



QUARTERLY RELEASE

ESG Performance
4Q25



ESG LEADERSHIP



We concluded 2025 with the conviction that we continue to move forward with consistency and ambition in building an increasingly sustainable, innovative, and responsibly committed CSN Group. The period was marked by significant achievements that reinforce our leadership in ESG matters.

In governance, we joined the Brazil Pact (Pacto Brasil), an initiative of the Office of the Comptroller General (CGU) aimed at strengthening corporate integrity, achieving 96.25% compliance. We also received important external recognitions: CSN Mining stood out nationally at the Ethos Award in the integrity and anti-corruption category, and Transnordestina was recognized in the Regulatory Highlights category at the ANTT Highlights Award 2025, which acknowledges initiatives that drive the logistics sector in Brazil.

As a reflection of the strengthening of our sustainability practices, CSN Cimentos was included in the CDP Climate A List, positioning itself among the companies with the best performance on the climate agenda. During the same period, we also advanced in the ISS ESG index, achieving "Prime Status," a classification that recognizes companies with ESG performance above the average of their sector.

In the environmental pillar, we made progress in operational efficiency and emissions reduction. We highlight the investment of R\$750 million in the modernization of particulate matter control systems at the Presidente Vargas Steelworks (UPV), an initiative that enhances efficiency in particulate retention and contributes to improved air quality in

the areas influenced by the operation. We also recorded significant reductions in CO₂ emissions intensity compared to the base years of our targets, including a 7% reduction in steelmaking, 3% in cement, and 8% in mining, demonstrating the evolution of our continuous decarbonization efforts.

In the occupational health and safety agenda, after stabilizing our accident frequency rate at 1.9 in recent years, we focused on reducing severe accidents, achieving a 10% decrease in high-potential and fatal events (PSIF) and a 67% reduction in the number of accidents with severe consequences compared to 2024.

In the field of diversity and inclusion, we reached an important milestone by achieving the 2025 target of 28% female representation in our workforce, a result that reflects the consistent progress of initiatives aimed at strengthening gender equity.

These are just some of the highlights of our ESG performance in 2025.

I invite everyone to explore this release to learn more about our initiatives and results.

Together, we move forward in building a more responsible, innovative, and transformative future.

Fazer bem, Fazer mais, Fazer para sempre

Helena Brennand Guerra

Sustainability, HSE & Real Estate Director

ABOUT THIS REPORT

Since the beginning of 2023, CSN has been disclosing its actions and performance, providing its ESG performance and indicators individually.

The information included in this release was selected based on its relevance and materiality to the Company. Quantitative indicators are presented in comparison with the period that best represents the metric for monitoring purposes.

Historical data on the performance and initiatives of the CSN Group, as well as progress on Other ESG goals, can be found in the Company's Integrated Report, available [here](#). ESG indicators are assured annually as part of preparation of the Integrated Report; therefore, the information contained in quarterly releases is subject to adjustments resulting from this process.

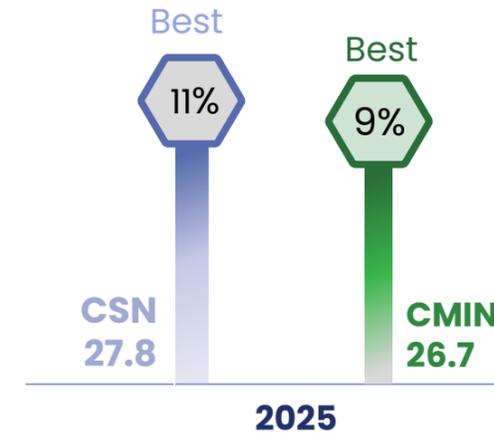
CSN's ESG performance can also be followed on our website: <https://esg.csn.com.br/>

ESG RATINGS

External recognitions in indices and ratings highlight the Company's continuous progress, demonstrating our commitment to transparency regarding key practices and indicators aligned with sustainable development.

We closed 2025 with a relevant advance in ESG performance, reflected in the significant increase in the ISS ESG score, which reached 51.2 points, equivalent to a B- rating on its assessment scale. In the same period, the CSN Group and CMIN achieved an A- rating in CDP Water, reinforcing the consistency of water management and alignment with international best practices. Also noteworthy is CSN Cimentos' achievement of an A score in CDP Climate, evidencing the Company's leadership in managing climate-related risks and opportunities within the sector, its high level of transparency and environmental governance, **and its inclusion on the CDP "A List"**.

We also made progress in the S&P Global index for both companies: in the sector assessment, CSN is positioned among the top 9% best-rated companies, while CMIN stands out among the top 7%. In EcoVadis, we recorded significant improvement, increasing from a score of 63 in 2024 to 74 in 2025, achieving the **Silver medal**. In the FTSE index, performance also improved, with an increase from 3.4 to 3.7 over the same period.



CSN CIMENTOS
Placed in the CDP's
Climate Change A List



ESG HIGHLIGHTS

GOVERNANCE

- ✓ CSN Cimentos recognized on the CDP Climate A List
- ✓ Integration into the Pacto Brasil initiative of the CGU, reaching 96.25% compliance
- ✓ 4,554 improvements implemented through the Continuous Improvement Program
- ✓ Upgrade from C- to B- in the ISS rating, achieving Prime Status
- ✓ Increase from 47 to 56 points in the S&P ESG Score, outperforming more than 90% of companies assessed in the steel segment

SOCIAL AND DEI

- ✓ Achievement of the target of 28% female representation set for 2025
- ✓ 3% increase in the number of women in leadership positions compared to 2024
- ✓ R\$48 million invested in social responsibility initiatives by Fundação CSN

TAILINGS DAMS

- ✓ Stability certificates renewed in September/25
- ✓ The Vigia Dam had its decharacterization recognized by the State Environmental Foundation (FEAM-MG)

OCCUPATIONAL HEALTH AND SAFETY

- ✓ 10% reduction in the number of high potential severity events (PSIF) compared to 2024
- ✓ 67% reduction in the number of accidents with severe consequences (excluding fatalities) (employees + contractors) compared to 2024
- ✓ Frequency rate of 1.9 stable over the last three years (per 1MHH)
- ✓ More than 401 thousand hours of OSH training in 2025

ENVIRONMENTAL

- ✓ 28% reduction in particulate matter emissions at UPV compared to the base year (2019)
- ✓ 8% reduction in kgCO₂e/t of ore emissions compared to the target base year (2020)
- ✓ 3% reduction in kgCO₂e/t of cementitious emissions compared to the target base year (2020)
- ✓ 7% reduction in tCO₂e/t of steel emissions compared to the target base year (2018)
- ✓ R\$750 million investment in the modernization of particulate control systems at UPV

2025 AWARDS



Pacto Brasil

CSN joined the Pacto Brasil, an initiative of the Office of the Comptroller General (CGU) that encourages companies' commitment to corporate integrity, achieving 96.25% compliance.



Ethos Award

CSN Mineração stood out nationally in integrity and anti-corruption at the Ethos Award



Hugo Werneck Award

The Garoto Cidadão project, run by the CSN Foundation, was awarded in the "National Highlight" category



ANTT 2025 Award

Transnordestina was honored with an award recognizing projects that strengthen the logistics sector in Brazil.



Supplier of the Year

CSN was elected Supplier of the Year 2024 by General Motors.



UBQ | Quality Management Award

CSN Mineração achieved 3rd place in both the 5S category and the Agile Methods category

MAIN ESG TARGETS¹

Natural Capital



Climate Change

- ✓ Reduce CO₂e emissions per ton of crude steel by 10% by 2030, following in WSA² methodology, compared to the 2018 baseline year
- ✓ Reduce CO₂e emissions per ton of cement by 23% by 2030, achieving 392 kgCO₂e/t cement, following the GCCA³ methodology, compared to the 2020 baseline year
- ✓ Reduce CO₂e emissions per ton of ore produced by 30% by 2035 (Scopes 1 and 2), compared to the 2020 baseline year
- ✓ Achieve carbon neutrality by 2044 for Scope 1 and 2 emissions of CSN Mineração

Atmospheric Emissions

- ✓ Reduce particulate matter emissions per ton of crude steel produced at UPV by 40% by 2030, compared to the 2019 baseline year
- ✓ Reduce particulate matter emissions by 25% by 2035 compared to the 2024 baseline year

Water Use Efficiency and Effluent Management

- ✓ Systematize and transparently present the volumes of water permitted, captured, and discharged by CSN Group units, relating them to water scarcity risks in the basins Where they are located, by 2025

Dam Management

- ✓ Decommission all dams built by the upstream constructive method until 2030

Biodiversity

- ✓ Maintain no net loss in biodiversity and, whenever possible, achieve net positive impact (net-gain)

Human and Social Capital



Occupational Health and Safety

- ✓ Reduce the number of days of leave due to accidents with own employees by at least 30% by 2030, compared to 2021
- ✓ Continuously achieve a zero-fatality rate across the entire CSN Group (own employees and contractors)
- ✓ Reduce the accident Frequency rate (LTI + NoLTI for own employees and third parties) of the CSN Group by 30% by 2030, compared to the baseline Years (rate per 1 million hours worked)

Diversity and Inclusion

- ✓ Achieve 28% female gender representation in CSN Group by 2025, compared to the 2020 baseline year

Human Rights

- ✓ Implement the Stakeholder Engagement Plan (SEP) at Alhandra and Arcos units by 2025

Intellectual Capital



Governance, Ethics and Compliance

- ✓ Achieve 100% of active employees trained in Compliance, covering the Code of Conduct and Corruption Policy
- ✓ Continuously increase our Governance Best Practices Compliance Index as outlined in CVM Resolution No. 80/2022 (considered "Compliant" and !Partially Compliant"

1. The Company has other ESG targets, which are published in its Integrated Report, The monitoring of the performance of all Company targets can be done annually through this document.

2. World Steel Association

3. Global Cement and Concrete Association

Performance on ESG TARGETS

	Indicators	Unit	Indicator Base-line year	2025	Δ%	Status	Target	Target year
 Environmental	Steel Emission Intensity ¹	tCO ₂ e /t crude steel	2.1 (2018)	1.95	-7		1.89	2030
	Cement Emission Intensity ²	kgCO ₂ e /t cimenticious	509 (2020)	492	-3		392	2030
	Iron Ore Emission Intensity ³	kgCO ₂ e /t iron ore	7.10 (2020)	6.52	-8		4.97	2035
	Systematization of water management across operational units	-	-	Platform made public	-		Platform made public	2025
 Social	Total Injury Frequency Rate TRIFR ⁴	LTI + NoLTI	2.46 (2020)	1.9	-23		1.72	2030
	Diversity (women in the workforce)	%	14 (2020)	28	100		28%	2025
	Implement Stakeholder Engagement Plan (SEP), at Alhandra and Arcos	-	-	SEP implemented	-		SEP implemented	2025
 Governance	Workers trained in compliance	%	-	100	-		100	-



1. Considers emissions according to the WSA methodology and the production from the UPV and SWT units.
 2. GCCA Indicator 62 – Specific gross CO₂ per ton of cementitious product (kgCO₂e/t cementitious). The target of a 23% reduction in emission intensity by 2030 compared to 2020 emission levels was approved by the SBTi in the second quarter of 2024.
 3. Considers only emissions from the mobile combustion category of Scope 1 for CSN Mineração, which represent 95% of its emissions, highlighting that Scope 2 emissions are zero due to 100% of electricity consumption coming from renewable sources.
 4. Total Recordable Injury Frequency Rate – This rate includes both lost time and non-lost time injuries involving own employees and contractors, per 1 million hours worked across all Company units located in Brazil.

BROWSE THE DOCUMENT



E

environmental

S

social



G

governance



ENVIRON- MENT



Systematization of water management across operational units

In 2025, CSN met its goal of systematizing and transparently disclosing the volumes of water authorized, withdrawn, and discharged across its operational units, linking this information to the water scarcity risks of the river basins in which it operates. As a result, an interactive water balance dashboard was developed, consolidating data on water withdrawal, consumption, discharge, authorized volumes, and risk indicators. The tool strengthens the integration between environmental management and the company's sustainability strategy, while enabling a clear visualization of impacts and efficiency in water use. To access the monitoring dashboard, click on: [Water Balance – CSN Group](#).



Use of drones for polymer application

CSN Mineração adopts an integrated set of actions to reduce dust generation and dispersion, combining fixed sprinkler systems in mining and processing areas, support from water trucks, and surface stabilization technologies such as nylon screens, polymers, laterite, and revegetation through hydroseeding. In 2025, these measures were expanded through an innovative CSN Conecta project that introduced the use of drones to apply polymers in critical areas, increasing the precision and speed of interventions. Throughout the year, drones began operating in dust control, and investment in polymers increased by 40%, resulting in a significant reduction in fugitive emissions and contributing to improved environmental conditions in the Congonhas region.



Modernization of particulate filters at UPV

The Company is investing R\$750 million in the modernization of particulate control systems at the sinter plants of the Presidente Vargas Steelworks (UPV), in Volta Redonda, Rio de Janeiro, with completion expected by 2026. In 2025, new filters were installed in units 2 and 4, and the final upgrade, of the third system, will take place in 2026. The initiative has already resulted in a 34% reduction in particulate matter emissions per ton of steel compared to 2023. In addition, the Automatic Particulate Monitoring Network (RAMP) was implemented in the raw material and coal yards, consisting of 17 towers equipped with automatic analyzers integrated with climate data. The system enables continuous monitoring of particle concentration and dispersion, supporting more effective actions to control and mitigate emissions caused by wind entrainment.



638 ktCO₂ avoided through the use of alternative fuels

Revalora, the CSN Cimentos platform dedicated to the circular economy, transforms industrial and urban waste into alternative fuels to partially replace fossil fuels in clinker kilns, contributing to the reduction of CO₂ emissions. In 2025, the expansion of coprocessing at the Pedro Leopoldo (Minas Gerais) unit was completed, increasing the production capacity of refuse-derived fuel (RDF) by approximately 20%. In 2025, the average thermal substitution rate (TSR) remained at 29% across CSN Cimentos, and this TSR was responsible for avoiding 638,868.20 tonnes of CO₂.





DAM MANAGEMENT

In June and September 2025, **all of the Company's dams had their Declarations of Conformity and Operationality (DCO) and Declarations of Stability Condition (DCE) renewed, respectively, demonstrating that they remain in compliance with the legal, operational, and stability requirements established by current legislation.** This reinforces the Company's commitment to safety and the responsible management of its structures.

Regarding the decommissioning schedule of the Company's dams, to date the Vigia, Auxiliary Vigia, B5, Taboquinha 1, and Taboquinha 2 dams have been completed. Construction works on dams B2, B2A, and B4 are currently underway, with completion expected in accordance with the schedule below:

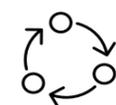
All dams with **certified stability**
(Sep 2025)

DECOMMISSIONING PROGRAM

		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031+
Casa de Pedra	B5	☑											
	B4												
	Casa de Pedra												
Pires	Vigia Auxiliary Dam	☑											
	Vigia Dam				☑								
Minérios Nacional	B2												
	B2A												
ERSA	Taboquinha 01 – Crente				☑								
	Taboquinha 02 – Serra Azul						☑						



External audits conducted twice a year



Cross-checking (peer review) of audits and projects



New ongoing projects for the reuse of mining tailings



PERFORMANCE

ATMOSPHERIC EMISSIONS – CSN GROUP ¹	Unit	2024	2025	Δ%
Nox emission	t	10,001.4	11,967.2	20
Sox emission	t	5,682.2	6,647.4	17
MP emission	t	3,169.2	2,984.1	-6

AIR QUALITY – STEEL ²	Unit	2024	2025	Air Quality
UPV – Vila Santa Cecília Station	µg/m ³	100	95	Good
UPV – Retiro Station	µg/m ³	94	96	Good
UPV – Belmonte Station	µg/m ³	94	94	Good

WATER INTENSITY	Unit	2024	2025	Δ%
Intensity per ton of steel produced	m ³ / t steel	15.6	17.5	12
Intensity per ton of cement produced	m ³ / t cimenticious	0.22	0.20	-9
Intensity per ton of iron ore produced ³	m ³ / t iron ore	0.20	0.20	-

WASTE MANAGEMENT	Unit	2024	2025	Δ%
Percentage of recycled waste	%	97	97	-

CLIMATE MANAGEMENT	Unit	2024	2025	Δ%
Emission intensity per steel production ⁴	tCO ₂ /t	1.94	1.95	1
Emission intensity per cimenticious production ⁵	kgCO ₂ /t	494	492	-
Emission intensity per iron ore production ⁶	kgCO ₂ /t	6.49	6.52	-

1. Includes data from the Brazil steel segment and the cement segment. The increase in NOx values is related to cement operations and instability in waste combustion for co-processing, with improvement expected from ongoing corrective actions at the units.
 2. Based on monitoring conducted at automatic stations and presents the average for the monitoring period in Volta Redonda. Air quality was classified as "good" in over 99% of the measurements.
 3. Refers to water intake from the production process at the central Casa de Pedra plant, the Pires production process, and potable water.

4. Considers emissions according to the WSA methodology and production from the UPV and SWT units.
 5. GCCA Indicator 62 - Specific gross CO₂ per ton of cementitious product (kgCO₂e/ton of cementitious).
 6. Considers emissions only from the mobile combustion category of Scope 1 for CSN Mineração, which represent 95% of the company's emissions, highlighting that Scope 2 emissions are zero due to 100% of electricity consumption coming from renewable sources.





OCCUPATIONAL HEALTH AND SAFETY

In 2025, the **AGIR Program** was reformulated to incorporate the Leadership Axis and the pillars of OSH Culture, Critical Risk Management, and Process Safety, expanding its integration with corporate risk management systems and strengthening its preventive approach.



67%

reduction in the number of accidents with severe consequences



93.1%

of accidents without lost time



10%

reduction in serious events (PSIF)



401

thousand hours of OSH training



1.9

accident frequency rate with and without lost time (IMHH)



SOCIAL

DIVERSITY AND INCLUSION

By the end of 2025, **the Company reached the target of 28% women in its workforce established for the year**, a result that represents more than a quantitative milestone. It reflects the concrete expansion of opportunities for employment, income, and career development for women who, for a long time, did not see themselves represented in the industrial sector.

CSN MEETS ITS TARGET AND CELEBRATES A HISTORIC ADVANCE IN

FEMALE REPRESENTATION



PERFORMANCE

HEALTH AND SAFETY	Unit	2024	2025	Δ%
Number of Accidents with and without lost time (Employees)	Number	90	120	33
Number of Accidents with and without lost time (Contractors)	Number	109	90	-17
Number of accidents with serious consequences (except deaths) (own + third parties)	Number	12	4	-67
Fatalities (Employees)	Number	0	2	-
Fatalities (Contractors)	Number	0	1	-
Frequency Rate of Notifiable Workplace Accidents (1M HHT Factor)	Rate	1,9	1,9	-
Severity Rate of Accidents (1M HHT Factor)	Rate	142	219	54
Fatality rate (own employees + contractors, per 1 million man-hours worked)	Rate	0.00	0.03	-
Potentially High Severity Events (PSIF)	Number	59	53	-10

SUSTAINABLE VALUE CHAIN	Unit	2024	2025	Δ%
Purchases from Local Suppliers	%	41.1	42.4	3
Purchases from Local Suppliers (Services)	%	51.0	51.4	1
Purchases from Local Suppliers (Materials)	%	32.0	31.8	-1

TRAINING	Unit	2024	2025	Δ%
Training Hours	Hours	824,896	795,590	-4
Employees Trained	Number	29,572	29,698	0.4
Training Investment	R\$	9,057,268	7,219,445	-20

TRAINING	Unit	2024	2025	Δ%	
Training Hours	%	25	28	12	
Employees Trained	%	15,5	15.9	3	
Training Investment	%	1.7	1.8	6	
Racial Diversity	• Yellow	%	1.3	1.3	-
	• White	%	41	39.9	-3
	• Indigenous	%	0.3	0.3	-
	• Black	%	15.2	15.7	3
	• Brown	%	39.9	41	3
	• Not informed	%	2.4	1.8	-25
Turnover ³	%	16.9	19.3	14	

¹ Diversity data does not consider Board members and non-permanent employees

² Turnover data only considers CLT and non-CLT programs and does not consider non-permanent employees





SOCIAL

TRANSFORMING LIVES AND COMMUNITIES



FUNDAÇÃO CSN – 2025 OVERVIEW

In 2025, Fundação CSN made significant progress by strengthening its integration with the CSN Group’s business model, expanding its territorial initiatives, and consolidating key structural projects. The year was marked by the geographic expansion of programs: the Garoto Cidadão Project reached the state of Piauí, and the Environmental Education Program extended its activities to Itaguaí, Rio de Janeiro, through a partnership with the State Secretariat for the Environment.

Mentoria Cidadã

In 2025, the Mentoria Cidadã project demonstrated high effectiveness by placing 80% of the youth from the 4th cycle into the CSN Group’s Young Apprentice Program. In the same year, the 5th cycle included 57 participants from eight Brazilian cities, and 92% reported an expansion of their career perspectives. Structured by CSN and Fundação CSN, the initiative supports the transition of youth from the Garoto Cidadão Project to the labor market, helping prevent school dropout and youth unemployment. Since 2022, 253 young people have participated in the project, which directly contributes to SDGs 4 (Quality Education), 8 (Decent Work and Economic Growth), and 10 (Reduced Inequalities).

Higher Education Access Program

In 2025, Fundação CSN expanded access to higher education through the granting of full scholarships, benefiting 15 young people from its social programs. Notable initiatives include scholarships for an undergraduate degree in Music, in partnership with Nova UBM, and for a Teaching Degree in Theater, in partnership with the Célia Helena School of Arts. These initiatives strengthen the academic and professional trajectories of young people in situations of social vulnerability.

Recycling and Inclusion

In 2025, the Recycling Incentive Law opened a new strategic front for Fundação CSN, expanding investments in recycling, circular economy, and the inclusion of waste pickers. The Foundation developed technical studies, created a working group, and promoted dialogue with cooperatives, governments, and sector entities. It acted on three fronts: organizing seminars in partnership with the Ministry of the Environment, reaching 657 people; securing approval for its own project to strengthen cooperatives in Volta Redonda and Barra Mansa; and offering technical mentoring, which resulted in the submission of 10 projects to the law. By the end of the year, CSN had allocated the full amount of R\$2.9 million to the mechanism, supporting seven projects in different regions of the country.

	2025
Young people benefited ¹	6,219
Young employed ²	1,673
Public served ³	79,079

¹ Young people benefited by the Garoto Cidadão, Capacitar, Young Apprentice, Internship, Steel Drums and Soccer projects.

² Young employees from the Foundation’s programs: Young Apprentice, Internship Integration, Citizen Mentoring, Theater Scholarship, Capacitar Hotelaria e Serviços.

³ Public present at the public presentations, carried out by the projects: Garoto Cidadão,, Tambores de Aço, Centro Cultural and Histórias que Ficam.

Browse FCSN
Impact Report



Fundação CSN





GOVERNANCE

ESG Week

Held in December, several company units were mobilized with activities focused on the environmental, social, and governance pillars. Over five days, lectures, interactive booths, and in-person initiatives took place across different locations, reinforcing the commitment to generating positive impact within the company and in society.

The program prioritized topics such as decarbonization, racial equity, diversity, mental health, ethics, and sustainability, in addition to initiatives aimed at environmental awareness and the responsible use of resources. The activities involved industrial, mining, energy, and railway units, with both in-person events and online broadcasts to expand employee engagement.

Sustainability Risks and Opportunities Assessment

In 2025, the ESG Committee initiated a structured process to identify, analyze, and prioritize the main risks and opportunities related to environmental, social, and governance agendas. The initiative aims to strengthen corporate governance, increase transparency, and improve strategic decision-making based on more integrated data.

The mapping covers topics such as climate change, energy transition, natural resources, regulatory risks, social impacts, supply chain, and compliance, enabling the classification of physical and transition risks, the assessment of financial impacts, and the identification of value creation opportunities. The process also drives the implementation of IFRS S1 and S2 standards.



Participation of Garoto Cidadão during ESG Week at the CSN Cimentos – Arcos (MG) unit





CSN INOVA



Expansion of the Continuous Improvement Program

In 2025, the Continuous Improvement Program was expanded to all Cement units, the TECON Port, and Prada Embalagens, consolidating it as a corporate initiative and strengthening the CSN Group's culture of operational efficiency. During the cycle, 4,554 improvements were implemented, with participation from 36% of the eligible workforce and estimated annual gains of R\$128 million, in addition to advances in safety, productivity, and the efficient use of resources.



i.Systems

i.Systems is part of the new business investment portfolio and develops artificial intelligence solutions for optimizing industrial processes. Its technologies reduce variability, increase operational efficiency, and improve performance, promoting greater production stability, supporting decision-making, and generating consistent gains in productivity and quality.



Reduction of Deadweight Cargo Transported

In 2025, the Deadweight Cargo Reduction project was implemented, the winning project of the 2024 CSN.Conecta program. The initiative stood out for applying an anti-adhesive developed from reused oil to the truck beds of CSN Mineração vehicles, increasing ore transport productivity by approximately 200 thousand tonnes and contributing to the reduction of CO2 emissions.



Automated Cleaning of Pipe Scaling

In 2025, the Anti-Scaling System was also implemented at the Montes Claros plant. The project won 2nd place in CSN.Conecta and stood out for applying an innovative solution that cleans pipelines through electrical pulses, making it more difficult for obstructions to form and reducing mill downtime by up to 30 hours per year.





GOVERNANCE

In 2025, CSN.Conecta held its fourth cycle, consolidating itself as a strategic program that promotes innovation and internal engagement through challenges aligned with CSN’s ESG agenda. Projects submitted by employees are evaluated based on impact and feasibility, and the selected initiatives receive investment for implementation.

Three projects were selected as winners in 2025:



442 Projects

246 Qualified

181 Pitch

15 Finalists

RANKING	PROJECT	BUSINESS	CATEGORY
	Care Space	Steel	DEI
	Electrical locking system for inverters in the Long Steel rolling mill	Cement	OSH
	In-house production of energy biomass	Cement	Biodiversity





Companhia Siderúrgica Nacional

