expected to cover 100% of this workforce, expanding to Mineração Usiminas, Usiminas Mecânica, Supply Chain, and Soluções Usiminas through an in-person model featuring practical exercises, case studies, and encouragement of individual and collective leadership in safety.
- **“Preventive Safety Culture in Cargo Hoisting,”** which is aimed at overhead crane operators. This training has been incorporated into the mandatory training curriculum for this group and uses a practical and dynamic methodology, fostering an interactive learning environment among participants.
 - » Opportunities for reflection on topics relevant to the health, safety, and well-being of its employees.
 - » Implementation of the Mental Health Calendar, featuring DDS sessions, lectures, and/or videocasts every month of the year. Thematic health awareness campaigns continue to be held during key months—for example, “Yellow September” and “Pink October.”

Usiminas has processes in place to allow employees to consult on and participate in matters related to Workplace Safety and Occupational Health.

- Identification of hazards, in the assessment of risks and opportunities, and in the determination of controls.
- Development of operational procedures and the corresponding **Occupational Safety Analyses (ASAs)**.
- Investigation of high-potential events and incidents.
- In the development and critical analysis of SSO policy and objectives.
- Consult when there are any changes in the workplace and its surroundings, work organization, working conditions, equipment, etc., that could pose risks to workers.
- Monthly workplace safety meetings at the department level, with workers participating alongside management.
- Suggestions for safety improvements in the work areas during CIPA meetings.
- A meeting with the presidency, held periodically to share important results from the Usiminas Group, with workplace safety as the main topic.
- Participation in the DDS (Daily Safety Dialogue) with your direct supervisor.
- Activities of the GVSs (Volunteer Safety Groups) in all areas, assessing and addressing workplace safety issues;
- The “Mãos Seguras” program, through its broad scope, encourages and proposes new projects for hand safety, with initiatives suggested by employees. The devices registered in the program are available for all employees to view via the following path: Intranet / Management / Occupational Safety Website.



Every month, **CIPA (the Internal Commission for Accident Prevention)** meets to discuss and evaluate:

- Procedure for investigating incidents and accidents that occur between meetings.
- Workplace Safety and Occupational Health Indicators.
- Significant risk situations reported by employees and/or recorded by CIPA representatives during the inspections conducted.

As a result of these meetings, work plans are established for the following month to improve the work environment and reduce occupational risks and illnesses. To this end, the following activities are carried out:

- Preparation of the risk map.
- Workplace inspections based on the significant risks in each area.
- Proposal to shut down machinery, equipment, or even entire sectors where there is evidence of a serious and imminent risk to worker safety and health.
- Active participation in investigations of workplace accidents and high-risk and severe incidents 4.

Workplace Accidents GRI 403-9

The EHS Department is responsible for defining the company's Strategic Safety Plan, establishing guidelines focused on employee development and training, strengthening third-party management, and continuously improving the management system. These pillars guide practices aimed at improving the company's performance, eliminating hazards, and reducing risks to ensure safer and healthier work environments, while also contributing to environmental preservation. Each operational unit has occupational safety and health teams dedicated to anticipating, identifying, assessing, and controlling risks in the workplace, ensuring the protection and well-being of employees and contractors.

In 2025, Usiminas reported serious accidents (serious injury) related to risk factors associated with performing tasks using hand tools; workplace hygiene (hot surfaces); falls from the same level; gases/asphyxiants; moving machinery; falls from

heights; overhead cranes/cranes and lifting and hoisting devices; uncontrolled movement of materials (falling, rolling, or being propelled); and hot metal.

Usiminas reported a fatal accident at the Ipatinga Plant in 2025. As a result of the accident, the following measures were implemented: active emergency shutdown systems; expansion of remote equipment operation from control rooms to eliminate employee exposure; installation of cameras with video analytics to monitor critical areas; and implementation and standardization of best operational practices. Although the Steel Segment involves inherent operational risks, Usiminas remains firmly committed to continuously strengthening its safety practices and preventing accidents, with the goal of ensuring a safe work environment for all employees and contractors.

Reported workplace accidents

	2024				2025			
	In-House Staff		Third Parties		In-House Staff		Third Parties	
	Number of accidents	Table of Contents	Number of accidents	Table of Contents (Items Covered)	Number of accidents	Index	Number of accidents	Index
Work-Related Fatalities	0	0	0	0	0	0	1	0.05
Work-related accidents with serious consequences (excluding fatalities)	13	0.55	10	0.42	9	0.39	5	0.26
Workplace Accidents Subject to Mandatory Reporting	49	2.08	65	2.74	53	2.31	51	2.61
Hours worked	23,603,030.01		23,706,371.55		22,902,171.33		19,525,544.49	

The index is calculated according to the rule established by NBR 14280

The index is calculated based on 1,000,000 hours worked

Data for the period from 2023 to 2025 can be found in the Historical Data Series appendix.

Stakeholder Engagement

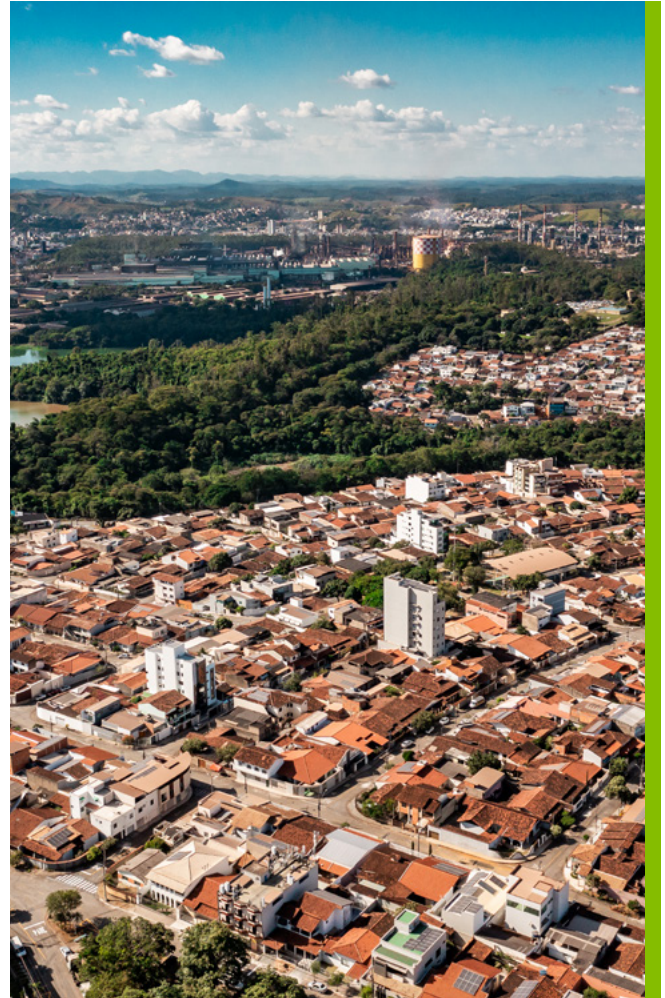


GRI 3-3 | 2-29 | 413-1

Usiminas engages with its stakeholders through an integrated strategy for social, environmental, and governance responsibility, developed over the years to meet the needs and expectations of its stakeholders: shareholders, employees, communities, customers, suppliers, industry groups, governments, and strategic partners. The company is committed to creating value for society as a whole by actively listening to, engaging in dialogue with, and collaborating with these stakeholders to amplify the positive impacts and reduce the negative impacts of its operations.

Recognizing the importance of steel to various sectors of the economy and the impacts inherent in its production, Usiminas reaffirms its commitment to sustainable, safe, and efficient operations, promoting innovation, reducing emissions, valuing its workforce, and fostering socioeconomic development, while maintaining an ongoing dialogue with its *stakeholders*.

Usiminas' operations have a positive impact on the economy, including job and income creation, tax revenue, strengthening the steel production chain, and stimulating regional development. Indirectly, it helps boost sectors such as services, commerce, and infrastructure.



From an environmental perspective, operations can have impacts related to air quality, air emissions, water use, waste management, noise, and land use. At the same time, the Company continuously invests in energy efficiency, emissions reduction, technological innovation, and process improvement, seeking to minimize its environmental footprint.

In the social and human rights sphere, potential impacts include issues related to health and safety, urban mobility, land acquisition, community relations, and working conditions in the supply chain.

Value Chain GRI 3-3 | 2-29

Our relationship with the value chain is guided by the promotion of a culture of ethics, integrity, and sustainability. The principles and guidelines that govern the Company's interactions with customers and suppliers are set forth in the Code of Ethics and Conduct and in applicable corporate policies, reinforcing our commitment to responsible practices, respect for human rights, and regulatory compliance.

The goal of engagement is to strengthen relationships based on trust, understand expectations and perceptions, anticipate regulatory and socio-environmental risks, improve processes, and contribute to the sustainable development of the regions where the Company operates. Usiminas seeks to listen to, engage in dialogue with, and involve its stakeholders to maximize positive impacts and mitigate negative ones, aligning industrial competitiveness with social and environmental responsibility.

Customer Relationships

GRI 3-3 | 416-1 | 416-2 | 417-1 | 417-2 | 417-3

Steel is an essential raw material for industry, and Usiminas is committed to ensuring its products stand out throughout the value chain. The Company offers solutions tailored to the specific needs of each application, demonstrating its ability to consistently deliver the most suitable product for each application with excellence.

Customer satisfaction is treated as a priority and is supported by initiatives such as innovation, ongoing team training, and investments focused on sustainability. These efforts contribute to the development of increasingly sustainable products and to support for social initiatives, in line with consumers' growing appreciation for brands committed to social and environmental responsibility.



Customer Service and Satisfaction GRI 2-29

In the Steel Segment, customer relations are structured in two complementary stages: pre-sales and after-sales.

The pre-sales phase is led by professionals with in-depth knowledge of the industry, who are responsible for understanding customer needs, identifying opportunities, and evaluating possibilities for new product development.

After-sales service, on the other hand, is handled by the Technical Support team, which maintains ongoing communication with customers by preparing contact reports and holding weekly meetings attended by technicians and leaders at various levels of the organization. During these meetings, recent incidents are analyzed, actions to be implemented are defined, and customer feedback and requests are discussed to ensure prompt and effective responses. The issues deemed most relevant are subsequently forwarded to senior management for evaluation and decision-making. The Company maintained continuous monitoring of the satisfaction of more than 400 customers and intensified technical visits and in-person interactions to understand market needs and trends.

In 2025, Usiminas will consolidate its role as a technology partner to industry, strengthening its ties with customers in the automotive, industrial, and distribution sectors. This was made possible through customized solutions, specialized technical support, and the joint development of operational improvements.

The Usiminas Research and Development Center continued to play a strategic role in the pursuit of efficiency, productivity, and quality gains for Usiminas and its customers. Among the highlights of the period were initiatives to develop solutions applied to customers' production processes,



including projects focused on the automation and optimization of industrial operations.

Soluções Usiminas also remained focused on offering integrated services and *just-in-time* service, strengthening product customization, logistics integration, and waste reduction throughout the value chain. The Company understands that reducing losses and scrap represents not only an operational gain but also a more efficient use of the natural and energy resources employed in steel production.

In addition to product quality, Usiminas incorporates transparency and operational reliability into its customer relationship strategy as a means of fostering innovation and providing ongoing technical support. This strategy is particularly relevant in the current context, where there is growing demand for products with a lower environmental impact and greater traceability of emissions throughout the steelmaking chain.



Product Quality GRI 3-3

As part of its customer relationship strategy, Usiminas implements measures to ensure that its product portfolio meets the requirements of various industrial sectors and complies with the leading quality standards and certifications.

This alignment is important not only for meeting customer expectations, but also for sustaining the Company's performance and results.

The portfolio is continuously enhanced through innovative measures, generating business opportunities and providing cost-saving benefits for customers. For this reason, products undergo periodic review and update processes on an ongoing basis to reflect technological advances, market demands, and global trends in steel consumption. This helps Usiminas remain competitive and strengthen its financial results.

Over the past ten years, as a direct result of this strategy, the Company has developed more than 50 new products, many of which are firsts in the Brazilian market and designed based on customer needs, particularly advanced high-strength steels for the automotive sector. These advanced high-strength steels meet the demands of automakers, enable a reduction in the amount of steel used per unit produced, contribute to lower CO₂ emissions, and enhance road safety.

Labeling GRI 417-1

Usiminas products are labeled to meet requirements regarding product composition. Each product sold directly to customers is accompanied by certificates attesting to its safety, and the company offers pre- and post-sales support. Product composition and their potential environmental or social impacts are verified and certified in accordance with RoHS and ELV standards.

Product Safety and Certifications for Products and Services

GRI 416-1 | 416-2 | 417-2 | 417-3

All significant product and service categories are evaluated to ensure the availability of Material Safety Data Sheets (MSDS), the conduct of tests, and the certification of the maximum radiation level of Usiminas products ($< 1 \text{ kBq/kg}$), as well as to ensure that the product release laboratories maintain their accreditation by INMETRO. In addition, all products are certified in accordance with the European RoHS and ELV directives, guaranteeing to consumers that they do not contain substances that could pose health risks.

Usiminas prioritizes the quality of its products and services, maintaining certification of its Quality Management System in accordance with the NBR ISO 9001:2015 and IATF 16949:2016 standards. The latter is specific to manufacturers in the global automotive supply chain. In addition to these two important certifications, Usiminas also holds other certifications that are crucial for the global Steel Segment.

Throughout 2025, Usiminas did not record any incidents that violated legal requirements or negatively impacted the health and safety of its products and services. Similarly, there were no instances of noncompliance related to information, labeling, adherence to voluntary codes such as the RoHS Directive, or marketing practices. As a result, the company did not face any penalties or warnings related to the quality or safety of its products and services.



Certificate	Power Plant	Certification Body
ABS - Manufacturer Approval	Ipatinga	ABS
ABS - Quality Assurance Certification for the Marine Industry - Heavy Plate	Ipatinga	ABS
Accreditation No. 0415	Cubatão	CGCRE
Accreditation No. CRL 0316	Cubatão	CGCRE
AD 2000-Information Sheet W0	Cubatão	TUV - Technischer Überwachungs Verein
Compliance with REACH Regulations	Ipatinga	-
Compliance with REACH Regulations	Cubatão	-
BV - Higher-Strength Hull Steel Rolled Products (Steel Grades AH-EH and Z25-Z35)	Ipatinga	BV - Bureau Veritas
BV - Hot-rolled plates from coils (steel grade A)	Ipatinga	BV - Bureau Veritas
BV - IATF 16949 - Quality Management System	Cubatão	BV - Bureau Veritas
BV - IATF 16949 - Quality Management System	Ipatinga	BV - Bureau Veritas
BV - ISO 14001 - Environmental Management System	Cubatão	BV - Bureau Veritas
BV - ISO 9001 - Quality Management System	Ipatinga	BV - Bureau Veritas
BV - ISO 9001 - Quality Management System	Cubatão	BV - Bureau Veritas
BV - Normal Strength Hull Steel Rolled Products (Steel Grades A, B, D, E)	Ipatinga	BV - Bureau Veritas
BV - UKAS - ISO 14001 - Environmental Management System	Ipatinga	BV - Bureau Veritas
BV - UKAS - ISO 14001 - Environmental Management System	Cubatão	BV - Bureau Veritas
BV - UKAS - ISO 9001 - Quality Management System	Cubatão	BV - Bureau Veritas
BV - UKAS - ISO 9001 - Quality Management System	Ipatinga	BV - Bureau Veritas
BV Compliance Certificate, Grades IIb_IIC, Petrobras Standard 1678	Ipatinga	BV - Bureau Veritas
BV – RoHS and ELV – Portuguese Version	Cubatão	BV
BV – RoHS and ELV – Portuguese Version	Ipatinga	BV
LOCAL CONTENT CERTIFICATE No. 042-28-00091/2026	Ipatinga	ANP - National Agency for Petroleum, Natural Gas, and Biofuels
CGCRE - Inmetro - NBR ISO/IEC 17025 Accreditation - Calibration (Force, Torque, and Hardness)	Ipatinga	CGCRE
CGCRE - Inmetro - NBR ISO/IEC 17025 Accreditation - Calibration (Pressure)	Ipatinga	CGCRE
CGCRE - Inmetro - NBR ISO/IEC 17025 Accreditation - Testing (Tensile, Charpy, Hardness, and Chemical Analysis)	Ipatinga	CGCRE

Certificate	Power Plant	Certification Body
CPR - CE Mark - Ipatinga	Ipatinga	TUV - Nord
Product Safety Civil Liability Statement 03-2022	Ipatinga	Usiminas
DNV - Certificate of Approval of Manufacture - AMMM0000188	Ipatinga	DNV-GL
DNV - Certificate of Recognition	Ipatinga	DNV
Eletro nuclear - Certification of Thick Plates for the Angra Nuclear Power Plants	Ipatinga	Eletrobrás Termonuclear S/A
IRAM - Certification of Galvanized Coils for the Argentine Market	Ipatinga	IRAM
IRAM - Certification of Heavy Plate and Coils for the Argentine Market	Ipatinga	IRAM
IRAM - Certification of Heavy Plate and Coils for the Argentine Market	Cubatão	IRAM
ISO 45001:2018 - OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS	Ipatinga	BV - Bureau Veritas
ISO 45001:2018 - OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS	Cubatão	BV - Bureau Veritas
KR - Approval Certificate - Manufacturing Process	Ipatinga	KR - Korean Register of Shipping
KR - Approval Certificate - Quality Assurance System	Ipatinga	KR - Korean Register of Shipping
Lloyd's Register - Approved Manufacturer	Ipatinga	LR - Lloyd's Register
Lloyd's Register - Materials Quality Scheme	Ipatinga	LR - Lloyd's Register
CE Mark	Cubatão	TUV - Technischer Überwachungs Verein
CE Mark - Declaration of Performance	Ipatinga	TUV - Nord
CE Mark - DECLARATION OF PERFORMANCE	Cubatão	TUV - Technischer Überwachungs Verein
NKK - Approval of Manufacturing Process - Rolled Steels for Hulls	Ipatinga	NKK
NKK - Manufacturer Approvals - Steel Plates	Ipatinga	NKK - Nippon Kaiji Kyokai
Pressure Equipment Directive 2014/68/EU	Cubatão	TUV - Technischer Überwachungs Verein
TUV - ISO 3082:2011 - Certificate of Conformity	Ipatinga	TUV
TUV-ADW2000	Ipatinga	TUV - Technischer Überwachungs Verein
TUV-PED-2014-68-EU	Ipatinga	TUV - Technischer Überwachungs Verein
TUV-USIPROT500 - Ballistic Application Plate	Ipatinga	BRTUV



Supplier Relationships

GRI 3-3 | 308-1 | 408-1 | 409-1 | 414-1 | SASB EM-IS-430a.1

With regard to suppliers and partners, direct impacts relate to workplace accidents, while indirect impacts relate to supply dependence, compliance with legal requirements, and fulfillment of contractual obligations.

The principles, guidelines, and rules governing Usiminas Companies in their relationships with the supply chain are set forth in the Code of Ethics and Conduct, the Sustainability Policy for Suppliers, and the document titled “*General Corporate Administrative Policy on Procurement*.”

This Standard establishes the “General Conditions for the Provision of Services and Supplies,” which govern the rights and obligations of suppliers, service providers, and subcontractors, including environmental, social, and corporate responsibility aspects.

Supplier qualification, second- and third-party audits, supplier performance evaluations, monitoring of risks associated with key suppliers (financial health, transparency portal — CEIS list, CEPIN, CNEP, list of companies sanctioned for slave labor), monitoring of environmental permits, contractor safety assessments, and notifications of nonconformities are measures adopted to ensure a supplier base that **is compliant and adheres to legal obligations and Usiminas’ operational requirements**.

- Usiminas incorporates mechanisms into its contracts to prevent social and environmental risks, assessing the supplier's compliance with labor and environmental laws throughout the term of the contract. Integrity *due diligence* reviews are conducted to analyze suppliers' environmental and social issues. As part of this process—specifically regarding occupational health and safety—the “Safe Supplier” program's safety qualification audit is applied.

Progress toward procurement goals and KPIs is reported on a regular basis.

In 2025, the results showed that supply chain management performed in line with the goals*:

- Percentage of Critical and Strategic suppliers with an IDF rating of “Excellent” or “Good”: **98.6%, exceeding the target of 97.2%**, driven by the results of the key performance indicators for MRO/supplies (99.3%), raw materials (100%), and services (87.5%).
- 7% (Of the 226 new suppliers registered and scheduled to receive payments in 2025, 15 hold an Operational/Environmental License).
- In 2025, 1,107 suppliers were assessed for their potential impact; of these, 36 caused actual negative impacts related to particulate emissions, GHG emissions, and environmental contamination (soil, water resources, waste disposal, and environmental compliance). These suppliers are being monitored through specific action plans.

The assessment of high-risk occupational safety service providers at Usiminas facilities, covered by the “Safe Supplier” program, is released every two months.

The results indicate that **82% of the contractors at Usiminas companies met or exceeded their objectives (evaluation results in the categories of Excellent, Good, and Fair)**. In cases where objectives were not met, a detailed action plan must be submitted to correct the deviations.

In addition, initiatives were implemented in partnership with the technical departments, aimed at developing innovative solutions using more environmentally sustainable technologies to replace materials traditionally used in the production process.

At the same time, initiatives were undertaken to develop materials capable of replacing products for which there were supplier restrictions. These initiatives created new business opportunities for all suppliers (both local and from other regions), thereby strengthening competitiveness.

Usiminas does not tolerate any form of child labor, forced labor, degrading labor, or conditions akin to slavery in its operations or in any of its dealings with customers and suppliers.

There are no known Usiminas suppliers exposed to the risks of child labor, forced labor, degrading labor, or labor in conditions analogous to slavery.

* The results of the assessment of suppliers critical and strategic to quality (raw materials, services, and MRO/supplies) are reported monthly to Quality Assurance through the Indicator.

Goals to be achieved by 2025:

- **Recognition event for the Safe Supplier Program**, in which 36 companies were certified in 2025 for meeting the required safety standards without any accidents. Although this number is lower than that recorded in 2024 (62 certified companies), the decrease does not reflect a decline in the safety performance of third parties. Rather, it reflects a change in eligibility criteria resulting from the overhaul of the Safe Supplier Program.
 - **Full compliance with the supplier audit plan** established for 2025 (compliance verified with regard to quality, safety, and environmental aspects).
 - **44 new companies were approved through the security qualification process of the Safe Supplier Program.**
 - **Development of alternative ore sources**—four suppliers were identified in Minas Gerais to replace ore supplies from Mato Grosso, thereby optimizing logistics routes and costs for supplying the Ipatinga plant.
 - **Electricity and Gas Contracts**—Negotiations have been concluded for natural gas contracts on the open market and for the renewable electricity supplement under the self-generation model.
 - **ESG Principles in the Supply Chain:** The Safe Supplier Program was redesigned with the following adjustments: to the security risk classification of service contracts (prioritizing critical activities); the inclusion of environmental criteria, new indicators, and metrics; and the frequency of assessments, which changed from monthly to bimonthly, thereby strengthening the process. In addition, the first monitoring of greenhouse gas emissions was conducted among suppliers in categories relevant to Scope 3 of the Decarbonization Plan, with the results consolidated by the Sustainability Department.
 - **Improving Third-Party Contract Management**—Implementation of a contractor management dashboard providing metrics on productivity and compliance with legal requirements (labor documentation), ensuring operational efficiency, transparency, and a reduction in contractual risks.
- We maintain close relationships with our suppliers to strengthen Usiminas’ supply chain. Through the “Sustainability in the Steel Chain” program—which focuses on engaging stakeholders in our value chain—we have conducted surveys and organized events specifically for Usiminas’ suppliers.

Developments in the Steel Segment

2023	2024	2025
In 2023, the organization set the following goal: “To complete, by December 2023, the mapping of sustainability practices and risks for 75% of Usiminas’ critical raw material suppliers at the Ipatinga plant,” which was fully achieved by the organization.	In 2024, we improved our score in the Sustainable Procurement pillar of the ECOVADIS assessment, helping Usiminas earn a Silver medal, and we also implemented the Supplier Sustainability Policy.	In 2025, we conducted our first GHG monitoring initiative with our Scope 3 suppliers, providing an overview of our suppliers’ level of maturity and infrastructure for conducting this type of measurement and reporting, as well as insights for formulating recommendations for improvement and other relevant actions.

Local Suppliers GRI 204-1

Expenses with local* suppliers accounted for 15% of the total amount paid to suppliers. This percentage was calculated based on the proportional share of the Steel Division (including Usiminas, Unigal, Soluções Usiminas, and Usiminas Mecânica), which accounted for 81% of earnings, and the Mining Division, which accounted for 19% of earnings.

* Geographic definition of “local” used by the organization: Steel Segment: Local suppliers located in the Vale do Aço metropolitan area (Ipatinga, Santana do Paraíso, Timóteo, Coronel Fabriciano, all in MG) and cities located within a 100-km radius of Ipatinga (MG). Suppliers located in the Baixada Santista region (Cubatão, Santos, São Vicente, Guarujá, and Praia Grande, all in São Paulo) and suppliers located in the metropolitan region of São Paulo (SP), Vale da Paraíba (SP and RJ), Porto Alegre (RS), Betim (MG), Ipatinga (MG), Santa Luzia (MG), and Cabo de Santo Agostinho (PE).
Mining: Suppliers located in the municipalities of Itatiaiuçu, Matheus Leme, Itaúna, Igarapé, Brumadinho, Divinópolis, Formiga, and Pará de Minas (MG).



Industry relationships, associations and partnerships GRI 2-28

The activities carried out by Usiminas impact and are impacted by various public and private sectors. With the aim of participating in open dialogues with government authorities and civil society to help shape public policies—including economic, social, environmental, regulatory, infrastructure and logistics, and energy policies, among others—Usiminas companies are members of more than 60 organizations and autonomous agencies. In addition to these memberships, Usiminas participates—in some cases—on the boards, executive committees, committees, or working groups of these organizations.

Notable among these are:

- World Steel Association
- Latin American Iron and Steel Association (Alacero)
- Brazil Steel Institute
- Brazilian Institute of Mining – IBRAM
- National Institute of Steel Distributors (INDA)
- Brazilian Association of Metallurgy, Metals, and Mining (ABM)
- Brazilian Association of Large Industrial Energy Consumers (ABRACE)
- National Association of Freight Transport Users (ANUT)
- Association of Private Port Terminals (ATP)
- Center for Chemical Process Safety (CCPS)
- Brazilian Institute of Corporate Governance (IBGC)
- Brazilian Institute of Investor Relations (IBRI)
- Minas Gerais State Mineral Industry Union (SINDIEXTRA)
- American Chamber of Commerce in Brazil (AmCham)

Community Engagement

GRI 3-3 | 203-2 | 413-1 | 413-2

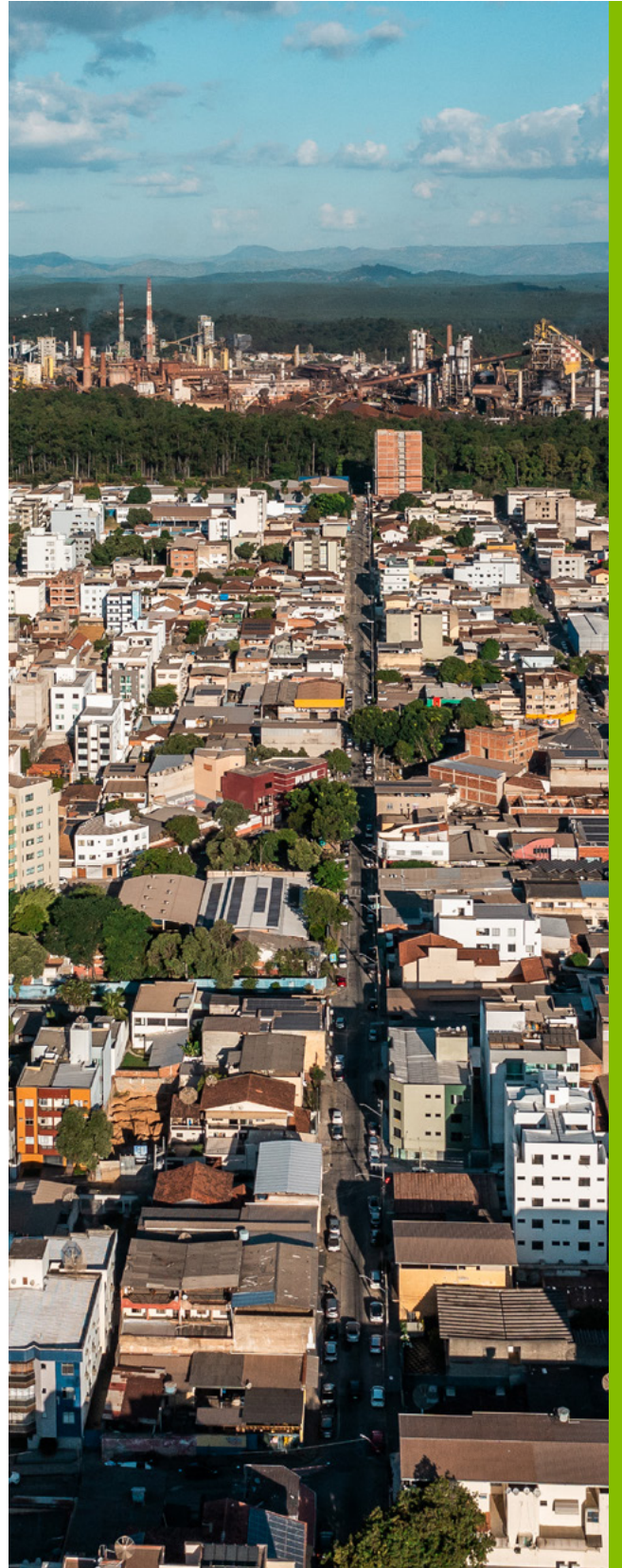


Steel Segment

Since construction began in Ipatinga, Minas Gerais, in 1958, Usiminas has maintained a deep and collaborative relationship with the communities that host its operations. This involvement grew following the company's privatization in 1991 and continues to expand as new companies are integrated, reaching the cities and communities where Usiminas' facilities are located.

Community relations management is structured along three fronts. The first is the technical monitoring of the operation's impacts, with ongoing studies of air emissions, air quality, water resources, noise, and waste. The second is direct dialogue with the public, through formal channels such as FalaÁi Comunidade and Fale Conosco, and in-person programs such as Usiminas na Comunidade and Usiminas de Portas Abertas. The third is participation in regional forums, such as the Vale do Aço Convergence Agenda and the Cubatão Community Council.

These initiatives are monitored by specific corporate departments and senior leadership, ensuring that stakeholder input is taken into account in decision-making processes. The effectiveness of these actions is tracked using indicators such as the number of comments received and addressed, the number of meetings and visits conducted, and the results of community perception surveys.



Highlights 2025

In 2025, the Company stepped up its efforts in this area, organizing 645 institutional, community, and government meetings, strengthening structured dialogue with its strategic stakeholders, and expanding its presence in the regions where it operates.

- The Usiminas Open House program conducted 126 tours of the Ipatinga and Cubatão plants, welcoming 1,818 visitors to the industrial facilities. The initiative promotes transparency and fosters closer ties with the community, allowing participants to gain firsthand insight into the Company's production processes and corporate social responsibility initiatives.
- A total of 26 structured meetings were held through the "Usiminas na Comunidade" initiative in Ipatinga, with the goal of fostering direct dialogue with the local population, listening to their concerns, and jointly developing solutions aimed at improving their quality of life.
- The Company participated in 493 institutional and government meetings throughout the year, strengthening its alignment with public policies and regional priorities.
- A total of 222 comments were received, all of which were reviewed and addressed, contributing to the continuous improvement of processes, the setting of investment priorities, operational adjustments, and the revision of internal policies.

Feedback on these initiatives is provided through public reports, community meetings, direct communication with stakeholders, and institutional accountability, reinforcing the commitment to continuous improvement.

To close out the year, the company's president, Marcelo Chara, hosted the Community Meeting at the Usiminas Memory Center, which brought together 70 representatives from different segments of society. The event reinforced the practice of open and direct dialogue with the company's leadership, strengthening trust and transparency in the company's relationship with society.

Also in 2025, Usiminas expanded the scope of its traditional "Solidarity Seedling Exchange" initiative, which had previously been carried out as part of its volunteer program. For the first time, the initiative was opened to community participation and promoted in partnership with the Ipatinga Community Public Safety Council (CONSEP), marking a new effort to build closer ties and collaborate with the local community.

Held at Praça Primeiro de Maio in downtown Ipatinga, the event invited the public to exchange 1 liter of milk for plant seedlings. More than 1,800 liters of milk were collected, all of which was donated to social institutions in the municipality, making this the largest edition of the event ever organized by the Company. By combining environmental sustainability and social solidarity, the Solidarity Plant Seedling Exchange reinforces Usiminas' commitment to sustainable development and to initiatives that extend beyond its industrial operations.

Opening the initiative to new audiences represents a step forward in the strategy to decentralize community initiatives, fostering greater dialogue, social participation, and a sense of shared responsibility in the region. For future editions, the plan is to strengthen joint efforts with residents' associations, community councils, and local volunteers, expanding the initiative's geographic reach and consolidating Usiminas' presence in the neighborhoods where it operates.

Channels for dialogue and engagement

In addition to the channels and forums already mentioned, Usiminas conducts surveys on organizational climate and perception, participates in strategic councils and forums, monitors institutional and legislative developments, organizes institutional visit programs, and maintains formal ethics and ombudsman channels. This comprehensive approach ensures that community concerns reach the appropriate departments and contribute to the continuous evolution of the Company's strategy.

- Management of various communication channels with communities, such as Canal Aberto, FalaAí Comunidades (newspaper and WhatsApp), Fale Conosco, and social media.
- An association comprising more than 60 organizations, with the aim of engaging in open dialogue with government authorities and civil society to help shape public policies in the areas of economics, social affairs, the environment, infrastructure, logistics, and energy, among others.

Initiatives and Institutional Partnerships

Usiminas Institute

- Management of Cultural Spaces in the City of Ipatinga (MG).
- Organization of cultural, educational, and sports events.
- Usiminas' Sponsorship and Donation Policy, which provides guidance, support, and assurance of ethical standards and integrity in the processes for facilitating sponsorships and donations.

São Francisco Xavier Foundation (FSFX)

- Management of six health care facilities in Ipatinga.
- São Francisco Xavier Educational Foundation.

Impact Management Approach **GRI 413-2**

The Company takes an integrated approach to managing social and environmental impacts, in line with sustainability practices, using the following tools:

- Ongoing technical studies related to air emissions, air quality, water resources, noise, and waste, as well as social assessments associated with the company's operational presence in these regions. These processes are complemented by continuous monitoring and participatory engagement with communities through meetings, forums, and structured dialogue programs.
- Continuously mapping stakeholders and implementing institutional and community relationship plans.
- Transparency through the publication of sustainability reports, communication with communities, public meetings, and direct feedback to stakeholders, as well as the sharing of information through institutional channels.
- Formal processes for complaints and grievances, with structured channels such as FalaAí Comunidade and Fale Conosco. In 2025, 222 community feedback submissions were recorded; all were addressed and responded to, with systematic follow-up and lessons learned incorporated into internal processes.

Community Initiatives **GRI 413-1**

Based on the identified needs, Usiminas carries out initiatives aimed at the socioeconomic development of the regions where it operates:

- Initiatives based on community needs, including investments in education, vocational training, volunteerism, social and environmental projects, and the strengthening of local infrastructure. Notable programs include “Volunteers in Action” and the “Scholarships for Excellence,” which contribute directly to the socioeconomic development of the regions where the company operates.
- Participation in and promotion of committees, forums, and consultation venues—including community councils and open meetings—as well as initiatives such as the Usiminas Open Doors program, which, through the visits conducted in 2025, increased transparency and public access to its operations.

These practices ensure that operations are aligned with sustainable development, responsible impact management, and the strengthening of relationships with the communities where Usiminas operates.





Direct Impacts **GRI 203-1**

Usiminas makes strategic investments in infrastructure and services that generate significant economic impacts in the regions where it operates, particularly in the Vale do Aço (MG), in accordance with GRI *Disclosure* 203-1. These investments are aligned with the Company's sustainability strategy and strengthen social infrastructure and local socioeconomic development.

- **Social Lease Program.** A program through which Usiminas provides, free of charge, real estate and land it owns to initiatives that promote culture, education, sports, recreation, health, religion, and social development. Under this model, the Company facilitates the productive use of the land, expands the range of services available to the public, and contributes to urban revitalization.

A highlight of the program is Ipanema Park in Ipatinga (MG), which covers approximately 1 million m² and is one of the largest urban green spaces in the state of Minas Gerais. The park area was made available to the Municipality of Ipatinga through a loan agreement signed by Usiminas with the municipal government. In addition, recreational clubs and other institutions important to the region's well-being and social vitality operate on land provided by the Company.



Indirect Economic Impacts **GRI 203-2**

Usiminas' indirect economic impacts are considered strategic in the context of global sustainability agendas and national industrial development policies. At the national level, they are linked to industrial policy priorities, the competitiveness of Brazilian industry, the strengthening of the steel production chain, and balanced regional development.

Internationally, these impacts are aligned with the Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), 11 (Sustainable Cities and Communities), and 12 (Responsible Consumption and Production), reinforcing the Company's role as a driver of regional economic development and the strengthening of the industrial base.

The significance of these impacts is linked to job and income creation, economic stability in the regions where the Company operates, and the attraction of investment. Their management is an integral part of Usiminas' corporate strategy and is implemented based on the following strategic pillars:

- **Strengthening the local and regional value chain:** generating demand for suppliers of goods and services, thereby stimulating the development of small and medium-sized enterprises and economic diversification.
- **Creation of indirect and induced jobs:** a multiplier effect on income and consumption, with a positive impact on the retail and service sectors.
- **Contribution to tax revenue:** increased municipal and state revenue, supporting investments in infrastructure and public policies.
- **Human capital development:** professional training through capacity-building programs and partnerships with educational institutions, thereby increasing regional employability.
- **Attracting investment and consolidating industrial hubs:** acting as an anchor company, contributing to the competitiveness and consolidation of the industrial base.

The Company also monitors the negative impacts and risks associated with its operations. These include regional economic dependence, since in certain municipalities the Steel Segment accounts for a significant portion of economic activity; pressure on public infrastructure, with increased demand for transportation and urban services; indirect socio-environmental externalities in the supply chain; and sensitivity to market cycles, whose operational adjustments can affect employment, commerce, and local tax revenue. These risks are addressed within the framework of risk management described at the beginning of this chapter.



Mining segment

Mineração Usiminas (MUSA), located in Serra Azul (MG), maintains an ongoing relationship with the communities surrounding its operations.

The management of this relationship is guided by principles of transparency, ongoing dialogue, respect for human rights, and the building of long-term relationships based on trust, through active listening, preventive measures, and structured management of social and environmental impacts.

Mining has both positive and negative impacts on surrounding communities, which manifest themselves in economic, social, and environmental terms.

Highlights 2025

In 2025, MUSA's impact management was carried out through a structured set of tools and processes. Formal channels for listening to and recording feedback resulted in a 97.3% response rate. Nine structured community committee meetings and 29 site visits were held, bringing together more than 1,000 visitors.

In the social and environmental sphere, the Company carried out 130 environmental education initiatives, reaching more than 10,000 people, and supported 12 projects through incentive programs, totaling approximately R\$ 2.5 million. Overall, the community engagement initiatives and social projects reached about 25,000 people.

Channels for Dialogue and Engagement

GRI 413-1

Engagement with communities and other stakeholders is conducted on an ongoing and structured basis through community committees, periodic meetings, field visits, and direct channels of communication. This approach ensures that the communities' concerns reach the appropriate departments and contribute to the continuous evolution of the Company's strategy.

Perception surveys conducted in 2025 point to opportunities for improvement in community engagement: 62.83% of respondents stated that they did not participate in the company's projects, and 82.92% said they were not familiar with its communication channels. On the other hand, there is potential to strengthen the relationship, given that 47.87% cited WhatsApp as their preferred communication channel.

Impact Management Approach **GRI 413-2**

MUSA takes an integrated approach to managing socio-environmental impacts, in line with sustainability practices, including ongoing technical studies related to air emissions, air quality, water resources, noise, and waste, as well as social assessments associated with its operational presence in these regions.

The continuous monitoring of impacts is carried out using operational and social indicators, including the volume of interactions, response rates, and trends in complaints. The integration of GISMUSA with periodic assessments enables a combined approach of quantitative and qualitative analysis, strengthening evidence-based decision-making and proactive impact management.

Community Initiatives **GRI 413-1**

Based on the needs identified in collaboration with local communities, MUSA carries out initiatives aimed at the socioeconomic development of the regions where it operates, including investments in education, vocational training, volunteer programs, socio-environmental projects, and the strengthening of local infrastructure.

Direct Economic Impacts **GRI 203-1**

MUSA makes strategic investments in infrastructure and services that generate significant economic impacts in the regions where it operates. These investments are aligned with the Company's sustainability strategy and strengthen social infrastructure and local socioeconomic development.

Indirect Economic Impacts **GRI 203-2**

MUSA's mining operations generate direct and indirect jobs, which are recognized by a significant portion of the communities, in addition to improvements in infrastructure and the revitalization of the local economy. In the perception survey, 71.49% of respondents acknowledged the creation of direct and indirect jobs, and 12.75% acknowledged improvements in infrastructure.

The Company also monitors the negative impacts and risks associated with its operations, including regional economic dependence, pressure on public infrastructure, socio-environmental externalities in the supply chain, and sensitivity to market cycles.

Usiminas Institute

The Usiminas Institute is a private, nonprofit civil association supported by the Usiminas companies and dedicated to fostering relationships with local communities. Headquartered in Ipatinga, in the Vale do Aço region (MG), it began its activities in 1993, focusing on the systematic planning of investments in culture.

Throughout its history, the Institute has expanded and diversified its activities, extending its reach to all regions where Usiminas companies operate. Through its own initiatives and those it supports, it reaffirms the importance of development fostered by culture, sports, and social empowerment programs.

Established in 2003, the Educational Outreach program integrates art and culture into a free program aimed at schools, educators, and the community, with the goal of contributing to educational processes.

As part of its efforts to strengthen its ties with local communities, the Institute manages three facilities located in Ipatinga (MG): the Usiminas Cultural Center, the Usiminas Memory Center, and the Pedra Mole Station, two of which are designated as historic landmarks in the city.

- Zélia Olguin Theater – Ipatinga*
- Usiminas Cultural Center – Ipatinga
- Usiminas Memory Center – Ipatinga
- Ruins of the Pedra Mole Station – Ipatinga

The full schedule and activities organized by the Usiminas Institute in 2025 can be viewed on the Usiminas Institute's website.

Usiminas allocated R\$ 21.6 million to community relations in 2025, combining its own funds and tax incentives. Of this total, R\$ 19.7 million went toward sponsoring 54 cultural, sports, social, and health projects in the regions where Usiminas operates, and R\$ 1.9 million funded the two in-house education programs launched that year.

The “Volunteers in Action” program, in partnership with the community, oversaw the renovation of the Everson Magalhães Lage Municipal School in Ipatinga, improving infrastructure and furnishings for vulnerable students. The volunteer program has more than 1,500 registered employees. The Excellence Scholarships program recognized 100 outstanding students from technical high schools in Ipatinga, Itatiaiuçu, and Cubatão, awarding R\$ 2,500 per student.

On the cultural front, the four venues maintained in Ipatinga welcomed 161,000 visitors across 542 activities. The third edition of the Partner School program incorporated 200 hours of arts education into the curriculum of schools in Itatiaiuçu and Cubatão, reaching 420 students and 76 teachers, with a selection process developed in collaboration with municipal departments and aligned with the BNCC. The Educational Initiative provided nearly 40,000 services in heritage education, performing arts, guided tours, and workshops, and the Central Library of Ideas maintained a collection of 6,000 volumes with free loans and book delivery.

Educational Initiative

- **Night Tour:** A sensory tour of the Usiminas Memory Center at night, offering a new, immersive perspective on the space.
- **Route 60:** a tour on an electric bus driven by two characters who tell stories about steel and Ipatinga as they take passengers to the city's tourist attractions;
- **Stories of Steel:** a visit to the Usiminas Industrial Center in Ipatinga, with the goal of presenting the steel production process in a creative and interactive way;
- **Adventure at the Nursery:** a tour and storytelling session at the Usiminas Seedling Nursery, highlighting the importance of environmental preservation
- **Open Art Workshops:** a tour of the Usiminas Memory Center's collection, followed by interactive art workshops for schools and communities.

* Management of the Zélia Olguin Theater was transferred to the São Francisco Xavier Educational Foundation, and it remains open and available to the community.



São Francisco Xavier Foundation

Established by Usiminas in 1969, the São Francisco Xavier Foundation (FSFX) is a private, nonprofit philanthropic organization dedicated to promoting health and education.

In 2025, with a presence in six Brazilian states and approximately 5,353 employees, FSFX manages hospitals, a health insurance provider, dental clinics, and educational institutions, offering services recognized for their quality, excellence, and commitment to the development of the communities in which it operates.

It currently manages two hospitals: the Márcio Cunha Hospital in Ipatinga (MG) and the Carlos Chagas Municipal Hospital in Itabira (MG). It is also responsible for managing the health insurance provider Usisaúde, the Center for Integrated Dentistry, and the Occupational Safety, Occupational Health, and Environment Service—Vita. In the field of education, Colégio São Francisco Xavier—the pioneering school located in Ipatinga—is a leading educational institution in the region.

Highlights 2025

Number of employees:



5,353

Presence in



7 states



6 Service Units



679 hospital beds



More than

199,000 health insurance beneficiaries



More than

64,000 dental plan beneficiaries

Learn a little more about the service facilities managed by the São Francisco Xavier Foundation

- **Márcio Cunha Hospital (HMC)**, The Márcio Cunha Hospital (HMC), with 560 beds and three facilities, is a high-complexity medical center that serves more than 1.6 million residents across 87 municipalities in Minas Gerais. With more than 500 physicians in 53 specialties, it offers services such as outpatient care, emergency care, and diagnostic support, serving patients covered by the SUS, private health plans, and Usisaúde. A pioneer in Brazil, it was the first hospital to receive ONA III accreditation in 2003. Since 2014, it has held DIAS/NIAHO international certification. In addition, it is ranked by the U.S. magazine Newsweek among the best hospitals in Brazil, ranking 6th in Minas Gerais and 32nd in the country.



- **Carlos Chagas Municipal Hospital (HMCC)**
The Carlos Chagas Municipal Hospital (HMCC) has 130 physicians from various specialties, including internal medicine, surgery, anesthesiology, cardiology, gastroenterology, rheumatology, hematology, intensive care, colonoscopy, radiology, echocardiography, and ophthalmology. The rest of the multidisciplinary and administrative staff consists of 496 employees. The HMCC has 119 beds, including 20 ICU beds, and provides outpatient, inpatient, ICU, maternity, pediatric, operating room, and diagnostic services exclusively to patients in the Unified Health System (SUS). Since May 2016, the hospital has been managed by the São Francisco Xavier Foundation (FSFX) and serves as a referral center for a population of 225,000 residents across the 13 municipalities in the Itabira (MG) microregion. In 2025, the facility performed more than 5,000 surgeries and approximately 980 deliveries, all of which were covered by the SUS.

■ **Usisaúde**

For 33 years, Usisaúde, the FSFX health insurance provider, has been in business, offering quality medical and dental care through an extensive network of partner providers. Among the leading health insurance providers in the state of Minas Gerais, Usisaúde ranks 5th in terms of the number of members served, with more than 199,000 health plan beneficiaries and more than 64,000 dental plan beneficiaries. In the Vale do Aço region (Minas Gerais), Usisaúde's main area of operation, the provider is the market leader with more than 65% market share. Offering medical and hospital care, dental care, and air medical transport, the provider offers services through its own network as well as its entire accredited network, which includes 229 hospitals, 1,350 medical clinics, 584 laboratories, 786 medical and therapy offices, and 255 dental service providers.

■ **Vita – Occupational Health Solutions**

Vita – Organizational Health Solutions provides specialized services in safety, occupational health, and the environment, serving more than 131,000 people under its management. Its areas of expertise range from occupational hygiene—including environmental assessments of chemical, physical, and biological agents—to occupational health monitoring of employees.

■ **Center for Integrated Dentistry (COI)**

The Center for Integrated Dentistry (COI), in Ipatinga (MG), celebrated 44 years of service to the community in 2025. It has 44 dental units providing care in 12 specialties, with a staff of 60 dental surgeons, 29 dental technicians, six radiologists, and 61 dental assistants. In 2025, approximately 438,000 procedures were performed, ranging from preventive care to highly complex treatments.

■ **São Francisco Xavier Educational Foundation (FESFX)**

FESFX operates Colégio São Francisco Xavier, a leading educational institution in the Vale do Aço region, with approximately 1,962 students. CSFX is NBR ISO 9001/2015 certified, making it the first school in the country to achieve this certification for its Quality Management System covering educational processes in early childhood education, elementary school, and high school. The headquarters, located in Ipatinga (MG), is responsible for managing the other educational campuses, all of which maintain high performance standards. With a mission to shape citizens and provide an education grounded in excellence, the Educational Foundation comprises Colégio São Francisco Xavier (Early Childhood Education, Elementary, and High School) and CSFX Técnico.







4. ENVIRONMENTAL



Usiminas is committed to environmental conservation and the responsible management of the impacts of its operations. Throughout 2025, the Company continued to implement initiatives focused on preventing and mitigating environmental impacts, maintaining and modernizing environmental control equipment, monitoring air emissions and water effluents, managing water resources, promoting energy efficiency, advancing the circular economy, and conserving biodiversity.

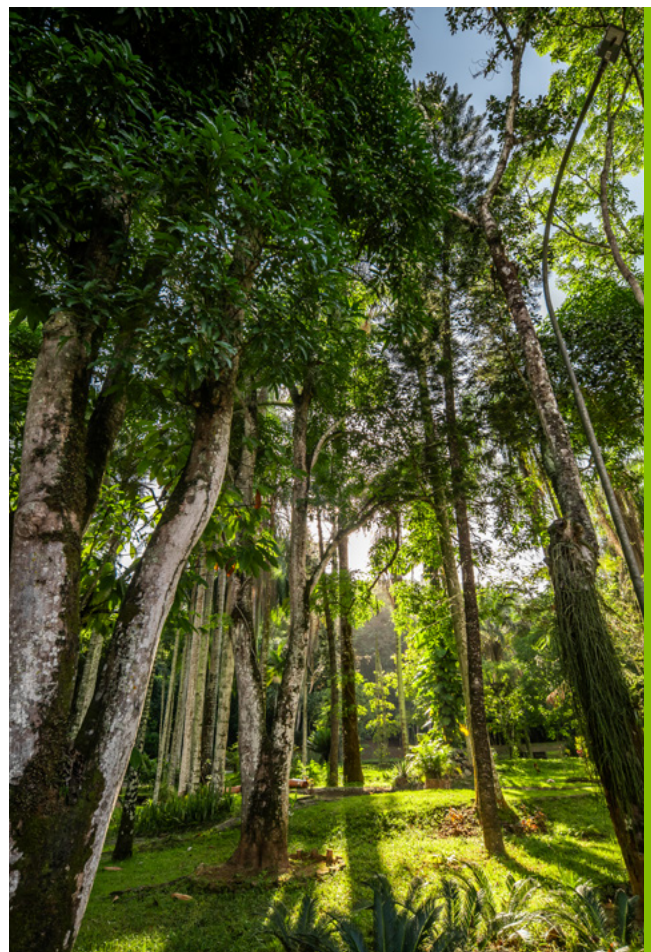
Usiminas' environmental efforts also focus on continuously strengthening its governance, improving processes, and developing solutions that help reduce environmental impacts and enhance the environmental performance of its operations.

Addressing Climate Change and Decarbonization

Found in nearly all structures essential to modern life—from household appliances and industrial machinery to agricultural equipment, wind towers, and solar panels, as well as countless other pieces of equipment, structures, goods, and means of living, traveling, producing, and consuming—steel is a noble, versatile, and sustainable material. Its strength and ability to be recycled indefinitely make it a key player in the circular economy, contributing to the preservation of natural resources that are fundamental to society's survival.

Steel production, through the predominant production route, in turn, still relies on energy-intensive industrial processes fueled by coal and other fossil fuels, which contribute to increased greenhouse gas emissions.

In this context, given the global commitment to reducing emissions and the energy transition—with a focus on mitigating the effects of climate change—the Steel Segment is seeking to balance the decarbonization of its operations with the need to maintain the supply of steel amid growing demand for more specialized and technologically advanced solutions.



Committed to sustainability and aware of its role in the steel supply chain, Usiminas works to reduce its GHG emissions without compromising the progress of essential sectors of the economy, especially those directly involved in decarbonization and the energy transition. Supporting research and production of high-strength steel contributes to decarbonization in the sectors served by the steel supply chain: lighter vehicles that emit fewer GHGs; durable materials that meet the demand for infrastructure supporting renewable energy sources; and innovative solutions using high-strength steel. In addition, the company has been exploring funding opportunities dedicated to accelerating research and innovation in energy transition and decarbonization, while simultaneously investing in the continuous improvement of its processes and operations.

Quantification of GHG Emissions

Scopes and Categories Included in the New Target

Scope 1 Direct Emissions	Scope 2 Indirect Emissions	Scope 3 Other indirect emissions
		
Sources owned or controlled by the organization	Emissions related to purchased electricity	Emissions related to the value chain, both upstream and downstream
■ Steel manufacturing process using the conventional blast furnace/steel mill route. ■ Hot-rolling process. ■ Auxiliary processes, general services, and thermal power plants.	Emissions associated with electricity purchased from the National Integrated System and/or direct suppliers, where applicable. The accounting approach used is market-based and includes renewable energy certificates, when applicable.	Category 1: Upstream Emissions ■ Production of raw materials ■ Production of semi-finished steel (slabs) Category 10: Downstream Emissions ■ Hot-rolling process (Scopes 1 and 2) for semi-finished steel sold by Usiminas, when applicable.
GHGs considered: Regulated under the Kyoto Protocol—CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, and SF ₆ .		
Production unit used to calculate the intensity: Hot-rolled steel from Usiminas and third parties (LO _{eq})		

Decarbonization Target Update: Inclusion of Scope 3 Emissions, Methodology Change, and Expansion of the Operational Boundary

The updated target of an 8% reduction in emissions intensity by 2030, compared to the 2024 base year, includes Scopes 1, 2, and 3, Category 1 (Purchased Goods and Services), and Category 10 (Processing of Sold Products), and is calculated using the GHG Protocol methodology. The expanded boundary extends to the hot-rolling process and better

reflects the operational configuration of Usiminas' steelmaking facilities, which have a greater production capacity for finished products (hot-rolled products, in particular) than for semi-finished products (crude steel).

Usiminas has revised its decarbonization target. The previous target called for a 15% reduction in emissions intensity by 2030, using 2019 as the base year and covering Scopes 1 and 2. The current target calls for an 8% reduction in emissions intensity per metric ton of hot-rolled steel by 2030, with 2024 as the base year (2.66 tCO₂e/tLQe) and expanded coverage to Scopes 1, 2, and 3, the latter in categories 1 (purchased goods and services) and 10 (processing of sold products). **GRI 2-4**

Starting with this reporting cycle, Usiminas improved its energy consumption reporting framework, aligning it with the definitions of the GRI Standards and international energy balance conventions, with data verified by a third party. Three adjustments were made: raw materials used as reducing agents (imported coke, green petroleum coke, hydrogen, coal mix, and PCI) are now reported in a separate line item, outside of total energy consumption; industrial gases (oxygen, nitrogen, argon, and process air) are no longer classified as renewable sources; and energy sold in the form of steam is now deducted from total consumption, in accordance with GRI disclosure item 302-1.

Improvements compared to the previous target

1. Inclusion of Scope 3 emissions

Especially those related to panels and other raw materials purchased from third parties.

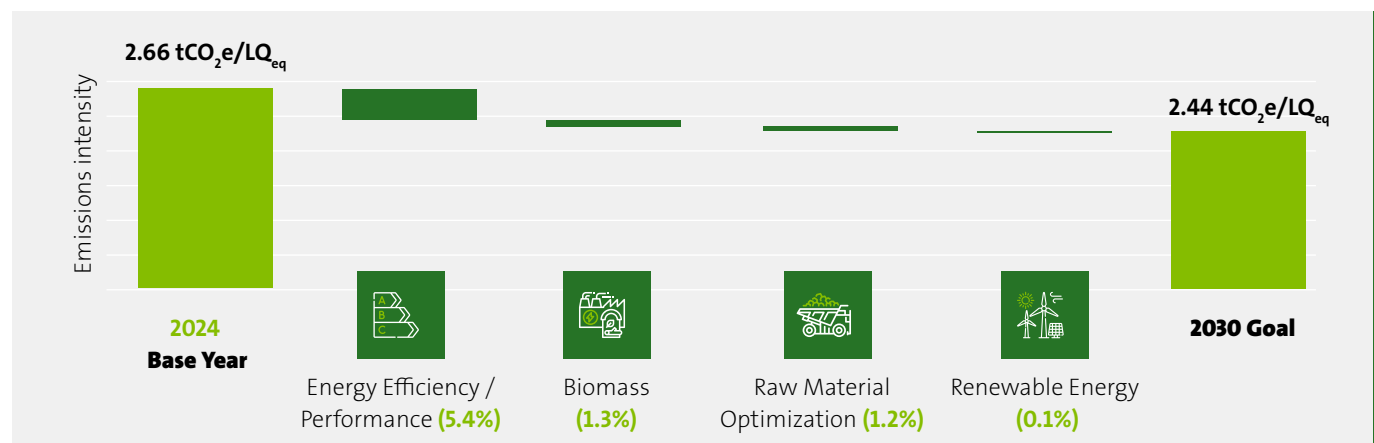
2. New methodology

Adoption of the GHG Protocol methodology, which is widely used and complies with the world's leading corporate sustainability reporting standards.

3. Expanding Boundaries

The expanded scope even covers the hot-rolling process and allows for the inclusion of production facilities that manufacture finished products from steel plate purchased from third parties.

The following chart presents the Usiminas 2030 Decarbonization Plan, showing the contribution of each lever toward reducing GHG emissions intensity. This plan reflects current operating conditions and the feasibility of implementing decarbonization projects and actions, according to the Company's most recent assessment.





Steel Segment

Usiminas 2030 Decarbonization Plan

Usiminas recognizes that the Steel Segment, with its energy-intensive processes, plays a significant role in greenhouse gas emissions. In a global context that prioritizes the transition to a low-carbon economy and the mitigation of climate change, the sector faces the challenge of reducing its carbon footprint while preparing for an increase in steel demand. This challenge is compounded by the reliance on fossil fuels in steel production.

In response to these challenges, Usiminas presented the first version of its Decarbonization Plan in 2024 and outlines its updated decarbonization target in this report. The target aims to reduce greenhouse gas emissions intensity per metric ton of hot-rolled steel equivalent produced by 8% by 2030, using 2024 as the base year.

The update to the organizational decarbonization target incorporates Scope 3 emissions, primarily those associated with steel plates and other raw materials purchased from third parties, which is a frequent request from stakeholders and represents progress in GHG emissions management. In addition, Usiminas is now adopting the GHG Protocol methodology, which is widely used and compliant with the world's leading corporate sustainability reporting standards, as well as an expanded boundary that now includes the hot-rolling process. This better reflects the operational configuration of the company's steelmaking facilities and allows for the inclusion of operations that produce finished products from steel slabs purchased from third parties.

Usiminas reaffirms its commitment to decarbonization by maintaining and implementing initiatives in its key decarbonization areas: energy efficiency and performance; optimization of the raw material mix in its processes, with increased use of scrap metal in steel production; use of biomass as a partial substitute for pulverized coal; and use of renewable energy.

Among these areas, Energy Efficiency stands out, particularly the renovation of Blast Furnace 3, which—upon its completion in 2023—enabled significant improvements in fuel efficiency and productivity, resulting in a reduction in CO₂ emissions. Usiminas continues to improve the utilization of gases from the steelmaking process as fuel and to advance the management of overall energy consumption across all operations by implementing energy efficiency projects that reduce losses and optimize process performance.

In addition, with regard to the other areas, the company seeks to optimize the mix of raw materials used in its processes by increasing the use of scrap metal in steel production; using biomass as a partial substitute for coal; and increasing the use of renewable energy in the company's energy mix.

Decarbonization Plan

Energy Efficiency/Performance

- The most modern blast furnace in the West (post-renovation).
- New Plant to Maximize PCI Injection.
- Energy Efficiency Management and Projects.

Biomass

- Use of charcoal in large blast furnaces.
- Partial replacement of pulverized coal (PCI).

Raw Material Optimization

- Maximizing the use of scrap in steel manufacturing.
- Optimization of the blast furnace charge.

Renewable Energy

- Use of renewable electricity at the Ipatinga Power Plant, beginning in 2025.

Objectives of the Decarbonization Pillar

- Reduce GHG emission intensity per metric ton of hot-rolled steel by 8% by 2030 compared to the 2024 baseline, taking into account Scopes 1, 2, and 3 (categories 1 and 10), measured using the GHG Protocol;
- Promote and encourage energy efficiency and energy self-sufficiency in the Company's operations, whenever possible and applicable, in a manner consistent with the energy demands inherent in its production activities, by encouraging mindful consumption, the adoption of eco-efficient technologies, and the replacement of obsolete equipment;
- Promote and encourage the use of alternative renewable energy sources, where applicable, with the aim of reducing greenhouse gas emissions associated with the consumption of non-renewable energy;
- Identify, monitor, and manage greenhouse gas emissions associated with the

Company's operations by mapping the main sources, opportunities for emissions reduction, and mitigation measures—whenever possible—with the aim of contributing to the fight against climate change, including within the steel value chain;

- Encourage the inclusion, where possible and applicable, of the potential to mitigate greenhouse gas emissions associated with the production and marketing of its products and/or services as a criterion for evaluating R&D and technological innovation projects, whether they are aimed at revising existing products and/or services or at designing new products and/or services;
- Identify and manage the risks and vulnerabilities associated with the Company's operations, with the aim, among other objectives, of adapting to climate change and promoting discussion within Usiminas companies regarding social and environmental risks.

Actions over the past 5 years

Management

- Establishment of a governance framework for climate change, including a decarbonization committee and oversight by the board of directors;
- Conducting a climate risk study, including an assessment of physical and transition risks;
- Integration of climate change risks into the risk analysis process;
- Implementation of an internal carbon price for the evaluation of investment projects, where appropriate;
- Strengthening our emissions management system, including:
 - » Emissions verification by an independent third party in accordance with ISO 14064-1 and the GHG Protocol.
 - » Collection of primary data from suppliers (Scope 3 emissions).
 - » Inclusion of relevant Scope 3 categories in the GHG emissions inventory.

Projects

- Renovation of Blast Furnace 3, with an investment of R\$2.7 billion;
- Implementation of energy efficiency projects at the Ipatinga and Cubatão power plants;
- Utilization of steelmaking gases from the production process;
- Use of certified renewable energy at the Ipatinga Power Plant;
- Optimizing the use of raw materials and inputs in the production process, with an increased use of steel scrap.



Results Achieved in 2025

- GHG Emissions Inventory – Gold Seal in the 2025 Brazilian GHG Protocol Program (Steel and Mining).
- B Score on the CDP (*Carbon Disclosure Project*) for Climate Change.
- The only representative of the Steel Segment in the B3 Corporate Sustainability Index.



Management and Governance

Governance of the decarbonization process is comprehensive and takes place at various levels. Within Usiminas' Board of Directors, periodic reviews are conducted of the key issues related to the progress of the Company's decarbonization strategy.

To ensure effective monitoring of progress and the implementation of actions, the CEO oversees the decarbonization and climate change strategy through the Decarbonization Committee. This committee includes executives from areas such as Sustainability, Corporate Planning, Commercial, Industrial, and CAPEX Engineering, among others, and is responsible for monitoring the implementation of decarbonization measures, emissions performance, market trends, and relevant regulations.

Climate risks and their mitigation strategies are integrated into the Company's risk management system, under the oversight of the Critical Risks Committee. The identified risks are incorporated into the corporate risk matrix, which is periodically reviewed by that committee.

In terms of policies and procedures related to this issue, Usiminas' Integrated Management Policy, updated in 2022, serves as the primary guide for the Company's environmental efforts. Among its fundamental principles is a commitment to mitigating greenhouse gas emissions and promoting the efficient use of natural and energy resources.

Participation in forums

Usiminas remains actively engaged in industry forums and national and international initiatives to contribute to the development of fair and viable alternatives for the transition to a low-carbon economy. For example, Usiminas' Senior Director of Sustainability chaired the Sustainability Committee of the Instituto Aço Brasil throughout 2025.

In addition, the Company actively participates in and contributes to the activities carried out by working groups affiliated with industry associations, particularly the National Confederation of Industry (CNI), the Latin American Steel Association (Alacero), and *worldsteel*.



Risks, Resilience, and Climate Governance

TCFD



Steel Segment

Usiminas' operations have already been affected by severe weather conditions and may continue to be exposed to such events, with potential impacts on operational continuity, assets, the workforce, surrounding communities, and financial results. The weather events of 2024 in Porto Alegre (RS) and 2025 in Ipatinga (MG) demonstrated the company's ability to respond by protecting its operations and supporting local communities.

Physical risks

Among the major acute events considered are strong winds, storms, droughts, heat waves, floods, and fires, which can affect markets, infrastructure, raw materials, assets, and working conditions.

In Ipatinga, the alternation between severe drought and intense rainfall requires ongoing coordination of mitigation efforts. During dry spells, falling water levels in the Piracicaba River can affect the plant's water supply; torrential rains can cause flooding in neighboring communities, hinder access to the facilities, and pose risks to assets and operational continuity. The Steel Division also has operations in regions near the coast, such as the Cubatão Plant (SP) and the Port Terminals (SP and ES), which may be impacted in the future by rising sea levels.



Ongoing climate change, such as shifts in precipitation patterns and increases in average temperatures, may result in higher operating costs and capital expenditures—due to supply shortages, damage to facilities, evacuation of personnel, higher insurance premiums, or reduced availability of insurance—and in lower revenues due to operational disruptions or reduced production levels. Although these events have not significantly impacted Usiminas' operations to date, the company cannot predict the future impact of their intensification.

Transition Risks

The global push for decarbonization may result in regulatory changes and increased costs, including greater investment in the transition to a low-carbon economy. The main piece of legislation under review is Law No. 15,042/2024, which

establishes the SBCE—the Brazilian Emissions Trading System—scheduled to take effect in the coming years, with a direct impact on the company's operations and financial strategies. Usiminas regularly assesses the regulatory requirements that may be implemented by the federal government and by the states and municipalities in which it operates, monitoring the climate agenda to avoid a loss of competitiveness.

Management and Response

These risks are monitored through crisis committees, response plans, and measures aimed at protecting operations and supporting local communities. Membership in the GHG Protocol Public Registry, with a Gold Seal, is part of this strategy, ensuring transparency in emissions management, which forms the basis for assessing transition risks.

Opportunities

For Usiminas, steel is a key ally in building a sustainable future due to its durability, versatility, and ability to be infinitely recycled, which makes it a key player in the circular economy and sustainability. Its strength and adaptability make it possible to build essential infrastructure for clean energy, serving as the primary raw material for the manufacture of wind turbines, solar panels, electric vehicles, and pipelines for transporting renewable fuels, among other applications. Furthermore, the shift toward production processes based on natural gas, biofuels, green hydrogen, and renewable energy—along with the future demand for infrastructure supporting CCUS (*Carbon Capture, Utilization, and Storage*) technologies—positions steel as a material capable of reconciling industrial development with environmental preservation, ensuring safe and efficient structures for future generations.

Usiminas is committed to the continuous development of new products, such as advanced high-strength steels (AHSS) used in the automotive and auto parts sectors to produce safer, lighter, and more fuel-efficient vehicles. The company also produces high-performance electrical steels, which enable the manufacture of more efficient motors and compressors to reduce energy consumption in household appliances. In addition, the high-strength steels produced by Usiminas are used in the manufacture of wind turbine towers and solar panels, contributing to the generation of clean energy and the reduction of global greenhouse gas emissions.

The company's Research and Development Center works not only on developing these products, but also on application engineering and technical support, optimizing the use of steel in a variety of applications.

Research and Development

Usiminas' Research and Development (R&D) Center develops technologies and products that support decarbonization and help customers optimize their use of steel.

Usiminas is a pioneer in research and development focused on improving its steelmaking processes. The company also has external partnerships with technology centers, universities, *startups*, and others.

Usiminas' R&D center contributes to the climate agenda by developing products in line with the company's Decarbonization Plan, including activities to support customers in the optimal use of steel, thereby covering the entire production chain.

Usiminas is committed to ensuring the sustainability of the products it develops: lightweight, durable, versatile, and suitable for applications in a low-carbon economy.

Gold Seal in the Brazilian GHG Protocol Program



GHG Protocol Public Registry – Gold Seal: Usiminas (Steel and Mining) was awarded the gold seal in the 2025 cycle of the “Public Emissions Registry” initiative, administered by the Getúlio Vargas Foundation (FGV).

The platform facilitates the publication of corporate inventories and is currently the largest database of GHG inventories in Latin America. The Gold Seal recognizes inventories that are complete and verified by accredited organizations. The 2025–2026 cycle of the Brazilian GHG Protocol Program is currently underway, with inventories scheduled for publication in August 2026.

The results will be available on the website:

registropublicodeemissoes.fgv.br/participantes.



GHG Emissions

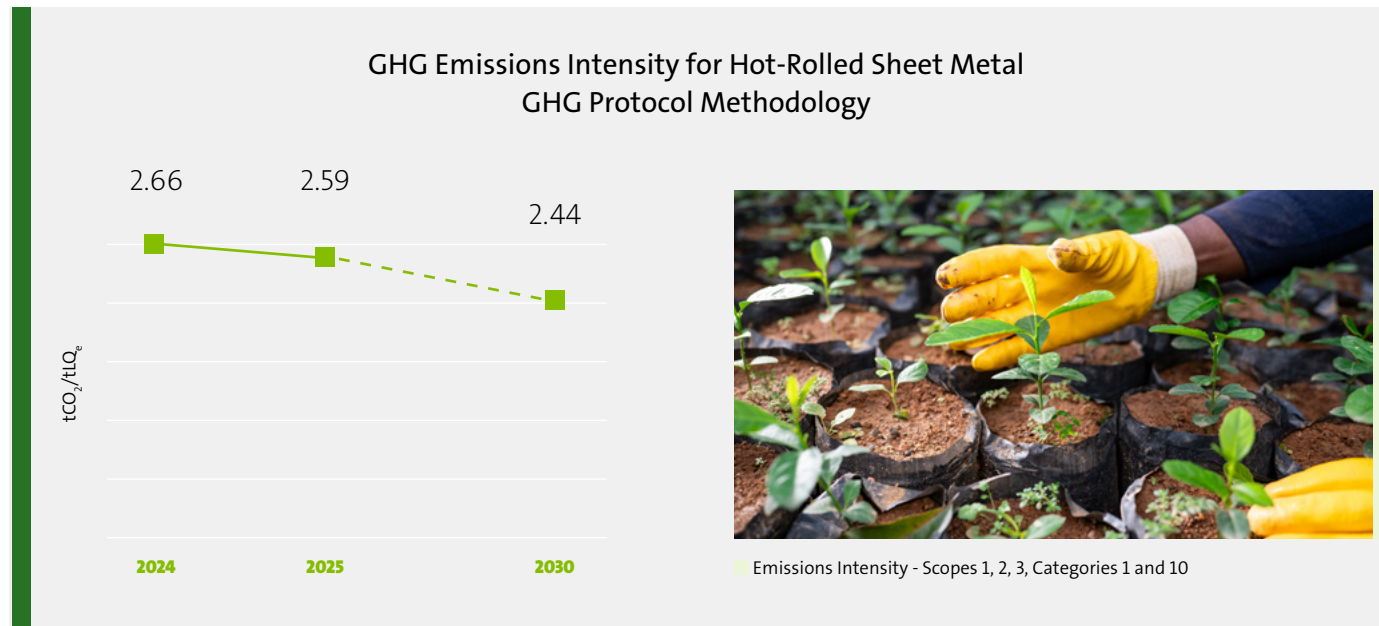
GRI 305-1, GRI 305-2, GRI 305-4, GRI 305-5, TCFD, GRI 3-3



Steel Segment

In 2025, Usiminas' GHG emissions intensity for hot-rolled steel—taking into account Scopes 1, 2, and 3, Categories 1 and 10, under the GHG Protocol methodology—was 2.59 metric tons of CO₂e per metric ton of hot-rolled steel equivalent (tCO₂e/tLQe). Under the worldsteel methodology, applicable only to the Ipatinga Plant, the emissions intensity for crude steel—considering Scopes 1 and 2—in 2025 was 2.11 metric tons of CO₂ per metric ton of crude steel.

Compared to the previous year, GHG emissions intensity decreased in 2025. This result was driven by improved operational performance in key production processes, with gains in fuel efficiency and productivity, contributing to a reduction in CO₂ emissions. Also noteworthy is the implementation of energy efficiency projects throughout 2025, which reduced the consumption of supplementary fuel and electricity, as well as the fact that the Ipatinga Plant began consuming approximately 20% certified renewable electricity, contributing to a reduction in Scope 2 emissions.



Usiminas (Steel Segment) figures; 2030 trajectory = decarbonization target (-8%, 2024 baseline)

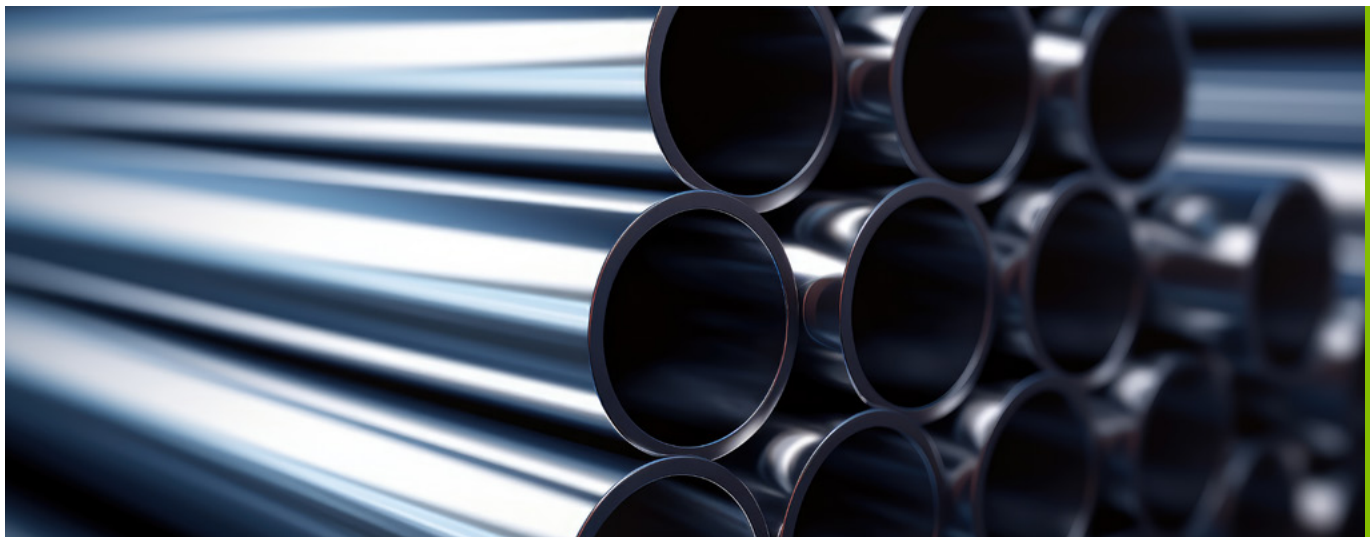
The following table presents the absolute emissions from the 2025 GHG Emissions Inventory by scope, quantified using the GHG Protocol methodology, taking into account all industrial processes at the Company's steelmaking sites:

Absolute Emissions by Scope – Steel Segment: Ipatinga and Cubatão Plants, 2025 **GRI 305-1 | 305-2 | 305-3**

Scope	Description	Emissions (millions of metric tons of CO ₂ e) 2025
Scope 1	Direct emissions	6.68
Scope 2 – Location	Indirect emissions from the purchase of electricity	0.08
Scope 2 – Purchase Decision		0.06
Scope 3*	Other indirect emissions	7.63

*Categories included in Scope 3:

- 1 – Purchased goods and services – Tier 3 for purchased steel,
- 3 – Fuel- and energy-related activities (not included in Scopes 1 and 2),
- 4 – Transportation and distribution (*upstream*),
- 5 – Waste generated during operations,
- 6 – Business trips,
- 9 – Transportation and distribution (*downstream*) and
- 10 – Processing of products sold (semi-finished steel sold to third parties).



Supply Chain Engagement – Scope 3

Throughout 2025, Usiminas conducted a project to monitor GHG emissions related to the main inputs and raw materials used in the Company's steelmaking processes, through engagement with approximately 100 strategic suppliers, who were consulted regarding the carbon footprint of the products supplied to Usiminas, decarbonization targets and plans, and other relevant information on ESG actions and reports. This practice demonstrates Usiminas' efforts to improve the accuracy of its corporate GHG emissions inventory, enabling the incorporation of Scope 3 into the Company's new decarbonization target.

It is worth noting that there is still much work to be done by the Steel Segment as a whole to establish common criteria for measuring the different categories of Scope 3 emissions related to the steel supply chain. Worldsteel is actively working to update emission factors for strategic inputs and raw materials and is analyzing the inclusion of upstream methane emissions from natural gas and coal production. Usiminas already takes some of these updates to Scope 3 emission factors into account, but it is possible that these initiatives and revisions could impact Scope 3 measurements in the future.

Soluções Usiminas

Soluções Usiminas recognizes the impacts associated with greenhouse gas emissions, particularly CO₂. In line with Usiminas' decarbonization strategy, the company conducts its own emissions inventory to identify the main sources of emissions in its operations and enable the continuous improvement of management practices related to this issue.

Emissions by Scope – Soluções Usiminas

GRI 305-1 | 305-2 | 305-3

Figures in millions of tCO₂.

Scope	Description (summary)	2025
Scope 1		0.00035
Scope 2		0.00066



Mining Segment

Iron ore mining and processing operations generate greenhouse gas (GHG) emissions at various stages of the production chain, primarily associated with the use of diesel-powered equipment, electricity consumption, material handling, processing operations, and transportation.

The impacts can be seen in the environment, society, and the economy, and include both positive and negative aspects. In 2024, Mineração Usiminas improved the accuracy of its Scope 3 inventory, which underwent external third-party verification. In 2025, the company continued to invest in ensuring data traceability and security.

- The emissions inventories for 2022, 2023, 2024, and 2025 were independently audited and received the GHG Protocol Gold Seal, recognizing their quality and compliance with ISO 14064.

- Mineração Usiminas implements innovation initiatives focused on sustainable processes and conducts studies to measure and monitor potential negative impacts. Among the measures to reduce greenhouse gas (GHG) emissions, one notable initiative is a study on reducing fuel consumption in off-road trucks (CFEs), which includes route reorganization, modal shifts, technology upgrades, and raising awareness among logistics partners. The study resulted in greater operational efficiency, with a reduction in truck travel and diesel fuel consumption.
- Mineração Usiminas manages positive impacts through investments in community programs and innovations that improve efficiency and reduce the environmental impact of its products and processes.

A key aspect of Mineração Usiminas Decarbonization initiatives is the focus on process improvements and best practices, including advancing the understanding and implementation of long-term measures to replace gasoline with ethanol in light-duty vehicles, conducting fleet electrification trials, and evaluating the possibility of replacing diesel with HVO (renewable diesel).

Risks and Opportunities of Climate Change

Mineração Usiminas recognizes that the risks and opportunities related to climate change may affect its business outlook, operational performance, and financial position in the short, medium, and long term. These risks are primarily associated with physical climate events, such as storms, wildfires, landslides, floods, heat waves, and droughts, which can directly impact operational areas, causing shutdowns, damage to assets, risks to personal safety, and reputational damage, with repercussions on contract compliance and the value chain.

The current and potential impacts of these risks on the business model include operational disruptions, increased operating and capital costs, the need for additional investments in mitigation and adaptation infrastructure, as well as regulatory and financial requirements related to environmental and climate management. In the financial sphere, notable examples include commitments related to environmental security deposits for structures such as the Samambaia Tailings Dam (currently undergoing decommissioning) and the West Dike for sediment containment.

At the same time, Mineração Usiminas is identifying opportunities related to strengthening climate management, including:

- the improvement of preventive and reactive measures to mitigate extreme weather events;
- the development and implementation of metrics for measuring and managing climate risks;
- the establishment of a corporate risk governance framework, with a unified methodology;
- the assessment of climate risks to inform the prioritization of investments in mitigation and adaptation; and
- the development of an adaptation plan to ensure the long-term resilience of operations.

Emissions by Scope – Mineração Usiminas 2025 **GRI 305-1 | 305-2 | 305-3**

Figures in millions of tCO₂e.

Scope	Description (summary)	Emissions (millions of metric tons of CO ₂ e)
Scope 1	Direct emissions	0.039
Scope 2	Indirect emissions from the purchase of electricity	0.010





Energy Efficiency

GRI 302-1 | GRI 302-3 | GRI 302-4 | GRI 3-3

Usiminas incorporates energy efficiency as a fundamental pillar of its operational and sustainability strategies, recognizing its crucial role in decarbonization and reducing environmental impacts, as well as its contribution to the company's competitiveness. Operating on the principles of environmentally, socially, and economically sustainable operations, the company promotes and encourages energy efficiency through initiatives such as maximizing the use of steelmaking gases, conscious energy consumption, the adoption of eco-efficient technologies, and the replacement of obsolete equipment.



Steel Segment

Usiminas is committed to energy efficiency, as reflected in its Integrated Management Policy and Sustainability Guidelines, which establish continuous improvement in energy performance as a strategic priority.

Energy Efficiency Goals:

- Expand the production and use of gases from steelmaking processes;
- Improve the energy efficiency of equipment;
- Maximize domestic electricity production and other sources of renewable energy;
- To raise awareness about responsible energy consumption and environmental conservation, which also has implications for energy and utility contracts.

Energy efficiency targets are set annually, based on process energy performance indicators, using industry best practices, nominal project data, and internal and external *benchmarking* as references.

On a daily basis, the energy performance indicators for each process are monitored by interconnected computerized systems. The results are reviewed during specific meetings on Critical Consumption and Costs, with the active participation of employees, process managers, and executive management. For any identified performance deviations, action plans are developed to achieve and sustain the desired results. In addition, the company has established an Energy Efficiency Committee, where relevant energy-related issues are addressed and guided by the company's executive board. Usiminas has a technical team dedicated to managing the plant's energy efficiency, conducting process assessments, developing engineering solutions, and proposing preventive and corrective actions to reduce consumption.

Projects aimed at energy efficiency:

- **Blast Furnace 3 Overhaul:** Complete equipment renovation to be finished by the end of 2023, with ramp-up to take place in 2024. This will lead to improved fuel efficiency and productivity, enabling a reduction in CO₂ emissions.
- **Technological upgrades to the combustion systems of thermoelectric power plants:** Impact on reducing natural gas consumption, increased utilization of steel mill gases, and increased generation of on-site electricity.

Progress in the energy performance management system:

A management system with a practical approach to improving an organization's energy performance by establishing goals and objectives, as well as providing accurate data for decision-making regarding energy use—which is essential for reducing costs and GHG emissions.

Usiminas periodically reports on the results of its initiatives through sustainability reports and consultations with *stakeholders*, ensuring transparency and a commitment to continuous improvement.

Energy intensity – Usiminas (in GJ/metric ton of product)

Indicator	2025
Amount of energy consumed per metric ton of crude steel – Ipatinga	26.09
Amount of energy consumed per metric ton of rolled steel – Cubatão	2.73



Energy savings

In 2025, energy consumption decreased by 1,545,538 GJ compared to 2024, due to improvements in steelmaking processes. The calculation takes into account specific fuel and electricity consumption.

A highlight this year was that Usiminas reduced the specific consumption of natural gas in steam production from the boilers and increased electricity generation at Thermal Power Plant No. 2. It also reduced the thermal energy consumption of the regenerators in Blast Furnace 2.

All calculations and analyses were performed using Usiminas' official energy consumption data. The ABM standard was used for electricity equivalence.

Reduction in the energy requirements of products and services

Usiminas is committed to the continuous development of new products, such as advanced high-strength steels (AHSS) used in the automotive and auto parts industries to produce safer, lighter, and more fuel-efficient vehicles. In addition, it produces high-strength steels for wind turbine towers and solar panels, contributing to clean energy generation and the reduction of environmental impact. It also produces high-performance electrical steels, which enable the manufacture of more efficient motors and compressors to reduce energy consumption in household appliances.

The company's Research and Development Center works not only on developing these products, but also on application engineering and technical support, optimizing the use of steel in a variety of applications

Soluções Usiminas

Energy consumption is a significant factor in Soluções Usiminas' operations. Its direct energy consumption stems primarily from the use of electricity and combustion-powered equipment (stationary generators, forklifts, and tractors).

Soluções Usiminas' energy consumption generates CO₂ emissions associated with both the use of fossil fuels and electricity purchased on the open market. Energy consumption can be broken down into electricity and fuels.

Sheet metal cutting machines account for the majority of electricity consumption, and at the Taubaté facility, electric forklifts account for the majority. Electricity is purchased from utilities through the open energy market; Soluções Usiminas' facilities did not generate their own electricity during the reporting period.

As for fuel, consumption is associated with generators used sporadically and in emergencies, natural gas-powered forklifts, and three diesel-powered tractors at the facilities in Ipatinga, Taubaté, and Porto Alegre.





Mining Segment

The management of this issue aims to increase energy efficiency, reduce dependence on fossil fuels, and expand the use of higher-performance technologies. Internal guidelines—the Code of Ethics and Conduct, the Integrated Management Policy, and the Sustainability Standard—guide the responsible management of resources. Mineração Usiminas tracks direct energy consumption and monitors its reduction both overall and by plant; GHG inventories and annual independent audits ensure the traceability of this information.

Key actions:

- identifying opportunities to reduce consumption in operational processes;
- replacing less efficient motors with models that are more energy-efficient;
- replacing conventional lighting with LED lighting; and
- reassessment of processes to identify direct reductions in energy demand.

Energy Intensity – Mining Segment (in GJ/metric ton)

Indicator	2025
Electricity consumed per metric ton of ore produced	0.086
Electricity consumed per metric ton of ore sold	0.082

The effectiveness of the measures is monitored through indicators, committees, and review procedures, and action plans are implemented when necessary, reinforcing discipline in execution and continuous improvement.

Natural Resource Management and Environmental Impacts

Environmental Compliance

Usiminas has established an Environmental Compliance Program designed to monitor the company's environmental legal and regulatory compliance in its operations in Ipatinga (MG). The program is aligned with ISO 37301:2021 and 14001:2015 standards and also complies with the Conduct Adjustment Agreement signed with the Minas Gerais Public Prosecutor's Office in 2021.

This initiative included measures such as:

- Ongoing verification of compliance with environmental laws and regulations.
- Implementation of a reporting channel designed to record and investigate potential environmental nonconformities.
- Promoting continuous improvement of internal controls to ensure ethical and responsible environmental business conduct.

The program is governed by various documents, including the Environmental Compliance Policy, definitions of Scope, Objectives, and Macro-Flows, Complaint Management Procedures (Open Channel), Audits, Third-Party Due Diligence, Change Management, Continuous Improvement, Monitoring Plan, Targets and Indicators, and Communication and Training Guidelines. The program is carried out by an independent unit reporting to Usiminas' Board of Directors, which receives monthly reports through the Chairman of the Board.

The key phase of the program — *Risk Assessment* — involved developing a risk matrix for environmental noncompliance and continuously monitoring it, covering sensitive areas such as Environment, Procurement, Sustainability, Communications, Legal, Audit, Integrity, Human Resources, and Risk Management.

Through the implementation of this program, Usiminas reinforces its commitment to the ongoing pursuit of legal and regulatory environmental compliance, consistently meeting the expectations of the community and fulfilling its regulatory obligations, thereby benefiting society as a whole.

Environmental Monitoring Center and Operational Control Centers

Usiminas maintains an Environmental Monitoring Center that is integrated into its operational routines and serves as a central component of its preventive environmental management strategy. The structure is based on the continuous monitoring of key environmental aspects and impacts, enabling rapid response, proactive decision-making, and the strengthening of a culture of real-time environmental control.

The center operates around the clock with a specialized team and is supported by a suite of automated and digital systems that significantly enhance the ability to detect environmental anomalies early on. Among the key areas monitored are:

- air emissions and effluent discharges, accompanied by visual monitoring systems with cameras installed at critical points in the processes;

- fugitive emissions of particulate matter, continuously monitored by dedicated automated networks;
- continuous measurements of gases and particulates in the stacks of industrial facilities, with integration between physical sensors and real-time analysis systems;
- monitoring of air quality and meteorological variables through automatic stations located throughout the region;
- monitoring of the deposition of settleable particles in areas surrounding industrial sites;
- Continuous monitoring of liquid effluents through stations distributed throughout the various regions of the industrial wastewater system, with automated physical-chemical analyses and the generation of indicators prior to the final discharge point.

In 2025, Usiminas made progress in integrating artificial intelligence technologies into its environmental control systems, expanding its ability to automatically identify anomalies:

Cameras installed on chimneys, outfalls, and operational areas are now equipped with algorithms capable of identifying variations in the color, intensity, and duration of emissions, triggering immediate alerts and reducing reliance solely on human observation. This technological advancement has reinforced the role of the Monitoring Center as an essential tool for prevention, rather than merely for corrective control.

The integration of real-time data, artificial intelligence, and direct engagement with operational departments has made it possible to accelerate critical decisions, including planned production shutdowns whenever environmental parameters cannot be adequately controlled. This approach reinforces the company's principle that the environment should not be treated as a variable for adjusting production.

In addition to atmospheric monitoring, the control center has also expanded its capabilities to include water management, with continuous monitoring of the plant's single outfall, which is fully monitored by cameras and sensors. This system complements the automatic effluent monitoring stations installed on-site, which have replaced previous practices based on manual sampling and subsequent laboratory analysis, significantly improving responsiveness, data reliability, and the ability to take preventive action.

The Environmental Monitoring Center serves as a direct link between technological systems and decision-making in operational areas. Over time, this model has contributed to a significant cultural shift: decisions regarding operational adjustments or process shutdowns are now made directly by shift leaders based on information provided by the center, reducing the need for escalation and increasing responsible autonomy in environmental management.

In addition to real-time monitoring activities, the control center also provides technical support to operational teams during non-routine events, guiding actions, assessing risks, and helping to mitigate potential impacts on the environment and surrounding communities.

This network of control centers and systems establishes a more proactive, integrated, and data-driven environmental management model, strengthening Usiminas' ability to anticipate risks, reduce significant incidents, and reinforce its relationship of trust with society.



Air Quality

GRI 2-22, GRI 3-3, GRI 305-7, and SASB EM-IS-120a.1

Air quality in the vicinity of Usiminas' facilities is treated as an environmental priority by the organization. In addition to its environmental impacts, the company recognizes that air quality is a social issue with direct implications for the lives of neighboring communities. In this context, Usiminas works continuously to control, mitigate, and reduce its atmospheric emissions, reinforcing its commitment to environmental preservation and to maintaining responsible relationships with surrounding communities.



Steel Segment

GRI 3-3, GRI 305-7, and SASB EM-IS-120a.1

Usiminas's steelmaking operations are supported by a suite of environmental monitoring systems designed to prevent and control air emissions and protect air quality in the regions where the company operates. This monitoring is an integral part of the company's operational and environmental management and guides both day-to-day decision-making and short-medium, and long-term investment planning.

In Ipatinga, Usiminas operates an advanced network of automatic monitoring stations for air quality and meteorological variables, strategically located to track the concentration of air pollutants and the conditions that influence their dispersion. The stations continuously measure various

environmental parameters, and the data is compared to the legal and technical standards established by the relevant environmental agencies. The equipment undergoes daily inspections and periodic calibrations, ensuring the reliability and traceability of the information.

In Cubatão, air quality is monitored through telemetric stations operated by the São Paulo State Environmental Agency (CETESB), which track the main pollutants associated with industrial activity, in accordance with current environmental legislation.

Usiminas maintains continuous monitoring systems at emission sources, including measurements at smokestacks, automated visual observation, and monitoring of fugitive emissions. Since 2020, the company has operated an automated network dedicated to monitoring the deposition of settleable particulate matter in areas surrounding its industrial plants, and in 2024, new stations were added to this network, enhancing territorial coverage and preventive monitoring.

Whenever atypical changes in emission patterns or trends indicating rising pollutant levels are identified, technical teams immediately analyze the data and investigate their relationship to operational processes. This integrated process enables rapid responses, technical adjustments, and, when necessary, the implementation of corrective or preventive measures to avoid impacts on the environment and the population.

The management of air emissions is complemented by ongoing planning for investments in control technologies. The company implements short-term measures and long-term structural projects, which include the modernization and replacement of air control equipment, the upgrading of dust removal systems, and investments in more efficient solutions for particulate matter retention and pollutant reduction.

In 2025, Usiminas made progress on initiatives to improve air quality:

- Renovation and paving of unpaved internal roads, as a measure aimed at reducing dust resuspension caused by traffic;
- Expanding the use of polymers for controlling fugitive emissions;
- Implementation of a mobile system for monitoring and measuring these emissions and installation of tracking sensors on street-sweeping and sprinkler equipment;
- Implementation of an artificial intelligence system in one of the steel mill's converters to predict reactions during oxygen blowing, helping to reduce fugitive particulate matter emissions; adjustments were also made to the dust collection systems at the steel mill and the sintering plant;
- Implementation of improvements to the blast furnace gas cleaning system, resulting in increased combustion efficiency and reduced fugitive, visible, and particulate emissions.

These initiatives are integrated into the operation's energy management, which aims to increase the efficiency of production processes, optimize the use of resources, and strengthen the transition to an increasingly sustainable energy mix.

Energy consumption is systematically monitored, making it possible to identify opportunities for efficiency, support operational decisions, and contribute to the indirect reduction of emissions associated with production. Information on air quality and atmospheric emissions is disclosed in an accessible manner, and the company seeks to maintain a close relationship with surrounding communities by sharing data, answering questions, and presenting ongoing environmental control initiatives.

By combining continuous monitoring, technology, infrastructure investments, and integrated energy

and emissions management, Usiminas reinforces its commitment to responsible steelmaking, with a focus on continuously improving environmental performance and reducing the impacts associated with its operations.

Significant atmospheric emissions, Ipatinga and Cubatão (t/year) **GRI 305-7 | SASB EM-IS-120a.1**

	2024	2025
NOx	4,685.98	4,551.48
SOx	6,536.58	5,641.68
Persistent Organic Pollutants (POPs)	0.00000213	0.00000076
Volatile Organic Compounds (VOCs)	7.91	2.42
Hazardous Air Pollutants (HAP)	0	N/A
Particulate Matter (PM)	4,478.91	3,893.93

Soluções Usiminas's operations do not generate significant atmospheric emissions, as they primarily involve the use of electrical equipment for cutting and processing steel sheets.



Mining Segment

At Mineração Usiminas, air quality management is primarily focused on controlling particulate matter at mining sites, on internal roads, in processing areas, at stockpiles, and at other operational facilities.

Control measures include road watering, equipment maintenance, environmental monitoring, field inspections, and preventive actions aimed at reducing dust dispersion in the areas affected by operations.

- Road Wet-Down – Use of a water truck to spray water on unpaved roads in areas where dust is generated.
- Fixed sprinkler systems—programmed to operate at one-hour intervals.
- Measurement of particulate matter in the air—instruments for measuring the concentration of total suspended particulates (TSP), inhalable particulates (PM10), and fine inhalable particulates (PM2.5) in the atmosphere. Monitoring at 5 fixed points in the vicinity of the project site.

In addition, in accordance with legislation and best practices for improving air quality, the revegetation of impacted areas is monitored using specific indicators. The restoration of vegetation cover helps maintain ecological balance, benefiting both the environment and the surrounding communities.

Water Resources GRI

303-1 | 303-2 | 303-3 | 303-4 | 303-5 | 3-3

Water is an essential input for industrial processes, and because it is a shared resource, its management requires an approach that takes into account the local context, regulatory compliance, effluent quality, operational efficiency, and dialogue with stakeholders. Usiminas manages this resource through authorized water abstraction, internal recirculation, and treated discharge, with a focus on mitigating risks of water scarcity and minimizing impacts on ecosystems and communities.



Steel Segment

GRI 3-3 | 303-1

Steelmaking operations require large volumes of water, which is used as a solvent, catalyst, cleaning agent, cooling agent, and medium for dispersing pollutants. Most of it is recirculated within the facilities themselves, and a portion of the volume is returned to water bodies after treatment. Water is drawn entirely from surface sources near the operations, such as the Quilombo and Mogi rivers in São Paulo and the Piracicaba River in Minas Gerais, always with the proper authorization from regulatory agencies through water use permits.

Highlights of the Steel Segment in 2025

- Implementation of an online system for monitoring physicochemical parameters related to effluent quality, with 11 stations installed to enable faster identification of anomalies, reduce environmental incidents, and improve the quality of discharged effluent;
- Reduction in make-up water consumption in the cooling and slag granulation system of Blast Furnace 3, through the reuse of process water;
- Elimination of leaks in the recirculation systems used to clean blast furnace gases, preventing overflow into the storm drain system;
- Blocking drainage systems in coal and coke yards to prevent improper disposal;
- Conducting the first simulation of the emergency action plan for a catastrophic breach of the Lagoa da Anta dam.

Management and Monitoring

The Company operates industrial water treatment systems and wastewater treatment plants that process water used in various processes, including oily, electroplating, acidic, and organic effluents. Recirculation takes place in indirect systems—primarily cooling towers—and in direct systems equipped with treatment processes to remove contaminants. All effluents undergo decanting, flocculation, filtration, neutralization, and pH adjustment before being discharged into the environment, in compliance with legal discharge standards.

Water analysis is performed by calibration and testing laboratories accredited in accordance with ABNT NBR ISO/IEC 17025:2017. The Steel Division conducts daily monitoring of operational parameters and continuously monitors the outfall through the Environmental Monitoring Center, which allows it to track the effectiveness of the measures adopted. Data on intake, distribution, and recirculation are presented and monitored daily. Contamination risk management is conducted by the Effluent Technical Group (GT), which is responsible for monitoring the quality of discharged effluent and for coordinating the management, coordination, and operations departments in proposing preventive and corrective actions.

The Steel Segment's goal is linked to the recirculation of process water, a key factor in reducing water intake from the Piracicaba, Quilombo, and Mogi rivers. In 2025, the recirculation rate reached 94.88% in Ipatinga and 95.14% in Cubatão—a significant achievement that contributed to reducing water consumption in the steelmaking process.

The Company also maintains open communication with neighboring communities, ensuring that their concerns are tracked and addressed, including those regarding the quality of waterways.



Watershed Committees

Usiminas serves as an advisory member on the Piracicaba and Doce River Basin Committees, supporting the development of water management policies in the region where it operates, with the aim of preventing water shortages, flooding, and deterioration in water quality, all of which would jeopardize the water's multiple uses.

Data Collection GRI 303-3

Water intake for the steelmaking operations at the Ipatinga and Cubatão plants consists exclusively of surface freshwater and totaled 54,889.55 megaliters in 2025. In Ipatinga, water is drawn from the Piracicaba River, in compliance with the 180 m³/min limit specified in the state water use permit. In Cubatão, water is abstracted from the Quilombo River (for human consumption and industrial use) and the Mogi River; following the temporary shutdown of the primary treatment areas and the end of tidal-influenced water abstraction, the facility began using only surface freshwater, with treatment tailored to the specific purpose of each point of use. The waters of the Mogi River were partially influenced by the tides, which also allowed for the abstraction of brackish water. Currently, the process uses only freshwater from surface sources. The volumes abstracted are determined through direct measurement.

Water Permits and Water Use Fees

The Ipatinga Plant holds, through IGAM, a permit granting the right to use state public waters (Administrative Order No. 1504377/2020) for water intake from the Piracicaba River, subject to a flow rate of 180 m³/min; the authorization was renewed on May 26, 2020, for a period of ten years. In Cubatão, DAEE Ordinance No. 7459, dated December 22, 2020—published in the Official Gazette of the State of São Paulo, valid for five years—maintains the authorization for surface water abstraction from the Quilombo and Mogi Rivers at the headwaters of Fonte do Brites and Morrão, at the Quilombo River dam, and for surface discharge into a tributary of the Atlantic Ocean (Morrão River). In accordance with Law No. 9,433/1997, which established water usage fees as an instrument of the National Water Resources Policy, both plants already make the corresponding payments.

Disposal **GRI 303-2 | 303-4**

Water effluents from the Ipatinga and Cubatão plants are routinely monitored in accordance with current legislation—federal (Conama) or state (Copam)—and with the conditions of the respective operating permits, always adopting the most restrictive standard. In Ipatinga, the parameters, frequency, analysis methodologies, and monitoring locations follow FEAM/Supram guidelines. Compliance with discharge regulations was 99.2% in Ipatinga and 99.5% in Cubatão.

Consumption **GRI 303-5**

Total water consumption at the Steel Mill amounted to 22,237.01 megaliters in 2025. The decrease compared to 2024 reflects the installation of more accurate metering equipment at RAME 1. Water is stored in reservoirs located at the plants themselves, with no significant impact. Water consumption is measured at the Pump House 1 Intake and the General Outfall in Ipatinga, and at the Water Treatment Plant (WTP) and Pump House 2 in Cubatão.

Water Resources – Steel Segment (Ipatinga and Cubatão Plants)

Indicator	GRI	Unit	2024	2025
Water Supply from Third Parties	303-3	megaliters	56,174.36	54,889.55
Water discharge	303-4	megaliters	24,798	33,188.16
Total water consumption	303-5	megaliters	31,919	21,701.40
Water Use in Areas of Water Stress	303-5	megaliters	N/A	N/A
Consumption indicator by man-hours worked	3-3	SGA indicator	Targets are set and reviewed annually, and an action plan is required when they are not met	Targets are set and reviewed annually, and an action plan is required when they are not met



Soluções Usiminas

Data Collection GRI 303-1

Soluções Usiminas applies internal Standard GAGERPR0007 (Identification of Environmental Aspects and Assessment of Environmental Impacts) at all its facilities; this standard is revised every two years or whenever there is a significant change in operations. Awareness regarding the responsible use of water is promoted through DDS, onboarding, lectures, Environment Week, and the HR Portal; the SIASSO tool records deviations, such as leaks, and notifies those responsible. Consumption is monitored using an indicator that correlates volume with man-hours worked (HHT).

The water is used for cleaning, meal preparation, gardening, toilets, sinks, and showers. Guarulhos Bonsucesso, Porto Alegre, Santa Luzia, Taubaté, Betim, and Suape are supplied by a public utility; Ipatinga is supplied by Usiminas itself. Taubaté and Santa Luzia have artesian wells, with no plans for additional water intake through 2025.

Disposal GRI 303-2 | 303-4

Discharge complies with the parameters set forth in current CONAMA resolutions and the conditions of the Operating License. No more restrictive internal standards or industry-specific standards are applied. Domestic effluents are discharged into the public sewer system (Guarulhos and Betim), a septic tank/drainage pit system (Suape), the facility’s own wastewater treatment plant with discharge into a receiving body (Santa Luzia and Taubaté), biodigesters with discharge into a receiving body (Porto Alegre), and the plant’s own sewer system (Ipatinga). At all facilities, industrial effluent is stored and collected for off-site treatment.

All discharges fall under the freshwater category:

Disposal destination (all units)	Total (megaliters)
Surface water	30
Groundwater	2.65
Seawater	0
Water from third parties	0.65
TOTAL	33.98





Consumption **GRI 303-5**

Total water consumption was 8.19 megaliters in 2025, with a return coefficient of 0.8, in accordance with ABNT NBR 9649/1986. Uses include human consumption, cafeteria, restrooms/lockers, and cleaning of parts/floors at all facilities; in Porto Alegre, these are supplemented by oil emulsions and a cooling tower.

Indicators

Indicator	GRI	Unit	2024	2025
Water Supply from Third Parties	303-3	megaliters	42.48	41.49
Water discharge	303-4	megaliters	33.98	33.3
Total water consumption	303-5	megaliters	8.5	8.19
Water Use in Areas of Water Stress	303-5	megaliters	n/a	N/A
Consumption indicator by man-hours worked	3-3	SGA indicator	Targets are set and reviewed annually, and an action plan is required when they are not met	Targets are set and reviewed annually, and an action plan is required when they are not met



Mining Segment GRI 3-3 | 303-1

Mineração Usiminas uses water resources in the processing of iron ore, particularly in the wet processing stages and in the transport of tailings via tailings pipelines, as well as in support activities such as sanitation, facility cleaning, and sprinkling to control dust on operational roads. Water is drawn from tube wells, with controlled use of fresh water and high recirculation of the water used in processing.

Water management is guided by the principle of efficient water use, with a focus on reducing the need to tap new sources and increasing water recirculation. The company continues to invest in operational and environmental improvements, particularly in tailings processing plants—such as *dry stacking* and settling units—which increase water reuse and the efficiency of the production system.

As a mining activity, operations involve actual and potential impacts on the quantity and quality of water resources, which the company manages through dedicated controls. The operational demand on local water availability is mitigated by a recirculation rate exceeding 93% in 2025, which contributes to the preservation of local water resources. The quality of surface and groundwater—which is more sensitive during rainy seasons and in areas near mining fronts—is tracked through monitoring conducted in accordance with applicable standards and environmental requirements, including periodic campaigns and archived, auditable records. Risks to waterways and communities are mitigated by dikes, drainage systems, and sediment containment systems, which aim to preserve water quality downstream of operations. Mineração

Usiminas does not discharge industrial effluents and does not release treated sanitary effluents into water bodies; this issue is managed through structured processes, environmental controls, and preventive measures, and the adoption of the most restrictive standard remains a management guideline, contributing to consistency with the previous cycle and to the reduction of regulatory and environmental risks.

Metrics are tracked through direct measurements at intake points, via the GeoHidro system, and through monitoring tools that enhance the ability to track the quality and quantity of water used. Key indicators include fresh water consumption per metric ton produced (m^3/t) and the water recirculation rate (%). This approach enhances the operation's water security and supports decisions aimed at more efficient use of this resource.

Mineração Usiminas does not have any active tailings dams: the tailings undergo solid-liquid separation using filter presses and decanters, and are then disposed of in piles and depleted pits. The only existing structure, the Samambaia 0 Dam, has been decommissioned and is in the process of being remediated.

Water management is carried out in an integrated manner by the Water Working Group and the Water Resources Committee, which monitor consumption and recirculation indicators, the safety of structures, and water quality on a monthly basis. In new projects, the use of recirculated water and solutions that minimize the consumption of fresh water are prioritized.

Disposal **GRI 303-2 | 303-4**

Although Mineração Usiminas does not discharge industrial effluents or release treated sanitary effluents into water bodies, this issue is comprehensively managed through structured processes, rigorous environmental controls, continuous monitoring practices, and preventive measures that ensure the company's environmental performance.

The company systematically monitors water quality in the watersheds near its operations, ensuring that its activities do not negatively impact the environment. Among the controls implemented, the following stand out:

- Periodic monitoring of water quality, with analyses conducted in laboratories accredited under ABNT NBR ISO/IEC 17025, ensuring the reliability and traceability of the results.
- Daily monitoring of turbidity in streams considered sensitive, such as the Samambaia Stream (Class 1) and the Mota Stream (Class 2).
- The fresh drinking water used by the company comes from underground wells, ensuring independence from surface water bodies and reducing the risk of impact.
- The company uses a system for treating and monitoring sanitary effluents:
- Treatment carried out using septic tanks and biological filters, with infiltration into the soil, appropriate for the load generated.
- Regular monitoring of the physicochemical parameters of these effluents to assess the system's efficiency and ensure compliance with environmental standards.
- Periodic cleaning and maintenance of treatment facilities, including any necessary adjustments to ensure proper performance

- A corporate system for recording environmental deviations, which enables the identification of nonconformities, the monitoring of corrective actions, and the implementation of preventive measures.

Data related to water resources and monitoring are stored and managed in the GeoHidro corporate system, ensuring historical records, traceability, and support for decision-making. In addition, consumption metrics are tracked: fresh water, consumption intensity, and the volume and percentage of reused water.

Data Collection **GRI 303-3**

The water abstracted by Mineração Usiminas originates in the Federal São Francisco River Basin and the State Paraopeba River Basin. Potability monitoring is conducted in accordance with GM/MS Ordinance No. 888/2021. Test reports are analyzed and the results are thoroughly verified by a specialized technical team; if any deviations are identified, corrective actions are immediately implemented to ensure the quality and safety of the water supply.

Mineração Usiminas obtains its water exclusively from tubular wells, which are classified as underground freshwater sources, in the amount of 4,471.1 megaliters in 2025. All water withdrawn is recorded in the GeoHidro system and used for industrial processes and human consumption.

Water intake data is compiled based on direct volume measurements taken by flow meters installed at underground intake points. This equipment ensures continuous monitoring. The main principle adopted in water management is that all water withdrawn must be recorded in the Geohidro corporate system, which consolidates information on water consumption and use.

Summary of Water Withdrawal, Discharge, and Consumption at Mining segment in 2025

GRI 303-2 | 303-3 | 303-4 | 303-5

Indicator	Unit	2024	2025
Groundwater extraction / tubular well	megaliters	4,149.19	4,471.1
Total water consumption	megaliters	65,319.02	64,156.11
Reclaimed/recirculated water	megaliters	61,169.83	59,685.01
Water recirculation rate	%	93.65%	93%
Water Use in Areas of Water Stress	megaliters	n/a	N/A

Consumption GRI 303-5

Total water consumption in 2025 amounts to 64,156.11 megaliters, of which 4,471 megaliters come from groundwater abstraction and 59,685.01 megaliters from reclaimed/recirculated water.



Dams and Retaining Structures

Containment structures, including dikes, sumps, and dams, play a vital role at Mineração Usiminas in the Serra Azul mining complex. These structures are important both for the formal and operational drainage systems and for maintaining water quality downstream of the operations.

They function by retaining sediments generated during mining and, depending on their configuration, can also regulate peak flows, thereby protecting the adjacent watershed. Regular monitoring and geotechnical inspection of these structures are essential to ensure safety and operational effectiveness. During the rainy season, the frequency of inspections is increased to respond to rainfall events. Any detected anomaly that could affect the safety or stability of the structures is promptly documented in the inspection report, and an action plan is quickly developed and implemented by qualified professionals, as stipulated in the technical documents.

Currently, Mineração Usiminas does not operate any tailings containment dams. The tailings produced are treated using filter presses that separate the liquid components from the solids, which are subsequently disposed of in controlled piles. The company's only tailings dam, the Samambaia* Dam, is currently deactivated and undergoing a decommissioning process, reflecting the company's ongoing commitment to responsible and sustainable mining practices. This is the third deactivation project carried out by the mining company.

The interventions comply with current legislation and adhere to best practices in hydrogeological and environmental control, while also prioritizing increased physical stability and hydraulic safety. The initiative includes waterproofing the structure's former reservoir—built using the downstream method—smoothing the slopes, and, finally, revegetation through the planting of native species. These actions will enable the area's full reintegration into nature, contributing to the preservation of life through the conservation of fauna and flora.

The project, which involves an investment of R\$200 million, began in July 2023 and delivered its first phase in November of the same year: the implementation of the new spillway, a critical hydraulic structure for increasing water flow capacity.

In 2024, the company completed construction of the bypass channel—an external drainage system approximately 1.5 km long, designed to prevent water from adjacent areas from entering the dam—and made significant progress in sealing the reservoir.

The Samambaia Dam, built using the downstream method, considered safer, has been inactive since 2021, when Mineração Usiminas's tailings filtration system was inaugurated.

* A barragem de Samambaia, construída pelo método à jusante - considerado mais seguro - está inativa desde 2021, quando foi inaugurado o sistema de filtragem de rejeitos da Mineração Usiminas.

Waste and the Circular Economy

GRI 306-1 | GRI 306-2 | GRI 306-3 | GRI 306-4 | GRI 306-5 | GRI 3-3

Waste management and the circular economy are central themes in Usiminas' environmental strategy, given the raw-material-intensive nature of steelmaking, mining, and steel processing activities. The Company bases its operations on the waste management hierarchy, prioritizing non-generation, reduction at the source, internal reuse, recycling, and the recovery of byproducts; and only when there is no technically or economically viable alternative does it resort to environmentally sound final disposal. This approach reduces environmental risks, strengthens operational efficiency, and increases value creation from materials previously treated as waste.

Utilization of Co-products and Circularity GRI 306-4 | GRI 306-5

The valorization of byproducts is one of Usiminas's main areas of focus in circularity. By integrating its technical and commercial divisions, the Company is expanding the development of applications and markets for reusable materials, thereby reducing pressure on landfills and natural resources.

The working groups dedicated to this topic—which were launched in previous cycles and continued in 2025—helped standardize practices, identify opportunities, and share lessons learned across units. The creation of a byproducts management unit reinforced this agenda, expanding the capacity to

transform materials previously treated as waste into economic assets.

At Mineração Usiminas, this approach is put into practice through solutions for dewatering, stockpiling, reprocessing, and reusing tailings and waste rock, supported by environmental and geotechnical controls aimed at preventing sediment transport and impacts on water bodies.

The adoption of dry stacking and dewatering technologies, such as the decanter, has enhanced water recirculation and enabled safer disposal of materials in stockpiles and exhausted pits. This approach strengthens circularity in mining, reduces liabilities, and expands opportunities for the reuse of materials with economic value, in line with the Company's strategy for valorizing by-products.

Usiminas monitors the consumption of renewable and recycled materials used in steel production, including reclaimed sinter, scale, collector dust, and recycled materials of industrial origin. In 2025, recycled inputs from the Company's own sources, such as internally generated scrap, accounted for 15.22% per metric ton of crude steel produced. The use of these materials reduces the demand for primary raw materials and is part of the raw material optimization pillar of the Company's decarbonization plan. The circular economy approach is also linked to socio-environmental initiatives that promote the reuse of materials in applications beneficial to the regions where the Company operates, combining waste management, resource efficiency, and the creation of shared value. This perspective broadens the scope of the environmental agenda by integrating operational performance, innovation, and community relations.

The Company reports that it has no active tailings dams and maintains processes for the decommissioning and remediation of legacy structures, thereby reinforcing risk prevention, transparency, and the continuous improvement of waste and byproduct management.



Steel Segment

In the Steel Segment, materials and waste management is directly linked to process efficiency, environmental protection, and responsibility toward surrounding communities. In large-scale industrial operations, preventing environmental impacts depends on consistent controls from the point of generation through final disposal, including traceability, proper segregation, and a continuous search for reuse alternatives.

When not properly managed, waste can lead to soil and water contamination, air emissions, and risks to human health. For this reason, Usiminas adopts a preventive and integrated approach, supported by corporate policies, internal standards, management plans, and operational controls applicable to different types of waste.

These measures are in line with current environmental legislation and the principles of the circular economy, with a focus on reducing waste generation, increasing reuse and recycling, and ensuring environmentally sound disposal of non-recoverable waste.

As part of this strategy, the Company continuously invests in adding value to byproducts, developing new markets for reusable materials, and fostering integration between technical and commercial departments. These initiatives help reduce the amount of waste sent to landfills, increase material efficiency, and strengthen the circular economy.

Waste control and traceability are ensured through specific computerized systems, periodic inventories, records in official systems, and internal audits. Environmental indicators make it possible to monitor the volumes generated, disposal methods, and the effectiveness of the measures adopted, guiding the continuous improvement of processes.

Usiminas maintains an ongoing dialogue with employees, suppliers, customers, and communities, promoting training, awareness campaigns, and partnerships that reinforce responsible materials and waste management and maximize positive impacts on sustainable development.

Prevention, Segregation, and Disposal

GRI 306-2 | GRI 306-3

Usiminas maintains a structured approach to preventing impacts associated with waste, based on internal procedures categorized by waste type and on operational controls that include waste and hazard identification, handling and storage guidelines, safety measures, and transportation and disposal requirements.

In operations where the greatest impacts occur, the Company prioritizes reduction at the source, recycling, sale, and —where applicable— reuse within its own processes, reinforcing its commitment to circularity and efficiency in management.

Sorting and storage follow operational procedures designed to prevent liabilities, with segregated collection and secure packaging in designated areas. This model is complemented by ongoing training for teams in sorting, handling, packaging, and storage, reducing the risk of deviations and ensuring consistent execution.

When management involves third parties, governance includes pre-contractual controls, document verification, monitoring the validity of permits, and verifying the final destination, ensuring that carriers and shippers comply with legal, environmental, and contractual requirements.



Waste not intended for final disposal (t)

Category	Quantity (t)
Total	3,328,535.20
Non-hazardous	3,302,386.89
Dangerous	26,148.31

Major recovery routes (t)

Operation	Quantity (t)
Recycling (non-hazardous)	1,184,862.75
Other forms of recovery	2,117,524.14
Recycling (Hazardous Waste)	23,026.48
Other operations (hazardous)	2,533.36

Main disposal methods (t)

Operation	Quantity (t)
Landfill (non-hazardous)	40,060.58
Incineration (hazardous)	13,346.39
Grounding (hazardous)	103.44

65,169.79

metric tons

waste intended for final disposal

3,328,535.20

metric tons

waste not intended for final disposal

3,393,704.99

metric tons

total waste generated

Waste and the Circular Economy – Steel Segment

Indicator	GRI	Unit	2024	2025
Total waste generated	306-3	t	3,233,762.38	3,393,704.99
Waste not intended for final disposal	306-4	t	3,189,644.16	3,328,535.20
Waste intended for final disposal	306-5	t	44,118.22	65,169.79
Main Categories and Recovery/Disposal Operations	306-3 / 306-4 / 306-5	description	Recycling, preparation for reuse, incineration, landfilling, other types of recovery/disposal	Recycling, preparation for reuse, incineration, landfilling, other types of recovery/disposal

At the Company's facilities, traceability is enhanced by manifests, electronic waste transport systems, final disposal certificates, and internal records, making it possible to track waste flows from generation through disposal and verify compliance with the routes taken.

In steel production, waste is recorded and tracked in an internal environmental management system, with periodic assessments by the departments that generate it, documented records, and technical evaluations of disposal options.

This model combines document control, operational monitoring, and continuous improvement, supporting the reduction of liabilities, increased material recovery, and transparency in waste management throughout the supply chain.



Soluções Usiminas

Steel coil is the main input and the basis of the production process. Its processing generates steel scrap as a direct waste product. Indirectly, the process generates plastic from packaging, cardboard, wood from damaged pallets, general waste from administrative areas, pruning and sweeping waste, and contaminated waste related to equipment maintenance.

Management follows a strategy of reducing waste generation, sorting, selective collection, and recycling whenever feasible. Internal reuse is practiced, such as using corrugated plastic sheets from unpacked rolls to protect blanks. When recycling is not feasible, waste is disposed of by licensed partner companies that handle transportation, receipt, and treatment or proper disposal.

Waste Generated and Disposal

GRI 306-3 | 306-4 | 306-5

In 2025, all waste was sent to licensed third-party companies; none was disposed of internally. For hazardous waste, the main disposal methods were incineration, autoclaving, blending for co-processing, Class I landfill, and effluent treatment; non-hazardous waste was sent to Class II landfill and for recycling.

The data comes from the MTR systems of the states where the company operates — MTR FEAM (MG), SIGOR (SP), SINIR (PE), and MTR FEPAM (RS) — ensuring traceability and legal compliance.

In 2025, all waste generated was sent off-site*, resulting in 23,550.61 metric tons of waste disposed of. In terms of composition, the waste generated consists of scrap metal (20,456.23 t), construction waste (1,434.76 t), industrial effluent (633.13 t), plastic (251.59 t), and household waste (212.26 t).

* The only exception is a portion of the corrugated plastic material (waste generated from the packaging of the coils), which is reused as protective material for the corners of the bales during strapping, replacing the plastic corner protectors. This information, however, is not quantified and is not tracked by Soluções Usiminas.





Mining Segment

At Mineração Usiminas, waste generation is associated with the use of chemical and energy inputs and with the stages of extraction, processing, transportation, and equipment maintenance. These processes generate waste rock, tailings, operational and contaminated waste, as well as effluents associated with support activities. Waste management combines segregation, proper storage, documentary traceability, field inspections, and disposal at duly licensed sites.

The impacts resulting from these activities are addressed through integrated environmental control practices, including the use of checklists, internal audits, the consolidation of data into periodic reports, and ongoing monitoring of third-party performance. This approach ensures consistency with the previous cycle and enhances the quality of monitoring, particularly in verifying compliance with final disposal requirements.

To prevent waste generation, reduce risks, and promote a circular economy, Mineração Usiminas implements specific measures for waste separation, packaging, disposal, traceability, and staff training.

Separate collection and storage in a waterproofed, structured area at the Waste Management Facility reduce the risk of soil and water contamination. Waste disposal prioritizes recycling, reuse, and co-processing, reducing the amount of waste sent to landfills and increasing the reuse of materials.

Traceability to the final destination is ensured through the Waste Transport Manifest (MTR), while reverse logistics are applied to batteries and lubricating oils. Teams receive ongoing training on sorting, handling, packaging, and storage.

The revegetation of exposed areas complements these measures by reducing sediment transport to containment systems, such as *sumps and dikes*, thereby integrating waste management, drainage, and environmental restoration.

In the management of tailings and waste, Mineração Usiminas promotes the circular economy by reprocessing stockpiles and materials previously stored in tailings dams, converting potential liabilities into raw materials that can be used by the Steel Segment. This approach reduces environmental risks, improves resource efficiency, and enhances the safety of the structures.

Among the key initiatives implemented, the following stand out:

- Dry *stacking*, which has been in use since December 2021, has eliminated the need for tailings dams for new deposits and significantly reduced the risks and impacts associated with wet storage.
- The decanter, which began operations in 2023, allows for the dewatering of tailings slurry, increases water recirculation, and enables safer disposal in piles.
- Real-time monitoring, using piezometers, radars, rain gauges, and automated systems, ensures continuous monitoring of the stability of the disposal structures.
- The Emergency Action Plan for Mining Dams (PAEBM) is kept up to date and shared with surrounding communities, thereby enhancing transparency, preparedness, and risk management.
- The decommissioning of tailings dams, including two structures built using the upstream method that have already been decommissioned through reprocessing of the deposited material, and one structure built using the downstream method that is still in the process of decommissioning, with no reprocessing of the material at this time.

Mineração Usiminas also follows a structured process to ensure that third-party companies responsible for waste management comply with legal, regulatory, and contractual obligations. Monitoring includes inspections, checklists, internal audits, and ongoing verification of disposal conditions, ensuring that all steps are carried out in an environmentally sound manner.



Waste and the Circular Economy – Mining segment

Indicator	GRI	Unit	2025	
Industrial waste generated	306-3	t	1,191.6	
Mining waste – waste rock and tailings	306-3	t	25,020,488	
Waste not intended for final disposal	306-4	t	25,021,679.60	
By-products / reused mining waste	306-4 / GRI 3-3	t	3,260,295	
Waste intended for final disposal	306-5	t	2,021.10	

Indicator	GRI	Unit	2024	2025
Waste intended for final disposal	(306-5)	t	1,906.61	2,021.10
Non-hazardous		t	1,658.70	1,279.50
Dangerous		t	247.91	741.60
Waste not intended for final disposal	(306-4)	t	2,440.62	25,021,679.60
Non-hazardous		t	1,690.03	25,021,398
Dangerous		t	750.59	281.60
Total generated	(306-5)		4,347.23	25,023,700.70
Main types reported	306-5	description	Incineration (with energy recovery), incineration (without energy recovery), other disposal operations	Incineration (with energy recovery), incineration (without energy recovery), other disposal operations



Biodiversity

GRI 304-1 | GRI 304-2 | GRI 304-3 | GRI 304-4 | GRI 3-3

Biodiversity conservation is an integral part of Usiminas' environmental resilience strategy and guides its relationship with the regions where it operates. In areas affected by industrial and mining activities, the Company carries out initiatives focused on conservation, environmental restoration, revegetation, erosion control, land rehabilitation, monitoring of habitats, fauna, and flora, and the care of rescued wildlife.

Although it does not yet have a specific formal biodiversity risk management plan, Usiminas implements ongoing protection and conservation measures at its operational sites and in its areas of influence. These actions include initiatives that go beyond applicable legal requirements and strengthen the integration between operations, the community, the landscape, and environmental conservation.



Steel Segment

The Ipatinga Plant and Usiminas Mecânica have approximately 10 km² of industrial land in the municipality of Ipatinga (MG) and occupy an area adjacent to the Strictly Protected Conservation Area—Rio Doce State Park.

It is worth noting that the Rio Doce State Park (PERD) was the first Conservation Unit established in Minas Gerais and is home to the state's largest tropical forest. PERD is classified as a Core Zone of the Atlantic Forest Biosphere Reserve, recognized by UNESCO in 2008. It is considered to be of "Extremely High Biological Importance" by the Ministry of the Environment—the highest level of importance in this category—and has been designated an "Area of Special Biological Importance" by the State Government of Minas Gerais. The Rio Doce State Park region constitutes Brazil's third-largest lacustrine ecosystem.

Usiminas is a partner of PERD, serves on its board, and contributes by supplying seedlings, providing equipment and personnel to maintain the nursery, and supporting cleanup activities and the upkeep of administrative areas and buildings. During the dry season, the partnership also includes monitoring, identifying potential fire hazards, and assisting with firefighting efforts.

Although the Ipatinga Power Plant is located near PERD, the municipality of Ipatinga lies outside the conservation area's buffer zone, in accordance with the criteria established in the park's Management Plan, as it is a well-established urban center.

In the Steel Segment, biodiversity management is rooted in a long history of coexistence between industrial operations, the city, and the environment, particularly in the Vale do Aço region. These efforts include green spaces, nurseries, environmental restoration initiatives, support for protected areas, and environmental education programs.

Among these areas, the Ipatinga Plant's green belt stands out—a 249.22-hectare strip of vegetation maintained around the industrial plant, where it meets the urban area. The green belt serves as a natural barrier between the plant and the city and is part of the network of green spaces preserved by the steel mill.

Since the 1980s, Usiminas has maintained a seedling nursery located within the Usipa Private Natural Heritage Reserve (RPPN), a facility that supports seedling production, the restoration of green areas, and environmental education initiatives.

The nursery is located in a reforested area and, in 2025, produced approximately 16,895 tree, fruit, and ornamental seedlings. Of this total, 5,949 seedlings were donated to employees and the community as part of social-environmental projects developed by Usiminas, and the remainder were used for the restoration and preservation of green spaces around the Ipatinga Plant (MG).

Biodiversity – Steel Segment

Indicator	GRI	Unit	2024	2025
Industrial area adjacent to Rio Doce State Park	304-1	km ²	10	10
Permanent Preservation Areas, woodlands, RPPNs, and the green belt	304-3	ha	2,692.42	2,692.42
Seedlings produced in the nursery	304-3	seedlings	15,015	16,895
Seedlings donated to employees and the community	304-3	seedlings	6,700	5,949
Species on conservation lists with habitats in affected areas	304-4	number of species	N/A	N/A

The production process—from seed collection to the delivery of seedlings—is monitored by the nursery staff, ensuring traceability and technical quality in restoration and donation efforts.

In addition to supporting the revitalization of green spaces in Vale do Aço, the nursery contributes to environmental education by welcoming schools, families, and groups interested in learning about the Atlantic Forest biome and gaining a practical understanding of the importance of conservation.

Currently, the Company maintains two Private Natural Heritage Reserves (RPPNs) in the Vale do Aço region:

The Lagoa Silvana RPPN was established by the State Forestry Institute (IEF) of Minas Gerais through IEF Administrative Order No. 206, dated December 21, 2012. Located in the municipality of Caratinga, it preserves more than 250 hectares with the sole purpose of conserving biological diversity, protecting the area surrounding the Rio Doce State Park, and contributing to the preservation of the Lagoa Silvana Environmental Protection Area (APA).

The Usipa RPPN, covering more than 200 hectares, is the result of an agreement between Usiminas and the Minas Gerais Public Prosecutor's Office (MPMG), taking into account the area's ecological importance and the need for its permanent preservation. Located in Ipatinga, it is home to the Seedling Nursery, which produces seedlings for the conservation of the area itself, the restoration of green spaces in the region, and socio-environmental initiatives with local communities. 16,895 – annual seedling production – Usipa RPPN.

The management plans for the two RPPNs were approved by the environmental agency of the state of Minas Gerais.

In 2025, the Steel Division's biodiversity initiatives also included planting 7,000 seedlings to strengthen the green barriers surrounding its facilities, contributing to the expansion, conservation, and preservation of green areas. During the same period, an internal composting process was developed using pruning waste mixed with soil and fertilizers to produce a growing medium for seedlings used in the maintenance of the Company's green areas. In addition, the environmental agency approved the management plans for two of Usiminas' conservation units, the Usipa RPPN and the Lagoa Silvana RPPN, establishing guidelines for the sustainable use and management of resources in these protected areas.

Management of this issue involves identifying impacts, implementing preventive and mitigating measures, and tracking effectiveness through monitoring and technical reviews, with transparency and integration into corporate sustainability processes.

All of Soluções Usiminas' facilities are located in urbanized and developed areas. The only exception is the Santa Luzia (MG) facility, which is adjacent to a Permanent Preservation Area (APP), where the buffer zone stipulated by Law No. 12,651/2012 is respected. This is a section of riparian forest approximately 400 linear meters long, located on the left bank of the Rio das Velhas.

Despite this proximity, Soluções Usiminas' operations at all of its facilities are considered to have no significant impact on local biodiversity.

Together, these initiatives reinforce a preventive approach to biodiversity management, integrate environmental restoration, habitat conservation, and technical monitoring, and strengthen Mineração Usiminas's ability to track the effectiveness of the measures adopted over time.





Mining Segment

At Mineração Usiminas, biodiversity management takes into account the presence of protected and special areas adjacent to or within the operations, such as the Igarapé Environmental Protection Area (APA) and the Rio Manso and Serra Azul Special Protection Areas. In these areas, the company's activities aim to balance environmental protection, land restoration, and the region's sustainable development.

The company's legal reserve areas are located within the Igarapé APA. In the Rio Manso and Serra Azul APEs, there are environmental protection areas and operational areas within these units, which requires integrated management of conservation, monitoring, and environmental control.

The company maintains environmental management programs focused on the restoration of disturbed areas, water and wildlife monitoring, wildlife rescue and relocation, and the reintroduction of flora, thereby contributing to the preservation of environmental quality in the regions where it operates.

The restoration of areas is carried out through technical planning, continuous monitoring, and the incorporation of lessons learned from periodic inspections and assessments, covering preserved areas, compensation areas, and environmental easement areas.

Conservation and restoration measures take into account ecological connectivity between protected areas, the reintroduction of native species, the recovery of flora and fauna where applicable, and the compensatory measures defined in the environmental permitting process. Ongoing technical monitoring seeks to ensure the preservation of the environmental characteristics of the areas undergoing recovery and the effectiveness of the actions implemented.



Since 2012, the Serra Azul Wildlife Monitoring and Conservation Program has been tracking the presence of species in remaining habitats surrounding the operations, identifying threatened, rare, endemic, and migratory species, proposing management and conservation strategies, and evaluating the effectiveness of wildlife mitigation measures.

To enhance the recovery of impacted areas, management practices such as soil amendment, organic fertilization, initial introduction of agronomic species for stabilization, erosion control, and support for the survival of reintroduced native species are adopted.

Environmental conservation and restoration are based on the technical principle of offsetting 1 hectare of impacted land with 2 hectares of restored land, reinforcing the concept of expanded ecological restoration.

Wildlife monitoring is ongoing and covers various taxonomic groups, in addition to tracking endangered species. In 2025, the monitoring program began to incorporate telemetry to track individual wildlife, generating data on movement, behavior, and habitat use, and helping to identify priority areas for environmental conservation.

Species Monitoring **GRI 304-2 | 304-4**

	2024	Number of species
Bird Life	200	200
Entomofauna	144	144
Herpetofauna	39	39
Ichthyofauna	25	25
Mastofauna	44	44
Registered Endangered Species	10	10
Fauna Monitored by Telemetry	6	6

Biodiversity – Mining Segment

Indicator	GRI	Unit	2024	2025
Total preserved area	304-3	ha	5,563.97	7,496
Area subject to an environmental easement	304-3	ha	2,775.21	3,177
Legal Reserves	304-3	ha	1,464	1,465
Compensation/Conservation/Restoration Areas	304-3	ha	1,063	1,067
Native seedlings produced	304-3	number of seedlings	12,000	25,000
Species recorded by taxonomic group	304-2 / 304-4	number of species	437	452
Registered Endangered Species	304-4	number of species	10	10
Fauna Monitored by Telemetry	304-2	number of individuals	6	6





Progress, Challenges, and Lessons Learned During This Period

During this period, Usiminas made further progress in integrating the ESG agenda into its management, strengthening governance, expanding monitoring efforts, refining controls, and improving coordination between operational and corporate departments. Highlights include the expansion of digital monitoring of water and environmental issues, the promotion of circularity through the recovery of byproducts, the evolution of management tools for working with suppliers, and the continuation of initiatives focused on climate transition and technological development.

Challenges remain related to the complexity of the transition to a low-carbon economy, long-term technological uncertainties, the need to align the value chain with higher standards of social and environmental performance, and the ongoing refinement of monitoring and governance mechanisms. The Company recognizes that adjustments to criteria, methodologies, and measurement systems require ongoing attention to the consistency of reporting and the quality of the information disclosed.

Incorporating lessons learned from audits, inspections, *stakeholder feedback*, and technical analyses remains a key focus of continuous improvement, ensuring that policies and operational procedures are updated to enhance the effectiveness of measures and the quality of reporting, in line with the standards adopted and our commitment to transparency toward external *stakeholders*.

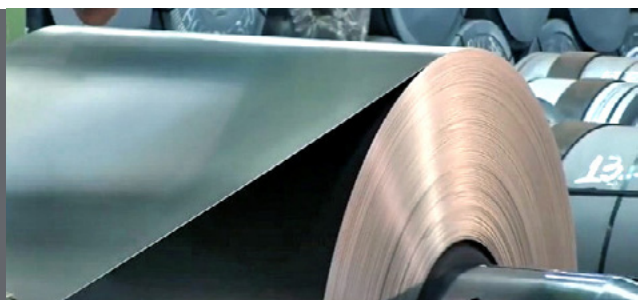




5. ECONOMIC AND FINANCIAL PERFORMANCE

With a financial management system that utilizes the best available practices and tools, Usiminas is guided by a commitment to transparency, operational efficiency, and a focus on results, strategically aligning itself with the demands of both domestic and international markets. This approach enables the organization to maintain a solid and competitive market position, ensuring the company's economic and financial sustainability and creating significant value for its stakeholders and society.

Objectives of the Financial Pillar



Objectives:

- To prioritize creating value for its shareholders and take all appropriate measures within its control to ensure the financial sustainability of the Usiminas Companies, with the aim of preventing financial losses and a decline in share value, and to ensure the reliability of data and the distribution of earnings;
- To uphold transparency with all of its stakeholders, providing internal and external visibility into the Company's performance, commitments made, material facts, changes implemented, and other information that is of interest and may influence stakeholders' decisions.

Initiatives:

- Initiatives implemented to achieve the objectives:
 - Investment Portfolio Policy
 - Earnings Allocation Policy
 - Policy on Disclosure of Information and Trading in Securities
- Listing on B3's Level 1 governance tier, which promotes practices that enhance transparency and investor access to information through the disclosure of information beyond what is required by law
- Close collaboration with investors and *rating* agencies
- A standing Audit Committee, which reviews the Company's financial statements, among other responsibilities
- *Gap* analysis and implementation of improvements regarding the performance of B3's Corporate Sustainability Index (ISE) participation process

Operational and Financial Highlights for 2025

Steel Sales:

↑ 4.4 million
in metric tons, up 2.2% from 2024

Working Capital:

↑ R\$ 6.0 billion
-12.2% compared to 2024

Ore Sales:

↑ 9.6 million
tons, up 13.9% from 2024

CAPEX:

↑ R\$ 1.2 billion
+10.0% compared to 2024

Net Revenue:

↑ R\$ 26.3 billion
+1.5% compared to 2024

Box:

↑ R\$ 6.9 billion
+16.6% compared to 2024

Adjusted EBITDA:

↑ R\$ 2.0 billion
+23.9% compared to 2024

Net Cash:

↑ R\$ 444 million
+R\$1.4 billion compared to 2024

Net Loss:

↓ R\$ 2.9 billion
-R\$2.9 billion vs. 2024

Leverage:

↑ -0,22x
-0.80x vs. 2024



Financial and Operational Performance

GRI 3-3 | 201-1 | 201-4

Usiminas' financial results can be found in its Financial Statements, prepared in accordance with International Financial Reporting Standards (IFRS), issued by the International Accounting Standards Board (IASB), in addition to the accounting practices adopted in Brazil by the Accounting Pronouncements Committee (CPC), as approved by the Brazilian Securities and Exchange Commission (CVM).*

The year 2025 was a challenging one for Usiminas and for the Brazilian Steel Segment. Against a backdrop marked by high volumes of imported steel under conditions of unfair competition, the sector once again missed an opportunity to increase income, jobs, and value in the country.

Data from the Instituto Aço Brasil show that apparent consumption of flat steel in Brazil grew 4% compared to 2024, totaling 16.4 million metric tons. Even so, domestic sales remained stable at 12.3 million metric tons, while imports rose 30.1%, reaching 4.0 million metric tons. To put this into

* <https://api.mziq.com/mzfilemanager/v2/d/5dcf459c-823d-4c02-ac4b-a2aa54a63486/1e7889e1-6902-bb48-2f09-f5ce4c7e6294?origin=2>

perspective, this volume is more than three times higher than that recorded in 2020, before imports into the country began to surge.

In this context, Usiminas' domestic sales remained stable compared to 2024, totaling 3.9 million metric tons. Exports, meanwhile, reached 432,000 metric tons, representing a 28.2% increase year-over-year. As a result, the Company's total sales reached 4.4 million metric tons, up 2.2% from the previous year and the second-highest volume in the last ten years.

Usiminas remains prepared to compete on a level playing field and to create value for its *stakeholders* on a sustainable basis. However, the pressure exerted by competitive practices that bring domestic prices closer to subsidized import prices undermines the sector's profitability and reduces the Company's financial capacity. In this context, in 2025, Usiminas' net revenue per metric ton declined by 4% compared to 2024.

Despite the uncertainties of this scenario, Usiminas remained focused on its future and on modernizing its operations. In 2025, the company announced an investment in the modernization and partial reconstruction of Battery 4 at Coke Plant 2, with a projected investment of R\$1.7 billion and completion estimated for 2029.

This project joins three other infrastructure investments already underway: the new PCI grinding and injection plant, with an investment of approximately R\$597 million and scheduled for completion in 2026; the construction of a new gasometer, with an investment of approximately R\$233 million and estimated for completion in 2027; and the hot repair of Battery 3 at Coking Plant 2, with a total investment of approximately R\$978 million and completion scheduled for 2028. With these projects, the Company reinforces its agenda of technological modernization and operational efficiency, with a focus on competitiveness, productivity, and value creation.

On the financial front, Usiminas also made progress in 2025. In January, it completed a *bond* offering worth US\$500 million, maturing in 2032. Demand was five times the amount offered, and the *spread* obtained was the lowest ever achieved by the Company. The proceeds were used entirely to repurchase bonds maturing in 2026 and for general corporate purposes.

In March 2025, the Company redeemed the first series of its 8th debenture issue early, in the amount of R\$300 million, and in August, it redeemed the first series of its 9th debenture issue, in the amount of R\$160 million. As a result of these transactions, Usiminas now has no significant amortization payments due until 2028. Another important milestone was that the Company's cash and financial investments exceeded its gross debt by R\$444 million as of December 31, 2025, compared to net debt of R\$937 million at the end of 2024, representing a reduction of R\$1.4 billion in net debt.

This performance reflected the R\$989 million in free cash flow generated in 2025 and the reduction in gross debt. At the end of the fiscal year, Usiminas's leverage, measured by the net debt-to-EBITDA ratio, was negative 0.22. The extension of the debt profile and the financial indicators reinforce the Company's commitment to financial discipline and prudent credit risk management.

The environment and safety remained among Usiminas' top priorities in 2025. That year, the Company achieved a B rating in the Climate category of the Carbon Disclosure Project (CDP)—one of the leading global assessments of climate management and corporate sustainability—for the first time. This result recognizes progress in governance, risk management, and initiatives aimed at addressing climate change, while also contributing to Usiminas' continued inclusion in B3's Corporate Sustainability Index (ISE). The Company moved up two positions in the ranking, achieving the third-highest score on



the CDP scale and the highest level available for its reporting model.

Among the achievements during this period, the Procurement department mapped suppliers' CO₂ emissions, strengthening the value chain's engagement in response to growing demands from investors and global customers, including major automakers. The Company also achieved a Level C rating in Water Security. Also in 2025, Usiminas and Mineração Usiminas received the Gold Seal in the 2025 cycle of the Public Emissions Registry, an initiative of the Brazilian GHG Protocol Program, coordinated by the Getulio Vargas Foundation (FGV). The certification represents the highest level of recognition under Brazil's leading protocol for transparency in the publication of greenhouse gas emissions inventories.

For the fourth consecutive year, Usiminas has been included in the B3 Corporate Sustainability Index (ISE B3). The 21st edition of the index, valid for the 2026/2027 cycle, includes 69 companies from 38 different sectors of the Brazilian market, and Usiminas remains the sole representative of the steel sector in the index. In this edition, the

company moved up six positions in the ranking and recorded a 3.99% improvement in its sustainability performance compared to the previous year.

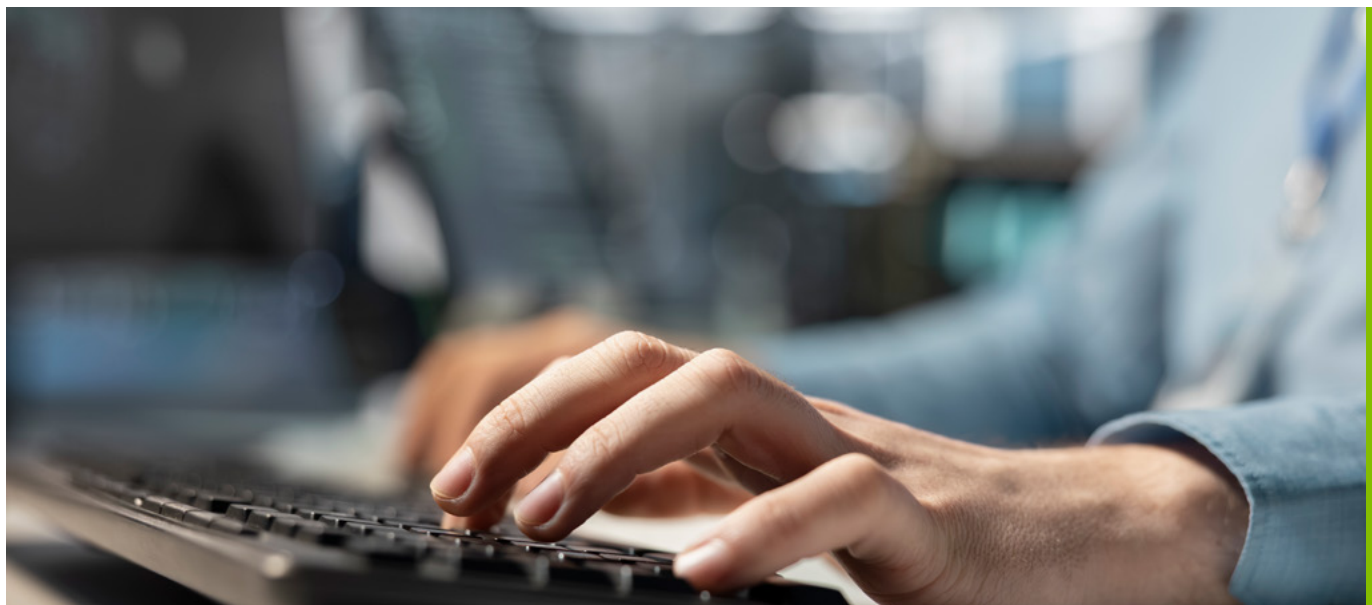
This result was made possible by the direct involvement of 42 employees from 20 different departments, who were responsible for implementing best practices in sustainability and addressing 191 questions, which included more than 1,500 possible answers.

Also in 2025, Usiminas signed World Steel's new Sustainability Charter for the 2025–2027 cycle, reaffirming its commitment to sustainable practices in the Steel Segment. The document recognizes companies that take a proactive approach to sustainability and encourages producers and associations to adopt responsible practices throughout the supply chain. To receive this recognition, companies must meet 20 criteria covering environmental, social, economic, and governance issues. The nine principles guiding sustainability in the Steel Segment include climate action, the circular economy, environmental stewardship, support for local communities, valuing people, health and safety, ethics and transparency in operations, responsibility in the value chain, and innovation that generates prosperity.

Finally, Usiminas was one of the companies recognized in the 2025 edition of The One Awards, organized by Volkswagen do Brasil to highlight strategic suppliers in various categories. The event, held in August in Rio de Janeiro, brought together the automaker's partners for a gathering aimed at strengthening relationships with the automotive supply chain. On that occasion, the Company received recognition in the Metal Partnership category, which honors Volkswagen's leading metal supplier, based on the quality of its supplies, the service provided over the past year, and the projects developed in partnership between the two companies.

Income Statement

R\$ 1,000	2024	2025	Δ
Net Sales Revenue	25,869,799	26,263,450	2%
■ Internal Market	21,709,358	20,948,711	-4%
■ Foreign Market	4,160,441	5,314,739	28%
Cost of Goods Sold	(24,209,863)	(24,079,521)	-1%
Gross Profit	1,659,936	2,183,929	32%
Gross Margin	6%	8%	+ 2 p.p.
Operating Revenue and Expenses	(1,160,360)	(3,547,815)	206%
■ Sales	(420,001)	(524,545)	25%
■ General and Administrative	(651,024)	(742,065)	14%
■ Other Revenue and Expenses	(385,190)	(2,582,250)	570%
■ Share of earnings of subsidiaries, jointly controlled entities, and affiliates	295,855	301,045	2%
Operating profit (loss)	499,576	(1,363,886)	-
Operating Margin	2%	-5%	- 7 p.p.
Depreciation and Amortization	1,226,067	1,274,791	4%
EBITDA (CVM Instruction 156)	1,725,643	(89,095)	-
EBITDA Margin (CVM Instruction 156)	7%	0%	- 7 p.p.
Adjusted EBITDA	1,607,774	1,992,638	24%
Adjusted EBITDA Margin	6%	8%	+ 1 p.p.





Direct Economic Value Generated and Distributed

2025

Direct economic value generated and distributed	
Sales of goods, products, and services	30,831,516
Recognition (reversal) of a provision for expected credit losses	7,276
Other recipes	95,408
Total	30,934,200
Supplies purchased from third parties	
Cost of Products, Merchandise, and Services Sold	(23,396,157)
Materials, energy, third-party services, and other items	(1,045,220)
Impairment (Reversal) of Assets	(2,214,410)
Total	(26,655,787)
Gross Value Added	4,278,413
Depreciation, Amortization, and Depletion	(1,274,791)
Net value added generated by the company	3,003,622
Share of earnings of subsidiaries, jointly controlled entities, and affiliates	301,045
Financial Revenue	866,963
Foreign exchange revenue	(340,441)
Actuarial gains (losses)	(67,197)
Total	760,370
Value added to be distributed	3,763,992

2025

Personnel and Expenses	
Salaries and payroll taxes	1,464,757
FGTS	100,770
Management Compensation	60,514
Employee Profit Sharing	162,415
Retirement Plans	16,591
Total	1,805,047
Taxes, fees, and contributions	
Federal (i)	1,692,411
State Championships	2,398,756
Municipal	125,915
Tax incentives	8,506
Total	4,225,588
Return on Third-Party Capital	
Interest	1,121,941
Foreign exchange expenses	(478,550)
Derivative financial instruments	-
Total	643,391
Return on Equity	
Dividends and interest on equity	83,516
Retained earnings (losses)	(3,078,192)
Non-controlling shareholders' share of retained earnings	84,642
Total	(2,910,034)
Distributed value added	3,763,992

Financial Management

GRI 3-3 | 203-2

Cash flow enables the company to invest in sustainable initiatives, and good relationships with stakeholders lead to better results.

The actual and potential impacts can be broken down as follows:

- Usiminas Operations: Investment in improvements through research and development, funds for renovations and maintenance, and funds to cover production costs;
- Shareholders/Investors: distribution of profits and dividends; stock price;
- Suppliers/partners: timely payment of invoices and tracking of receipts;
- Employees: retention of the workforce; profit sharing;
- Community/society: job creation; programs that provide social benefits;
- Environment: investment in sustainable measures and operations;
- Government: economic stimulus; tax collection.

Our business activities and relationships are based on established financial policies, through which



we seek to maximize the company's profits while remaining vigilant in identifying potential areas for process and performance improvement. At the organizational level, increased dialogue among the company's different departments ensures a thorough assessment of the relevant variables. As one of the key indicators of the company's productivity and efficiency, financial performance is closely monitored, allowing us to adapt quickly to market fluctuations.

Usiminas always operates in compliance with national and international standards, including SOX standards, and we also follow the guidelines established by our financial policy.

The Company's Financial Policy, which also covers its subsidiaries and affiliates, took effect in 2009 following approval by the Company's Executive Board, and its most recent revision was approved by the Executive Board in February 2024. The purpose of the Company's financial sustainability controls is to ensure sustainable growth that allows us to consistently honor our commitments and maximize earnings. Usiminas is committed to adopting measures in accordance with its commitments to Corporate Governance and Financial Sustainability as set forth in the Sustainability Standard.

The **Finance Department** is responsible for proposing the financial strategy and is tasked with managing the Company's cash flow: monitoring the market and proposing financing transactions, loans, *forfeiting* and credit assignment transactions, and derivatives. Through efficient management, we are confident in a sustainable financial future and are already seeing excellent results today.

Cash management is designed to ensure we maintain a substantial liquidity reserve while also safely maximizing the company's earnings. The group's current debt position is entirely sustainable, and we remain vigilant for potential opportunities that could place us in an even more comfortable position. Efficient debt management instills confidence in the market, thereby attracting more investment. The Company seeks to reduce risks related to foreign exchange exposure and volatility in currencies, commodity prices, and interest rates, as well as volatility in cash flow, and to avoid currency mismatches.

Usiminas is committed to transparency with all of its stakeholders, providing both internal and external visibility into the Company's performance, commitments made, material facts, changes implemented, and other information that is of interest and may influence stakeholders' decisions.

Tax Strategy

GRI 3-3 | 207-1 | 207-2 | 207-3

The tax strategy incorporates tax analyses into the company's records of purchased materials and services. The goal is to optimize tax credits and mitigate tax risks in the procurement process. This work is carried out in close collaboration with the business units, through partnerships and knowledge transfer, raising awareness of tax impacts among end users. It also includes transparent relationships with government agencies and close monitoring of tax legislation and case law, with the aim of maximizing the capture of tax assets and mitigating risks.

Management

The Tax Department is responsible, at the executive level, for analyzing and approving the tax strategy and its periodic revisions. Tax planning encompasses all areas of the company: from maintaining records of materials, customers, and suppliers to defining tax parameters in purchasing and sales processes, to developing business models, to Special Regimes for tax incentives, and to reviewing existing processes.

Tax risks are monitored by tracking legislation and case law, automating systemic tax controls, conducting periodic reviews of databases, and providing ongoing training to staff. This monitoring is supplemented by external tax compliance audits, external accounting and tax audits, and internal audits to validate tax controls.

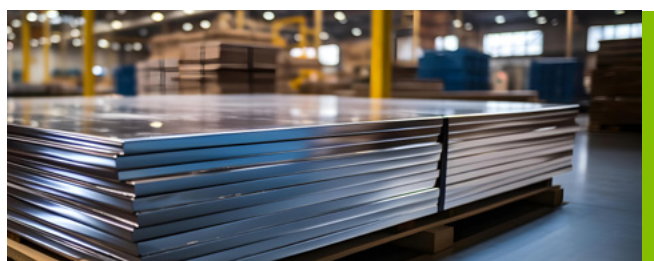
The company is continuously committed to complying with tax regulations, working with the legal department to evaluate current legislation, recent case law, and the best available legal doctrine.

Mechanisms for Reporting Concerns

Concerns regarding unethical or illegal conduct and the organization's tax integrity can be reported through the Open Channel, which is available to employees, third parties, and the community, while preserving the reporter's anonymity. The channel can be accessed by phone (0800) or through the website. Upon submitting a report, the reporter receives a code to track the investigation, which is conducted by the Integrity team.

Stakeholder Engagement and Concerns Management

The Company's relationship with tax authorities is guided by transparency and Usiminas' code of ethics and conduct. In matters involving tax policy advocacy, the Company provides technical analysis of the effects of the measures under discussion and the sources of the data. The opinions and concerns of stakeholders, including external ones, are gathered during periodic meetings with customers and suppliers. As provided for in the bylaws, certain decisions are referred to the Executive Board and the Board of Directors.



Investor Relations

The Investor Relations (IR) department plays a strategic role in communicating with the financial market, ensuring the dissemination of clear, accessible, and timely information to all of the company's stakeholders.

In accordance with the rules and guidelines established by agencies such as the Brazilian Securities and Exchange Commission (CVM) and B3 – Bolsa do Brasil, Usiminas is classified at Level 1 for corporate governance by B3. The company adopts practices aimed at transparency and expanding investors' access to information, promoting the regular disclosure of press releases and material facts through the CVM/B3 systems and its own website, with a focus on quality, fairness, and clarity.

Prior to the publication of financial results, the IR department holds a series of meetings with various departments within the company and with the executive board to ensure consistency in how topics will be communicated to the market. This process helps improve the flow of information, enhancing transparency and increasing both internal and external visibility of the company's performance.

The IR department is also responsible for managing relationships with fixed-income investors and credit rating agencies.

Usiminas' debt structure consists primarily of a bond maturing in 2032, as well as three debenture issues, spread across different series, maturing between 2028 and 2032. In terms of credit ratings, the company's domestic debt is rated AAA.br by S&P Global, brAAA by Moody's, and AA+(bra) by Fitch Ratings. On the global scale, Usiminas is rated BB by S&P Global and Fitch Ratings, equivalent to the Ba2 rating assigned by Moody's.





6. AWARDS AND RECOGNITIONS

Awards and Recognition

Mineração Usiminas Receives the Minas Business Performance Award in the Mining Category

Last week in Belo Horizonte, Mineração Usiminas was recognized in the Excellence category at the 27th Minas Business Performance Awards: Best and Largest 2025, organized by MercadoComum magazine and the Minas Commercial and Business Association (ACMinas).

The awards recognize the companies in Minas Gerais that stood out the most between 2023 and 2025. The winners were selected primarily based on their significant contribution to the economy and development of Minas Gerais, and they are listed in MercadoComum's Ranking of Minas Gerais Companies, which highlights the state's largest and best companies.



Usiminas Receives Award as Honda Motos' Best Raw Material Supplier

For the fourth consecutive year, Usiminas was recognized by Honda Motos, receiving the Gold Award at a ceremony held on May 27 in Manaus—a symbolic year for Honda, which is celebrating 50 years of operations in Brazil and has reached the historic milestone of 32 million motorcycles sold in the country.

The automaker evaluates supplier performance based on criteria such as product quality, customer service, on-time delivery, and proactivity. This is a logistically very complex operation, in which Usiminas supplies steel and services through its steelmaking facility, Soluções Usiminas, and partners in the steel processing chain.

“This recognition reinforces Usiminas’ commitment to delivering quality products and services, helping to strengthen Brazilian industry and build solid relationships with our partners,” says our sales manager, Lucas Cruz.



Usiminas is a two-time winner of the Jean-Pierre Meyers Award and the winner in the Steelmaking, Foundry, and Nonferrous Metallurgy category at the 9th ABM Week

During the opening ceremony of the 9th ABM Week, in the “Reduction of Ores and Raw Materials” category, Usiminas was named two-time champion for its project “Self-reducing mixtures for use in blast furnaces,” carried out in partnership with the Federal Universities of Rio Grande do Sul (UFRGS) and Minas Gerais (UFMG). The research involved Beatriz Gandra, Research Manager at Usiminas; Mauricio Bagatini, from UFMG; and Eduardo Osório, from UFRGS.

For Beatriz Gandra, research manager at Usiminas and winner of the award, this recognition reflects the teams’ joint efforts and underscores the importance of partnerships with educational institutions.

Also from Usiminas, the project “Effect of Replacing Turbulence Inhibitors with Dikes in the Continuous Casting Ingot Distributor,” led by Rodrigo Seara, Alexandre de Freitas, and Pedro Vaz de Melo, won an award in the Steelmaking, Foundry, and Non-Ferrous Metallurgy category. The award, sponsored by Ternium, was presented by the company’s president, Titus Schaar.

Usiminas Receives the 2025 Minas Gerais Sports Award

Usiminas was recognized at the 2025 Minas Gerais Sports Awards as the fourth-largest corporate supporter of sports in the state, an award presented by the State Secretariat for Social Development (Sedese).

This year, Usiminas allocated R\$3.7 million to 14 sports projects carried out in five cities in Minas Gerais, through the Minas Gerais State Sports Incentive Law. “This grant reinforces Usiminas’ commitment to communities, as we believe in sports as a powerful tool for inclusion, opportunity, and transforming lives. “The Minas Gerais State Sports Incentive Law is very important because it contributes to the development of public policies that promote social development,” says Penélope Portugal, director of the Usiminas Institute.



Join the Movement: Among the highlights was the “Join the Movement” project, sponsored by Usiminas through the State Sports Incentive Law, **which won an award in the Social Impact and Inclusion category.** The initiative, carried out by the Pace 3 Association for Culture, Sports, and Leisure, benefits the community by promoting physical activity in four neighborhoods of Ipatinga. “Since 2021, with Usiminas’ support, we’ve already reached thousands of people through free physical activities for the community,” says Jovani Pires, sports project coordinator at the Pace 3 Association and one of the project’s founders.



Usiminas is recognized at Volkswagen's The One Awards

Usiminas was one of the companies honored at the 2025 edition of The One, a Volkswagen do Brasil initiative that recognizes strategic suppliers in various areas.

On that occasion, Usiminas received the award in the **“Partnership Metálico”** category, which recognizes Volkswagen’s leading metal supplier. The award was based on the quality of the company’s metal supply and customer service over the past year, as well as the most recent projects undertaken in partnership between the two companies.

Usiminas is recognized by GM at an international supplier awards ceremony

Among suppliers from around the world, Usiminas was recognized at an awards ceremony hosted by General Motors (GM) as an outstanding supplier in the Industrialization/Trust category. The 34th *Supplier of the Year*.

The awards recognize GM's top-performing global suppliers for excellence in areas such as innovation, safety, and resilience. The winners are selected by a cross-functional team at GM based on performance, alignment with the company's values, and contribution to its strategic priorities. The honorees represent the top 5% of GM's global supplier base.



Usiminas Earns EcoVadis Gold Certification

Usiminas has earned the EcoVadis Gold rating for the first time from EcoVadis, one of the world's leading corporate sustainability assessment platforms. With this result, the company now ranks among the top 5% of companies assessed worldwide by the platform.



Usiminas is recognized by the Legrand Group for the quality and sustainability of its operations

Usiminas received an award in the Quality and Sustainability category from the Legrand Group, a company that provides electrical and digital solutions for building infrastructure. The event took place at the company's office in São Paulo, bringing together strategic partners who stood out in 2024 for their innovation and social and environmental responsibility practices.

The award to Usiminas was granted for its Decarbonization (CSR) project, which reinforces the company's commitment to reducing CO₂ emissions, and was accepted by Diego Jesus, a sales executive. During the awards ceremony, Danilo Santoro, purchasing director for the Legrand Group, highlighted the importance of the initiatives Usiminas has already implemented and its commitment to continuously moving forward to contribute to the sustainability of its operations and society.

Usiminas is recognized as a signatory to the World Steel Sustainability Charter

Usiminas has signed World Steel's new Sustainability Charter for the 2025–2027 cycle, reaffirming its commitment to sustainable practices that guide our actions in the Steel Segment. The document recognizes companies that proactively engage in sustainability initiatives.

The Sustainability Charter encourages steel producers and associations to adopt sustainable practices and to actively participate in sustainability programs. To be recognized, companies must meet the 20 criteria covering issues such as the environment, social responsibility, governance, and economic matters.

Usiminas Makes Progress in Its CDP Assessment, Focused on Climate Management and Sustainability

For the first time, Usiminas achieved a B rating in the Climate category of the Carbon Disclosure Project (CDP), one of the most important global assessments of climate management and corporate sustainability. This result recognizes the company's progress in governance, risk management, and initiatives aimed at addressing climate change, and helps ensure that Usiminas remains part of the Corporate Sustainability Index (ISE) portfolio of B3, the Brazilian stock exchange. The company moved up two positions in the ranking, achieving the third-highest score on the CDP scale and the highest level available for its reporting model.



Usiminas is recognized by the Port of Santos for its sustainable practices

Usiminas was one of the companies recognized by the Santos Port Authority on October 20 during the opening of “ColaBora Mundo 2025,” a conference on sustainability, innovation, and entrepreneurship in the Baixada Santista region. The tribute highlighted 16 partner terminals committed to the ESG agenda and to environmental, social, and governance practices.



Maxion recognizes the excellence and sustainability of our operations

Usiminas and Soluções Usiminas were recognized at the 2025 edition of the Maxion Suppliers Award, an annual awards ceremony organized by Maxion Structural Components, a global leader in automotive wheels and one of the leading manufacturers of structural components for vehicles in the Americas. The ceremony took place virtually in early November, and the trophies for this recognition were presented last week, on the 26th, in person at the Maxion plant in Cruzeiro (SP).

During the event, Maxion executives emphasized the importance of strong, long-term relationships with their suppliers. Awards were presented to various supplier sectors, with Soluções Usiminas recognized as the best supplier in the Processing Plants category and Usiminas in the ESG category.

Usiminas and Soluções Usiminas have just been recognized at the 2025 edition of **the Maxion Suppliers Award**, an annual award presented by Maxion Structural Components to honor suppliers who excel in development, supply, quality, innovation, and ES

Usiminas has been included in the B3 Sustainability Index for the fourth consecutive year

For the fourth consecutive year, Usiminas remains on the B3 Corporate Sustainability Index (ISE B3), as part of the index's 21st portfolio, which took effect this May. We are the only representative of the steel sector on the index, which in this edition includes 69 companies from 38 different sectors of the Brazilian market.

The ISE B3 measures the level of maturity and progress of organizations' ESG (Environmental, Social, and Governance) agendas. Usiminas's trajectory reflects continuous improvement in its overall score, which rose from 61.08 in 2021 to 73.59 in the 2025 assessment. This performance allowed the company to climb six spots and rank 46th in the overall *ranking*.



7. APPENDICES

GRI Index

Statement of Use	USIMINAS reported the information included in this GRI content summary for the period from January 1 st , 2025, to December 31, 2025, in accordance with the GRI Standards.
GRI 2021	GRI 1: Fundamentals 2021

GRI Series	Contents	GRI Standard	GRI Topic	Page
General Content				
GRI 2 2021	Organization and Reporting Practices	2.1	Organization Details	13, 35
		2.2	Entities included in the organization's sustainability report	3, 13
		2.3	Reporting period, frequency, and point of contact	3
		2.4	Revisions to information	In 2025, Usiminas restated two figures: the intensity for the decarbonization target, Scope 3 (Categories 1 and 10); and energy intensity (Scope 302-1), adjusted due to a change in methodology in the Historical Data series.
GRI 2 2021	Organization and Reporting Practices	2.5	External audit	3
		2.6	Activities, value chain, and other business relationships	17

Subject / Chapter	Information about the indicator	Reasons for Omission
1. USIMINAS 2. GOVERNANCE Corporate Structure, Shareholder Composition, and Decision-Making and Oversight Bodies		
INTRODUCTION 1. USIMINAS		
INTRODUCTION		
the emissions which now includes energy consumption (GRI methodology, as noted) Methodology: GHG inventory—Scopes and categories included in the new target	Usiminas has revised its decarbonization target. The previous target called for a 15% reduction in emissions intensity by 2030, using 2019 as the base year and covering Scopes 1 and 2. The current target calls for an 8% reduction in emissions intensity per metric ton of hot-rolled steel by 2030, using 2024 as the base year (2.66 tCO₂e/tLQe) and expanding the scope to include Scopes 1, 2, and 3, the latter in categories 1 (purchased goods and services) and 10 (processing of sold products). Starting with this reporting cycle, Usiminas improved its energy consumption reporting framework, aligning it with the definitions of the GRI Standards and international energy balance conventions, with data verified by a third party. Three adjustments were made: raw materials used as reducing agents (imported coke, green petroleum coke, hydrogen, coal mix, and PCI) are now reported in a separate line item, outside of total energy consumption; industrial gases (oxygen, nitrogen, argon, and process air) are no longer classified as renewable sources; and energy sold in the form of steam is now deducted from total consumption, in accordance with item d of GRI Disclosure 302-1.	
INTRODUCTION		

GRI Series	Contents	GRI Standard	GRI Topic	Page
GRI 2 2021	Activities and Workers	2.7	Employees	53, 61
		2.8	Workers who are not employees	53, 55
	Governance	2.9	Governance Structure and Its Composition	35, 36, 37, 38, 58
		2.10	Appointments and Selection for the Highest Governing Body	35
		2.11	Chair of the highest governing body	35, 37
		2.12	Role played by the highest governance body in overseeing the management of impacts	38
		2.13	Delegation of Responsibility for Impact Management	36
		2.14	The Role of the Highest Governance Body in Sustainability Reporting	3
		2.15	Conflicts of Interest	38, 39
		2.16	Reporting Critical Concerns	39, 40
		2.17	Collective knowledge of the highest governing body	35

Subject / Chapter	Information about the indicator	Reasons for Omission
3. SOCIAL		
Employee Profiles - In-House Employees: Turnover and New Hires		
3. SOCIAL		
Employee Profiles: Workers Who Are Not Employees (Contractors)		
2. GOVERNANCE		
Corporate Structure, Shareholder Composition, and Decision-Making and Oversight Bodies Board of Directors: Composition, Term of Office, and Independence Advisory committees and bodies related to integrity and risk Compensation and Benefits		
2. GOVERNANCE Corporate Structure, Shareholder Composition, and Decision-Making and Oversight Bodies		
2. GOVERNANCE Corporate Structure, Shareholder Composition, and Decision-Making and Oversight Bodies Board of Directors: Composition, Term of Office, and Independence		
1. USIMINAS Sustainability at Usiminas 2. GOVERNANCE Advisory committees and bodies related to integrity and risks		
1. USIMINAS Sustainability at Usiminas 2. GOVERNANCE It is the responsibility of the Board of Directors to elect the Executive Board and define its duties. Like the members of the Board, the Executive Board members serve two-year terms and may be reelected.		
1. USIMINAS Introduction Sustainability at Usiminas		
2. GOVERNANCE Compliance and Ethics		
2. GOVERNANCE Compliance and Ethics Integrity Program Management		
2. GOVERNANCE Compliance and Ethics Corporate Structure, Shareholder Composition, and Decision-Making and Oversight Bodies		

GRI Series	Contents	GRI Standard	GRI Topic	Page
GRI 2 2021	Governance	2.18	Performance Evaluation of the Highest Governance Body	
		2.19	Compensation Policies	58, 60
		2.20	Process for Determining Compensation	58, 60
		2.21	Percentage of total annual compensation	
GRI 2 2021	Strategy, Policies, and Practices	2.22	Statement on Sustainable Development Strategy	4, 126
		2.23	Policy Commitments	39
		2.24	Incorporation of Policy Commitments	39
		2.25	Processes for Mitigating Negative Impacts	39, 43
		2.26	Mechanisms for Providing Advice and Raising Concerns	39, 40
		2.27	Compliance with Laws and Regulations	39
		2.28	Membership in associations	26, 89
		2.29	Approach to Stakeholder Engagement	79, 80, 81
	Stakeholder Engagement	2.30	Collective Bargaining Agreements	51

Subject / Chapter	Information about the indicator	Reasons for Omission
	There is no annual performance evaluation process for the Board of Directors, given the rigorous nature of the biennial appointment of directors who will serve their terms.	
3. SOCIAL Usiminas Pension Plan People, Employee Profiles, Talent Acquisition		
3. SOCIAL Compensation and Benefits People, Employee Profiles, Talent Acquisition		
	The ratio of the highest individual total annual compensation to the median total annual compensation of all employees (excluding the highest compensation) is reported in item 10.3.d of the Reference Form.	
Message from the Chairman of the Board of Directors		
2. GOVERNANCE Compliance and Ethics		
2. GOVERNANCE Compliance and Ethics		
2. GOVERNANCE Compliance and Ethics Risk Management		
2. GOVERNANCE Compliance and Ethics Integrity Program Management		
2. GOVERNANCE Compliance and Ethics	To define the concept of “significant cases of noncompliance,” Usiminas relied on the criteria set forth in Section 4.4 of CVM Resolution No. 80, dated March 29, 2022, and the 2023 CVM/SEP Annual Circular, as well as on an assessment of the sensitivity of the issue for the Company.	
1. USIMINAS Sustainability at Usiminas 3. SOCIAL Supplier Relationships		
3. SOCIAL <i>Stakeholder</i> Relations		
3. SOCIAL People, Employee Profiles, Talent Acquisition		

GRI Series	Contents	GRI Standard	GRI Topic	Page
		3.1	Process for Defining Material Themes	27
GRI 3 2021	Content on Materials-Related Topics			
		3.2	List of Material Topics	27
Topic: Economic and Financial Performance				
GRI 3 2021	Topics and Materials	3.3	Management Approach	154, 159, 160
GRI 201	Economic Performance	201-1	Direct economic value generated and distributed	154
		201-2	Financial implications and other risks and opportunities arising from climate change	112
		201-3	Obligations under defined-benefit plans and other retirement plans	58
		201-4	Financial support received from the government	154
GRI 203	Indirect Economic Impacts	203-1	Investments in infrastructure and support for services	94, 97
		203-2	Significant indirect economic impacts	90, 94, 95, 97, 159
GRI 207	Taxes	207-1	Tax Approach	160
		207-2	Governance, Oversight, and Fiscal Risk Management	160
		207-3	Stakeholder engagement and management of their concerns regarding taxes	160
GRI 202	Market Presence	202-1	Ratio of the lowest wage to the local minimum wage, broken down by gender	

Subject / Chapter	Information about the indicator	Reasons for Omission
1. USIMINAS Materiality	MATERIALITY - The Materiality Study conducted by Usiminas forms the basis of this Report: the definition of material topics and the implementation of a strategic approach to identifying risks and opportunities, analyzing impacts, guiding investments, and establishing critical and priority agendas.	
1. USIMINAS Materiality	MATERIALITY - The Materiality Study conducted by Usiminas forms the basis of this Report: the definition of material topics and the implementation of a strategic approach to identifying risks and opportunities, analyzing impacts, guiding investments, and establishing critical and priority agendas.	
5. ECONOMIC AND FINANCIAL PERFORMANCE		
5. ECONOMIC AND FINANCIAL PERFORMANCE		
3. SOCIAL Employee Profiles		
5. ECONOMIC AND FINANCIAL PERFORMANCE	The consolidated net incentive for Usiminas and Soluções Usiminas was R\$211 million.	
3. SOCIAL Community Relations		
3. SOCIAL Community Relations 5. ECONOMIC AND FINANCIAL PERFORMANCE		
5. ECONOMIC AND FINANCIAL PERFORMANCE Financial Management		
5. ECONOMIC AND FINANCIAL PERFORMANCE Financial Management		
	The ratio of the highest individual total annual compensation to the median total annual compensation of all employees (excluding the highest compensation) is reported in item 10.3.d of the Reference Form.	

GRI Series	Contents	GRI Standard	GRI Topic	Page
		202-2	Percentage of board members recruited from the local community	
Topic: Relationships with External Stakeholders				
GRI 3	Topics and Materials	3.3	Management Approach	79, 80, 82, 86, 90
	Impacts			
GRI 203	Indirect Economic Effects	203-2	Significant indirect economic impacts	90, 95, 97, 159
GRI 204	Purchasing Practices	204-1	Percentage of spending on local suppliers	89
GRI 308	Environmental Assessment of Suppliers	308-1	New suppliers selected based on environmental criteria	86
		308-2	Negative environmental impacts of the supply chain and measures taken	
GRI 413	Local Communities	413-1	Engagement initiatives, impact assessments, and development programs focused on the local community	79, 90, 93, 97
		413-2	Operations with actual or potential significant negative impacts on local communities	90, 92, 97
GRI 414	Social Assessment of Suppliers	414-1	New suppliers selected based on social criteria	
		414-2	Negative Social Impacts of the Supply Chain and Measures Taken	86
GRI 416	Consumer Health and Safety	416-1	Assessment of the health and safety impacts caused by categories of products and services	80, 83
		416-2	Cases of noncompliance regarding health and safety impacts caused by products and services	80, 83
	Marketing and Labeling	417-1	Requirements for Information and Labeling of Products and Services	80, 83

Subject / Chapter	Information about the indicator	Reasons for Omission
	0.77% (Percentage of board members relative to the total workforce (12,541)). Board members hired from the local community are considered to include both individuals native to the region and those with the legal right to reside indefinitely (such as naturalized citizens or foreign nationals with permanent visas) in the same geographic market as the operation. The geographic definition of "local" may include the community surrounding the operations, a region of the country, or a country.	
3. SOCIAL <i>Stakeholder Relations</i> Community Relations 5. ECONOMIC AND FINANCIAL PERFORMANCE		
3. SOCIAL Local Suppliers		
3. SOCIAL Local Suppliers		
3. SOCIAL <i>Stakeholder Relations</i> Community Relations		
3. SOCIAL <i>Stakeholder Relations</i> Community Relations		
3. SOCIAL <i>Stakeholder Relations</i> Community Relations		
3. SOCIAL <i>Stakeholder Relations</i> Community Relations		
3. SOCIAL <i>Stakeholder Relations</i> Community Relations		

GRI Series	Contents	GRI Standard	GRI Topic	Page
GRI 417		417-2	Cases of noncompliance regarding information and labeling of products and services	80, 83
		417-3	Cases of noncompliance regarding marketing communications	80, 83
Subject Matter: Governance*, Ethics, and Integrity				
GRI 3 2021	Topics and Materials	3.3	Management Approach	42
GRI 205 2016	Fighting Corruption	205-1	Operations Assessed for Corruption-Related Risks	39
		205-2	Communication and Training on Anti-Corruption Policies and Procedures	39
		205-3	Confirmed Cases of Corruption and Measures Taken	
GRI 206 2016	Unfair Competition	206-1	Lawsuits for unfair competition, trust practices, and monopolies	
GRI 406 2016	Non-Discrimination	406-1	Cases of discrimination and corrective measures taken	67
GRI 408 2016	Child Labor	408-1	Operations and suppliers with a significant risk of child labor	86
GRI 409 2016	Forced Labor or Labor Similar to Slavery	409-1	Operations and suppliers with a significant risk of forced or slave-like labor	86
GRI 415 2016	Public Policy	415-1	Political contributions	
GRI 418 2016	Customer Privacy	418-1	Substantiated complaints regarding privacy violations and loss of customer data	44
Course Topic: Portfolio Sustainability and Innovation				
GRI 3 2021	Topics and Materials	3.3	Management Approach	22

* Governance items listed in the GRI General Content Table 2, 2021

Subject / Chapter	Information about the indicator	Reasons for Omission
3. SOCIAL <i>Stakeholder</i> Relations Community Relations		
3. SOCIAL <i>Stakeholder</i> Relations Community Relations		
2. GOVERNANCE Compliance and Ethics		
2. GOVERNANCE Compliance and Ethics		
2. GOVERNANCE Compliance and Ethics		
2. GOVERNANCE Compliance and Ethics		
2. GOVERNANCE Risk Management	There are no cases to report for the year 2025	
3. SOCIAL Diversity and Inclusion		
3. SOCIAL <i>Stakeholder</i> Relations		
3. SOCIAL <i>Stakeholder</i> Relations		
	Donations to public officials, political parties, political campaigns, and/or candidates for public office by USIMINAS GROUP companies or on their behalf are strictly prohibited under current law.	
2. GOVERNANCE Information Security and Data Protection		
1. USIMINAS Innovation		

GRI Series	Contents	GRI Standard	GRI Topic	Page
Subject: Human Resources Management				
GRI 3 2021	Topics and Materials	3.3	Management Approach	51, 56, 63, 66, 70, 73, 75, 79, 80, 82, 86, 90
GRI 201 2016	Economic Performance	201-3	Obligations under defined-benefit plans and other retirement plans	58
GRI 401 2016	Jobs	401-1	New Hires and Employee Turnover	56, 61, 62
		401-2	Benefits offered to full-time employees that are not offered to temporary or part-time employees	
		401-3	Maternity/Paternity Leave	61
GRI 402 2016	Labor Relations	402-1	Minimum notice period for operational changes	
GRI 405 2016	Diversity and Equal Opportunity	405-2	Ratio of the base salary and total compensation received by women to those received by men	66, 69
		403-1	Occupational Health and Safety Management System	70
		403-2	Hazard Identification, Risk Assessment, and Incident Investigation	70, 73, 74, 75
GRI 403 2018	Occupational Health and Safety	403-3	Occupational Health Services	70
		403-4	Worker Participation, Consultation, and Communication with Workers Regarding Occupational Health and Safety	70, 75
		403-5	Training for Workers in Occupational Health and Safety	70, 75
		403-6	Worker Health Promotion	70, 72

[illegible]

GRI Series	Contents	GRI Standard	GRI Topic	Page
GRI 403 2018	Occupational Health and Safety	403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	70, 72
		403-8	Workers covered by an occupational health and safety management system	70, 71
		403-9	Workplace Accidents	70, 78
		403-10	Occupational Diseases	70
		404-1	Average number of training hours per year, per employee	64, 65
GRI 404 2016	Training and Education	404-2	Programs to enhance employee skills and provide career transition support	63
		404-3	Percentage of employees who receive regular performance and career development evaluations	51, 65
GRI 405 2016	Diversity and Inclusion of Opportunities	405-1	Diversity in Governance Bodies and Among Employees	66, 68
GRI 407 2016	Freedom of Association and Collective Bargaining	407-1	Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	

Subject / Chapter	Information about the indicator	Reasons for Omission
3. SOCIAL Occupational Health and Safety Workplace Safety		
3. SOCIAL Occupational Health and Safety Workplace Safety		
3. SOCIAL Occupational Health and Safety Workplace Safety		
3. SOCIAL Occupational Health and Safety Workplace Safety		
3. SOCIAL Training and Education		
3. SOCIAL Training and Education		
3. SOCIAL Training and Education		
3. SOCIAL Diversity and Inclusion		
3. SOCIAL Employee Profiles		

GRI Series	Contents	GRI Standard	GRI Topic	Page
Topic: Climate Change				
GRI 3 2021	Topics and Materials	3.3	Management Approach	115, 120
GRI 201 2016	Economic Performance	201-2	Financial implications and other risks and opportunities arising from climate change	112
		302-1	Energy consumption within the organization	120
		302-3	Energy Intensity	120
GRI 302 2016	Energy	302-4	Reduction in energy consumption	120
		302-5	Reductions in the energy requirements for products and services	120
GRI 305 2016	Emissions	305-1	Direct emissions (Scope 1) of greenhouse gases (GHGs)	115, 116, 117, 119
		305-2	Indirect (Scope 2) greenhouse gas (GHG) emissions resulting from the purchase of energy	115, 116, 117, 119
		305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)	116, 117, 119
		305-4	Greenhouse Gas (GHG) Emissions Intensity	115
		305-5	Reduction of Greenhouse Gas (GHG) Emissions	115

Subject / Chapter	Information about the indicator	Reasons for Omission
4. ENVIRONMENTAL		
4. ENVIRONMENTAL Risks, Resilience, and Climate Governance		
4. ENVIRONMENTAL Energy Efficiency		
4. ENVIRONMENTAL Energy Efficiency		
4. ENVIRONMENTAL Energy Efficiency		
4. ENVIRONMENTAL Energy Efficiency		
4. ENVIRONMENTAL Addressing Climate Change and Decarbonization GHG Emissions		
4. ENVIRONMENTAL Addressing Climate Change and Decarbonization GHG Emissions		
4. ENVIRONMENTAL Addressing Climate Change and Decarbonization GHG Emissions		
4. ENVIRONMENTAL Addressing Climate Change and Decarbonization GHG Emissions		
4. ENVIRONMENTAL Addressing Climate Change and Decarbonization GHG Emissions		

GRI Series	Contents	GRI Standard	GRI Topic	Page
Subject Area: Natural Resource Management and Environmental Impacts				
GRI 3 2021	Topics and Materials	3.3	Management Approaches	126
GRI 301 2016	Materials	301-1	Materials used, listed by weight or volume	
		301-2	Raw materials or recycled materials used	
		303-1	Interactions with water as a shared water resource	129, 132, 134
GRI 303 2018	Water and Wastewater	303-2	Management of Impacts Related to Disposal	129, 131, 132, 135, 136
		303-3	Water Collection	129, 130, 131, 133, 135, 136
		303-4	Water discharge	129, 131, 132, 133, 135, 136
		303-5	Water consumption	129, 131, 133, 136
GRI 304 2016	Biodiversity	304-1	Operational units owned, leased, or managed within or in the vicinity of environmental protection areas and areas of high biodiversity value located outside environmental protection areas	144, 145
		304-2	Significant impacts of activities, products, and services on biodiversity	16, 138, 144, 148
		304-3	Protected or Restored Habitats	136, 137, 144, 145, 148
		304-4	Species listed on the IUCN Red List and on national conservation lists whose habitats are located in areas affected by the organization's operations	136, 144, 145, 148
GRI 305 2016	Emissions	305-7	NOx, SOx, and other significant air emissions	126, 128
GRI 306 2020	Waste	306-1	Waste generation and significant impacts related to waste	138
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		306-3	Waste generated	138, 139, 141
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Subject / Chapter	Information about the indicator	Reasons for Omission
4. ENVIRONMENTAL Natural Resource Management and Environmental Impacts		
4. ENVIRONMENTAL Water Resources		
4. ENVIRONMENTAL Water Resources		
4. ENVIRONMENTAL Water Resources		
4. ENVIRONMENTAL Water Resources		
4. ENVIRONMENTAL Water Resources		
4. ENVIRONMENTAL Biodiversity		
4. ENVIRONMENTAL Biodiversity		
4. ENVIRONMENTAL Biodiversity		
4. ENVIRONMENTAL Air Quality		
4. ENVIRONMENTAL Waste and the Circular Economy		
4. ENVIRONMENTAL Waste and the Circular Economy		
4. ENVIRONMENTAL Waste and the Circular Economy		
4. ENVIRONMENTAL Waste and the Circular Economy		
4. ENVIRONMENTAL Waste and the Circular Economy		

SASB Index

SASB	Topic	Code	Title	Page
EM-IS	About the Company	EM-IS-000.A	Crude steel production, as a percentage of: (1) basic oxygen furnace processes, (2) electric arc furnace processes	141
		EM-IS-000.B	Total iron ore production	141
	Greenhouse Gas Emissions	EM-IS-110a.1	Gross global Scope 1 emissions, percentage covered by emissions cap regulations	101
		EM-IS-110a.2	Discussion of long- and short-term strategies or plans for managing Scope 1 emissions, emission reduction targets, and an analysis of performance against those targets	101
	Air Quality	EM-IS-120a.1	Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N2O), (3) SOx, (4) particulate matter (PM10), (5) manganese (MnO), (6) lead (Pb), (7) volatile organic compounds (VOCs), and (8) polycyclic aromatic hydrocarbons (PAHs)	104
	Energy Management	EM-IS-130a.1	(1) Total energy consumed, (2) percentage of electricity from the grid, and (3) percentage of renewable energy	128
		EM-IS-130a.2	(1) Total fuel consumed, (2) percentage of coal, (3) percentage of natural gas, and (4) percentage of renewables	128
	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	108
	Waste Management	EM-IS-150a.1	(1) Amount of waste generated, (2) percentage of hazardous waste, (3) recycling rate	120
	Supply Chain Management	EM-IS-430a.1	Discussion of the process for managing risks related to the supply of iron ore or coking coal arising from environmental and social issues	71
SASB Index				
EM-MM	About the Company	EM-MM-000.A	Production of (1) metal ores and (2) finished metal products	141
		EM-MM-000.B	Total number of employees, percentage of contract workers	40
	Greenhouse Gas Emissions	EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered by emissions cap regulations	101
		EM-MM-110a.2	Discussion of long- and short-term strategies or plans for managing Scope 1 emissions, emission reduction targets, and an analysis of performance against those targets	101
	Air Quality	EM-MM-120a.1	Atmospheric emissions of the following pollutants: (1) CO, (2) NOx (excluding N2O), (3) SOx, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	104
	Energy Management	EM-MM-130a.1	(1) Total energy consumed, (2) percentage of electricity from the grid, and (3) percentage of renewable energy	128
SASB Index				
TCFD Topic		Disclosures		Page

Subject / Chapter	Information about the indicator	Reasons for Omission
Decarbonization, Energy Efficiency		
Decarbonization, Energy Efficiency		
Decarbonization, Energy Efficiency		
Decarbonization, Energy Efficiency		
5.4. AIR QUALITY (GRI 2-22, GRI 3-3, GRI 305-7, and SASB EM-IS-120A.1)		
5.2. Energy Efficiency (SASB EM-IS-130a.1)		
5.2. Energy Efficiency (SASB EM-IS-130a.2)		
5.3. Water Resources (SASB EM-IS-140a.1)		
5.4. Waste and the Circular Economy (SASB EM-IS-150a.1)		
4.2.3. Relationships with Suppliers (GRI 3-3 SASB EM-IS-430a.1)		
6.2. Financial and Operational Performance (SASB EM-MM-000.A)		
4.1.1. Employee Profile (SASB EM-MM-000.B)		
5.1.3. GHG Emissions (SASB EM-MM-110a.1)		
5.1. Addressing Climate Change and Decarbonization (SASB EM-MM-110a.2)		
5.4. Air Quality (SASB EM-MM-120a.1)		
5.2. Energy Efficiency (SASB EM-MM-130a.1)		
TCFD / IFRS-S2	Information about the indicator	Reasons for Omission

SASB	Topic	Code	Title	Page
	Governance		Describe the Board of Directors' oversight of climate-related risks and opportunities.	16, 26, 31
			Describe the role of management in assessing and managing climate-related risks and opportunities.	16, 26, 31
	Strategy		Describe the climate-related risks and opportunities that the organization has identified in the short, medium, and long term.	89
			Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning	89
			Describe the resilience of the organization's strategy, taking into account different climate-related scenarios, including a 2°C or lower scenario	89
	Risk Management		Describe the organization's processes for identifying and assessing climate-related risks	26, 27
			Describe the organization's processes for managing climate-related risks.	26, 27
			Describe how the processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	26, 27
	Metrics and Goals		Disclose the metrics used by the organization to assess climate-related risks and opportunities, in line with its strategy and risk management process	101
			Disclose Scope 1 and Scope 2 greenhouse gas (GHG) emissions and, if appropriate, the related risks	101
			Describe the targets the organization uses to manage climate-related risks and opportunities, and its performance against those targets	101

Subject / Chapter	Information about the indicator	Reasons for Omission
5.1.1. Risks, Resilience, and Climate Governance - Climate Governance (IFRS-S2; GRI 2-12; GRI 2-13)		
5.1.1. Risks, Resilience, and Climate Governance - Climate Governance (IFRS-S2; GRI 2-12; GRI 2-13)		
5.1.1. Climate Risks, Resilience, and Governance - Climate Risks and Opportunities (IFRS-S2)		
5.1.1. Climate Risks, Resilience, and Governance - Climate Risks and Opportunities (IFRS-S2)		
5.1.1. Climate Risks, Resilience, and Governance— Analysis of Climate Scenarios (IFRS-S2)		
3.5. Risk Management (IFRS-S1 IFRS-S2)		
3.5. Risk Management (IFRS-S1 IFRS-S2)		
3.5. Risk Management - Integration of Climate Risks (IFRS-S1 IFRS-S2)		
5.1.3. GHG Emissions—Climate Metrics and Indicators (IFRS-S2)		
5.1.3. GHG Emissions (GRI 305-1 305-2 305-3 IFRS-S2)		
5.1.2. Methodology: GHG inventory—Decarbonization target (IFRS-S2)		

Historical Series of Indicators - Usiminas 2021–2025

Governance

Corruption GRI 205.2 205.3	2023	2024	2025
Total number of corruption cases	0	0	0
GRI Disclosure 406.1	2023	2024	2025
Total number of discrimination cases that occurred during the reporting period	3	1	0
Total number of cases related to the practice and use of child labor (including suppliers)	0	0	0
Total number of cases related to the practice and use of forced labor or conditions analogous to slavery (including suppliers)	0	0	0

Social Data

GRI Disclosures 2-30 | 2-7 | 2-8 | 202.2 | 401.1 | 404.3 | 405.1

Employee Profiles	2023	2024	2025
In-house staff			
Women's	1,387	1,341	1,245
Men's	12,541	11,628	11,296
TOTAL	13,928	12,969	12,541
Active Employees			
Women's	1,103	1,077	1,053
Men's	12,284	11,327	11,015
Statutory Employees			
Women's	1	1	1
Men's	16	16	16
Apprentices			
Women's	219	187	114
Men's	151	193	170

Trainees	2023	2024	2025
Women's	20	40	30
Men's	21	37	32
Interns			
Women's	44	36	47
Men's	69	55	63
Hiring Rate			
Women's	4.90%	11.38%	8.98%
Men's	95.10%	88.62%	91.02%
Under 30	27.60%	48.54%	39.17%
Between 30 and 50 years old	57.80%	42.97%	50.45%
Over 50 years old	14.60%	8.50%	10.38%
Turnover Rate			
Women's	24.77%	22.13%	17.08%
Men's	41.21%	18.30%	15.56%
Grand Total	39.92%	18.90%	15.69%
Third-Party Contractors			
Permanent	9,426	7,252	6,205
Temporary Employees	493	714	743
Investment/Capex	1,593	1,655	1,732
Parental Leave			
Remained employed 12 months after returning to work (Retention Rate)	85.50%	67.11%	69.35%
GRI 404.1: Capacity Building, Training, and Education			
Women's	79.25	57.04	61.13
Men's	67.81	45.34	56.74
Administrative			
Total	4,488.21	4,593.97	3,352.81
Average hours per employee	34.00	25.66	38.54
Board of Directors			
Total	422.25	457.52	1,088.81
Average hours per employee	12.42	5.26	12.96

Management	2023	2024	2025
Total	6,856.00	7,945.52	24,359.11
Average hours per employee	24.57	14.58	30.68
Operational			
Total	627,874.32	397,861.14	554,386.27
Average hours per employee	80.89	52.79	68.85
Upper			
Total	46,317.52	38,186.99	27,319.13
Average hours per employee	34.39	26.30	24.93
Coach			
Total	123,769.26	87,381.03	112,533.27
Average hours per employee	56.31	39.36	51.64
GRAND TOTAL			
Total	809,727.56	536,426.17	723,039.40
Average hours per employee	68.90	46.37	57.15

Diversity of Governance Bodies and Employees GRI 405.1

	2023	2024	2025
Board of Directors			
Women's	0	12.50%	25.00%
Men's	1	87.50%	75.00%
Under 30	0.00%	0.00%	0.00%
Between 30 and 50 years old	0.125	0.00%	0.00%
Over 50 years old	0.875	100.00%	100.00%
Diversity of the organization's employees			
Women's	9.96%	10.34%	9.93%
Men's	90.04%	89.66%	90.07%
Under 30	20.24%	20.91%	19.50%
Between 30 and 50 years old	65.26%	63.47%	62.44%
Over 50 years old	14.50%	15.61%	18.06%
Browns	47.99%	53.72%	55.64%
White People	36.08%	35.73%	34.44%
Black people	9.41%	8.74%	8.42%
Yellows	0.82%	0.77%	0.68%
Indigenous Peoples	0.23%	0.23%	0.25%
Not specified	5.48%	0.81%	0.57%

Employee Diversity by Functional Categories Within the Organization - (%)				
	2022	2023	2024	2025
Category	Women's	Women's	Women's	Women's
Board of Directors	6.25%	5.26%	5.88%	5.88%
Area Management	0%	0%	9%	8.86%
General Management	5.88%	0%	13.54%	13.93%
Management	6.98%	8.89%	19.24%	21.11%
Coordinator	17.95%	18.00%	4.71%	3.98%
Upper	23.94%	27.27%	36.26%	36.29%
Coach	30.38%	30.65%	7.98%	8.50%
Administrative	9.24%	8.50%	35.96%	43.62%
Operational	36.75%	36.13%	6.98%	6.10%
Total	6.59%	6.62%	9.93%	9.93%
Social Investments				
		2023	2024	2025
Social investments (in millions of R\$)		19.80	11.80	21.60
Supported Projects (units)		78.00	47.00	54.00
Health and Safety GRI 403.1 403.8 403.9				
Management System Coverage		100%	100%	100%
Workplace Accidents				
		2023	2024	2025
In-house staff				
Work-Related Fatalities				
Number		1	0	0
Rate		0.03	0	0
Work-related accidents with serious consequences (excluding fatalities)				
Number		17	13	9
Rate		0.54	0.55	0.39
Workplace Accidents Subject to Mandatory Reporting				
Number		66	49	53
Rate		2.11	2.08	2.31
Hours worked		31,266,775	23,603,030	22,902,171.33

Third Parties

Work-Related Fatalities	2023	2024	2025
Number	0	0	1
Rate	0.00	0	0.05
Work-related accidents with serious consequences (excluding fatalities)			
Number	10	10	5
Rate	0.28	0.42	0.26
Workplace Accidents Subject to Mandatory Reporting			
Number	77	65	51
Rate	2.19	2.74	2.61
Hours worked	35,126,670.48	23,706,372	19,525,544.49

*The rates were calculated based on 1,000,000 hours worked

Environmental Data

Energy and Emissions GRI 302-1 | 302-3 | 302-4 | 302-5 | 305-4 | 305-7

GHG Emissions	2023	2024	2025
Steel Segment			
Absolute GHG Emissions in millions of metric tons of CO₂¹			
Scope 1 ²	4,870	6,980	6,680
Scope 2 (Location)	0,060	0,090	0,080
Scope 2 (Purchase Selection) ³	N/A	N/A	0,060
Scope 3 ⁴	3,570	6,000	7,630
Scope 3 GHG Emissions			
Cat. 1 - Goods and Services Purchased ⁵	3,410	5,850	5,060
Cat. 3 - Fuel- and energy-related activities (not included in Scopes 1 and 2) ⁶	0,000	0,000	2,136
Cat. 4 - Transportation and Distribution (<i>Upstream</i>)	0,050	0,050	0,126
Cat. 5 - Waste generated during operations	0,010	0,010	0,016
Cat. 6 - Business Travel	0,000	0,000	0,000
Cat. 9 - Transportation and Distribution (<i>Downstream</i>)	0,080	0,080	0,287
Cat. 10 - Processing of Sold Products	0,020	0,010	0,007
Decarbonization Target: GHG Emissions Intensity Up-to-hot rolled (GHG Protocol methodology)			

Scope 1+2+3 (Cat. 1 and 10_) tCO ₂ e/t Hot Lam eq	*	2,66	2,59
CO₂ Emissions Intensity for Crude Steel (Worldsteel Association methodology)			
Scope 1+2	2,32	2,16	2,11
Scope 1+2+3 ⁷	2,62	2,69	2,59

1 GHG Emissions Inventory (GHG Protocol Methodology): The figures include CO₂, CH₄, N₂O, HFCs, PFCs, and SF₆. They cover steel production and finishing activities, as well as power generation. The 2025 corporate inventory was third-party verified for all steelmaking facilities where Usiminas has operational control and where hot-rolled products are produced. Offices and service centers were excluded due to their low significance (<1% of the company's electricity consumption).

2 Global Scope 1 absolute emissions: Direct Scope 1 emissions were calculated using chemical analyses of carbon content conducted by Usiminas on the main raw materials and inputs.

3 Absolute indirect GHG emissions from the purchase and consumption of electricity (Scope 2) based on purchasing choices: Emissions were quantified using location-based (Tier 2) and purchasing-choice-based (Tier 3) emission factors, in accordance with the Brazilian GRID factor, and taking into account renewable energy certificates.

4 Other indirect absolute GHG emissions (Scope 3): Starting in 2025, Scope 3 began to account for upstream emissions from natural gas and coal consumed (+2.1 million tCO₂e). As early as 2024, Scope 3 emissions incorporated improvements based on Worldsteel's sectoral methodological review, adding inputs and updates to emission factors for raw materials in Category 1, such as coke, pellets, ferroalloys, and others.

5 C1. Purchased goods and services: This includes steel purchases from third parties, calculated using Tier 3 emission factors when provided by suppliers, and Tier 1 emission factors from the World Steel Association (WSA) for all others. If this emissions category were quantified exclusively using the WSA Tier 1 emission factor, emissions would increase by approximately 0.32 million tCO₂e.

6 C3. Fuel and energy-related activities (not included in Scopes 1 and 2): Starting in 2025, Scope 3 began accounting for upstream emissions from natural gas and coal consumed (+2.1 million metric tons of CO₂e); therefore, emissions for 2025 are not comparable to those for 2023 and 2024.

7 Emissions Intensity—Scopes 1, 2, and 3 (WSA): For the calculation of emissions, carbon dioxide (CO₂) is the only greenhouse gas considered by the WSA methodology, due to the negligible levels of other greenhouse gases in steel manufacturing processes. In absolute terms, CO₂ emissions totaled 7.4 million metric tons with credits (from the sale of blast furnace slag to the cement industry) and 8.0 million metric tons without credits. In 2024, the Scope 3 calculation was updated by the WSA; therefore, the emissions intensity for 2024 and 2025 is not comparable to that of 2023.

Soluções Usiminas

Absolute GHG Emissions in millions of metric tons of CO₂ (GHG Methodology)*			
Scope 1	0,00034	0,00028	0,00035
Scope 2	0,00060	0,00063	0,00066
Emissions Intensity (kg CO₂e per metric ton produced)	**	1,05	0,57
Mining segment			
Absolute GHG Emissions in millions of metric tons of CO₂ (GHG Methodology)**			
Scope 1	0,042	0,039	0,039
Scope 2	0,009	0,012	0,010
Emissions Intensity (kg CO₂e per metric ton produced)	5,77	6,20	5,36

*In this reporting cycle, Scope 3 emissions for Mineração Usiminas and Soluções Usiminas were not reported. This decision takes into account the significance of the business relationships between the companies, given that Usiminas Siderurgia is a major supplier to Soluções Usiminas and a major customer of Mineração Usiminas. Thus, the approach aims to avoid double-counting of emissions among related companies.

**New calculation model effective in 2024; 2023 data not available.

Energy Management	Unit	2023	2024	2025
Total energy consumed	MWh	*	11,123,092	11,431,340
Total energy consumed from fossil fuel sources	MWh	*	11,118,117	11,163,717
Consumption of fuel derived from coal and coal products	MWh	*	1,540,939	1,543,343
Consumption of fuel derived from crude oil and petroleum products	MWh	*	32,249	31,774
Fuel consumption from natural gas	MWh	*	3,291,489	3,242,006
Fuel consumption from other fossil sources	MWh	*	4,535,223	4,940,315
Consumption of electricity, heat, steam, or refrigeration purchased from fossil fuel sources	MWh	*	1,718,217	1,406,279
Total energy consumed from nuclear sources	MWh	*	-	-
Total energy consumed from renewable sources	MWh	*	4,975	267,623
Non-renewable energy production	MWh	*	396,712	503,949
Renewable Energy Production	MWh	*	-	-
% Renewable electricity consumed / Total electricity consumed	%	*	0.0%	12.0%
% of Renewable Electricity Purchased / Total Electricity Purchased	%	*	0.0%	16.0%
Raw Materials (Imported Coke, Green Petroleum Coke, Hydrogen, Coal Blend, PCI)	MWh	*	15,181,739	14,525,700
% Renewable / Total Energy	%	*	0.01	1.2%
Energy intensity	GJ/tCS	*	27.83	26.09

*Data for 2023 is not available in this ranking database

3. Note on the Change in Methodology

Usiminas has revised its decarbonization target. The previous target called for a 15% reduction in emissions intensity by 2030, using 2019 as the base year and covering Scopes 1 and 2. The current target calls for an 8% reduction in emissions intensity per metric ton of hot-rolled steel by 2030, with 2024 as the base year (2.66 tCO₂e/tLQe) and expanded coverage to include Scopes 1, 2, and 3, the latter covering categories 1 (purchased goods and services) and 10 (processing of sold products).

Starting with this cycle, Usiminas improved its energy consumption reporting framework, aligning it with the definitions of the GRI Standards and international energy balance conventions, with data verified by a third party. Three adjustments were made: raw materials used as reducing agents (imported coke, green petroleum coke, hydrogen, a mix of coals, and PCI) are now reported in a separate line item, outside of total energy consumption; industrial gases (oxygen, nitrogen, argon, and process air) are no longer classified as renewable sources; and energy sold in the form of steam is now deducted from total consumption, in accordance with item d of GRI Disclosure 302-1.

Mining segment	1,362,887.45	1,362,887.00	1,348,159.00
Energy consumption from non-renewable sources	561,458.70	561,459.00	558,720.00
Energy consumption from renewable sources	0.00	0.00	0.00
Electricity consumption	801,428.75	801,429.00	789,439.00
Energy Intensity	2023	2024	2025
Steel Segment			
Amount of energy consumed (in gigajoules) within the organization per metric ton of crude steel) Ipatinga	*	27.83	26.09
Amount of energy consumed (in gigajoules) within the organization per metric ton of rolled steel) Cubatão	*	4.25	2.73
Mining segment			
Amount of electricity consumed within the organization per metric ton of iron ore produced (GJ/t)	0.09	0.10	0.086
Amount of electricity consumed within the organization per metric ton of iron ore sold (GJ/t)	0.025	0.09	0.082
Air Emissions (NOx, SOx, PM)	2023	2024	2025
Steel Segment	14,418.46	15,709.38	14089.51
NOx	2,927.46	4,685.98	4551.48
SOx	7,444.00	6,536.58	5641.68
POPs	0.00	0.00	0.00
VOC	4.00	7.91	2.42
Particulate Matter	4,043.00	4,478.91	3893.93
Soluções Usiminas (tCO₂e)	N/A	N/A	N/A
Mining segment	N/A	N/A	N/A
Water Management			
Water intake (in megaliters)	2023	2024	2025
Steel Segment	55,770.71	56,174.36	54,889.55
Soluções Usiminas	0.00	42.48	41.49
Mining Segment	4,051.65	4,149.19	4,471.10
Water consumption (in megaliters)			
Steel Segment	53,808.05	31,918.94	21,701.40
Soluções Usiminas	44.28	8.5	8.19
Mining Segment	68,021.04	65,319.02	64,156.11

Water discharge (in megaliters)			
Steel Segment	37,009.39	24,797.51	33,188.16
Soluções Usiminas	35.42	33.98	33.30
Mining Segment	0.00	0.00	0.00
Recirculation rate (%)			
Steel Segment	94.50%	Ipatinga: 94,8% and Cubatão: 95,28%	Ipatinga 94,88% and Cubatão 95,14%
Mining Segment	94.00%	93.65%	93.00%
Materials and Waste			
Use of Recycled Materials in Production (%) GRI 301-1	2023	2024	2025
Steel Segment			
Percentage of recycled raw materials or materials used in the manufacture of its main products and services	20%	17%	21%
Steel scrap content per metric ton of crude steel	14%	14.50%	15.22%
Waste Generated and Disposal (in metric tons)	2023	2024	2025
GRI 306-4 306-5			
Steel Segment	2,873,265.00	3,233,762.38	3,393,704.99
Waste intended for final disposal	60,316.00	44,118.22	65,169.79
Non-hazardous	47,729.00	31,848.30	40,060.58
Dangerous	12,587.00	12,269.92	25,109.21
Waste Not Intended for Final Disposal	2,812,948.00	3,189,644.16	3,328,535.20
Non-hazardous	2,809,000.00	3,182,122.85	3,302,386.89
Dangerous	3,949.00	7,521.31	26,148.31
Soluções Usiminas	-	23,945.76	23,550.61
Waste intended for final disposal	-	22,994.07	21,852.53
Non-hazardous	-	22,994.07	21,095.57
Dangerous	-	0.00	756.96
Waste not intended for final disposal	-	951.00	0.00
Non-hazardous	-	142.86	0.00
Dangerous	-	808.83	0.00
Mining Segment	2,550.16	4,347.23	25,023,700.7
Waste intended for final disposal	8.00	1,906.61	2,021.10
Non-hazardous	0.00	1,658.70	1,279.50
Dangerous	8.44	247.91	741.60

Waste Not Intended for Final Disposal	2,542.16	2,440.62	25,021,679.60
Non-hazardous	1,904.56	1,690.03	25,021,398
Dangerous	637.60	750.59	281.60

Economic and Financial Performance **GRI 201-1**

Direct Economic Value Generated and Distributed **GRI 201-1**

Revenue	2023	2024	2025
Sales of goods, products, and services	32,568,693	30,569,030	30,831,516
Recognition (reversal) of a provision for expected credit losses	11,650	5,265	7,276
Other revenue	52,468	43,344	95,408
TOTAL	32,632,811	30,617,639	30,934,200
Supplies purchased from third parties			
Cost of Products, Merchandise, and Services Sold	-26,404,456	-23,722,483	-23,396,157
Materials, energy, third-party services, and other items	-1,237,017	-858,741	-1,045,220
Loss (Reversal) Due to Asset <i>Impairment</i>	1,562	3,620	-2,214,410
TOTAL	-27,639,911	-24,577,604	-26,655,787
Share of earnings of subsidiaries, jointly controlled entities, and affiliates			
	2023	2024	2025
Gross Value Added	4,992,900	6,040,035	4,278,413
Depreciation, Amortization, and Depletion	-1,061,970	-1,226,067	-1,274,791
Net value added generated by the company	3,930,930	4,813,968	3,003,622
Share of earnings of subsidiaries, jointly controlled entities, and affiliates	268,999	295,855	301,045
Financial Revenue	1,118,332	870,569	866,963
Foreign exchange revenue	-114,999	550,680	-340,441
Actuarial gains (losses)	434,814	-70,602	-67,197
Total	1,707,146	1,646,502	760,370
Value added to be distributed	5,638,076	6,460,470	3,763,992
Personnel and Expenses			
Salaries and payroll taxes	1,313,079	1,109,313	1,464,757
FGTS	107.813	89.328	100.770

Management Compensation	70.579	59.310	60.514
Employee Profit Sharing	112.097	118.911	162.415
Retirement Plans	14.528	28.550	16.591
Total	1.618.096	1.405.412	1.805.047
Taxes, fees, and contributions			
Federal (i)	-1.556.266	-600.256	1.692.411
State Championships	3.176.836	3.515.330	2.398.756
Municipal	111.393	114.005	125.915
Tax Incentives	10.705	6.208	8.506
Total	1.742.668	3.035.287	4.225.588
Return on Third-Party Capital			
Interest	966.236	921.388	1.121.941
Foreign exchange expenses	-347.346	1.094.839	-478.550
Derivative Financial Instruments	18.054	182	0
Total	636.944	2.016.409	643.391
Return on Equity			
Dividends and interest on equity	625.525	41.189	83.516
Retained earnings (losses)	1.060.581	-145.946	-3.078.192
Non-controlling shareholders' share of retained earnings	-45.738	108.119	84.642
Total	1.640.368	3.362	-2.910.034
Distributed Value Added	5.638.076	6.460.470	3.763.992

Letter of Assurance

 **Russell Bedford**
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+55 11 4007 1219 contato@russellbedford.com.br

**USIMINAS – USINAS SIDERÚRGICAS
DE MINAS GERAIS S.A.**

Independent auditor's limited assurance report.

For the fiscal year 2025.



Use your cell phone camera to scan the QR code and fill out our satisfaction survey. If your phone is not compatible, download a QR code reader to access the content.


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contato@russellbedford.com.br

INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT

**To the
Board of Directors, the directors, and other stakeholders of
USINAS SIDERÚRGICAS DE MINAS GERAIS S.A.
Belo Horizonte – MG**

Introduction

We have been engaged by USINAS SIDERÚRGICAS DE MINAS GERAIS S.A. ("USIMINAS") to present our independent and limited assurance report on the information contained in the 2025 USIMINAS Sustainability Report, prepared in accordance with the Global Reporting Initiative ("GRI") guidelines, Standards version, related to the year ended December 31, 2025.

Management Responsibilities

USIMINAS management is responsible for the adequate preparation and presentation of the information contained in the 2025 Sustainability Report, based on the Global Reporting Initiative (GRI) guidelines and under the internal controls necessary to enable the preparation of such information free from material misstatement, whether caused by fraud or error.

USIMINAS management is also responsible for the adequate preparation and presentation of information related to greenhouse gas emissions and all internal controls that USIMINAS management has determined as necessary to enable the preparation of such information free from material misstatement, whether caused by fraud or error.

Responsibility of independent auditors

Our responsibility is to express a conclusion on the information contained in the 2025 USIMINAS Sustainability Report, based on the limited assurance work carried out, following Ibracon Technical Communication (CT) 07/2012, approved by Conselho Federal de Contabilidade (CFC) and prepared based on the NBC TO 3000 (Assurance Engagements Other than Audit and Review), issued by CFC, which is equivalent to the International Standard and Assurance Engagement ISAE 3000, issued by the International Auditing and Assurance Standards Board, applicable to non-historical information.

These standards require compliance with ethical requirements, including independence, and that the work is carried out to obtain limited assurance that the information contained in the 2025 USIMINAS Sustainability Report, taken together, is free from material misstatement.







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A limited assurance work conducted under the NBC TO 3000 (ISAE 3000) consists mainly of inquiries to USIMINAS management and other professionals who are involved in the preparing of the information contained in the 2025 USIMINAS Sustainability Report, as well as in the application of analytical procedures to obtain evidence that enables us to conclude, with limited assurance, on the information contained in the report, taken as a whole. A limited assurance engagement also requires performing additional procedures when the independent auditor is aware of matters that lead the auditor to believe that the information contained in the Integrated Report, taken together, may present a material misstatement.

The selected procedures were based on our understanding of the aspects related to the compilation, materiality, and presentation of the information contained in the 2025 USIMINAS Sustainability Report and other work circumstances as well as our consideration of areas and processes associated with the material sustainability information disclosed in the 2025 USIMINAS Sustainability Report, where relevant misstatements could exist. The procedures have included:

- The planning of the work, considering the materiality for USIMINAS activities, the relevance of the disclosed information, the volume of quantitative and qualitative information, and the operational and internal control systems that served as a basis for preparing the information contained in USIMINAS's 2025 Sustainability Report.
- Understanding and analyzing the information disclosed concerning the management approach of material topics.
- Evaluation of the sampled non-financial indicators:
 - Understanding of calculation methodologies and procedures for the compilation of the indicators through interviews with managers responsible for the preparation of information.
 - Application of analytical procedures on quantitative information and inquiries about qualitative information and its correlation with the indicators disclosed in the 2025 Sustainability Report.
 - Analysis of evidence supporting the information disclosed.
- The confrontation of indicators of a financial nature with financial statements and/or accounting records.

We believe that the evidence obtained in our work is sufficient and appropriate to substantiate our conclusion in the limited form.

    
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+55 11 4007 1219
contato@russellbedford.com.br

Scope and limitations

The procedures applied in a limited assurance engagement are substantially less extensive than those applied in a reasonable assurance engagement. Consequently, they do not enable us to ensure that we have become aware of all matters that would be identified in a reasonable assurance engagement. Had we performed a reasonable assurance engagement, we could have identified other matters and possible misstatements that may exist in the information contained in the 2025 USIMINAS Sustainability Report.

Non-financial data is subject to more inherent limitations than financial data, given the nature and diversity of the methods used to determine, calculate, or estimate such data. Qualitative interpretations of materiality, relevance, and accuracy are subject to individual assumptions and judgments. In addition, we do not perform any work on data reported for the previous periods to assess the adequacy of its policies, practices, and performance in sustainability, nor concerning future projections.

Our work had the purpose of applying limited assurance procedures on the sustainability information disclosed in the 2025 USIMINAS Sustainability Report and did not include the evaluation of the adequacy of its policies, practices, and sustainability performance.

Conclusion

Based on the performed procedures described in this report, nothing has come to our attention that leads us to believe that the information contained in the 2025 USIMINAS Sustainability Report has not been compiled, in all relevant aspects, in accordance with the records and files that served as the basis for its preparation, in accordance with the Global Reporting Initiative (GRI) guidelines, Standards version.

Barueri, Brazil, July 24, 2025

RUSSELL BEDFORD GM
AUDITORES INDEPENDENTES S/S
2 CRC RS 5.460/O-0 "T" SP

ROGER MACIEL DE
OLIVEIRA:90238435
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Assinado de forma digital por
ROGER MACIEL DE
OLIVEIRA:90238435091
Dados: 2026.07.27 13:38:07 -03'00'

Roger Maciel de Oliveira
Accountant 1 CRC RS 71.505/O-3 "T" SP
Technical Responsible Partner







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USIMINAS

Credits

corporate information

Usinas Siderúrgicas de Minas Gerais S.A. -

Usiminas CNPJ: 60.894.

730/0001-05 Phone: (31) 3499-8110 Email

:

sustentabilidade@usiminas.com Site Institutional
website:

www.usiminas.com Escritório Headquarters: Av.
do Contorno, 6594 - 11th floor, Funcionários, Belo
Horizonte/MG – ZIP Code: 30110-044

Coordination

: Sustainability Directorate

GRIKPMG

Consulting in Brazil

Written and Edited

by KPMG Brazil

Graphic Design, Layout, and Infographics

▶ pslobo design



USIMINAS