

2025 INTEGRATED REPORT



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WELCOME

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About this report

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As part of our ongoing commitment to transparency, we at Companhia Siderúrgica Nacional (“CSN” or the “CSN Group”) are pleased to publish our Integrated Report for another consecutive year, presenting operational performance and progress in environmental, social, and governance (ESG) practices across our business activities. This report covers all entities under operational control across CSN’s steel, mining, cement, logistics, and energy businesses, both in Brazil and internationally¹, for the period from January 1 to December 31, 2025². Any scope exceptions are identified throughout the report or noted in specific disclosures, when applicable³.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and the International Integrated Reporting Framework, now consolidated under the International Sustainability Standards Board (ISSB). It also incorporates the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and references the Taskforce on Nature-related Financial Disclosures (TNFD), in addition to Sustainability Accounting Standards Board (SASB) disclosures for the iron and steel producers, metals and mining, and construction materials sectors. All financial information⁴ is compliant with the International Financial Reporting Standards (IFRS)



→ A CSN Cimentos employee - Arcos (MG)

and the standards of the Brazilian Accounting Standards Committee (CPC), the International Accounting Standards Board (IASB), and the International Financial Reporting Interpretations Committee (IFRIC). The financial statements were audited by Forvis Mazars Auditores Independentes S.S. Ltda. and are available on our [Investor Relations website](#).

Supplementing the information in this report, GRI, SASB, TCFD, and TNFD disclosures are available in our [ESG Databook](#), designed to meet the specific informational needs of different stakeholders.

All information presented in this report and in the ESG Databook has been reviewed and approved by the Board of Directors and undergone independent limited assurance by Grant Thornton,

ensuring its accuracy and reliability. As part of the assurance engagement, the Board of Directors received a report outlining key findings and conclusions. The independent assurance statement is available on page [173](#) of this report.

Additional information is available in our [Annual Report](#), [Reference Form](#), [20-F Annual Report](#), [financial statements](#), [Climate Action Report](#), [previous editions of CSN's Integrated Reports](#) and at [ri.csn.com.br](#) and [esg.csn.com.br](#). For any queries or feedback about this report, please write to sustentabilidade@csn.com.br.

We hope you find this report informative and inspiring.

¹ This document may include statements that reflect the current expectations of CSN regarding future events or results. All estimates and projections involve risks, external factors, and uncertainties. CSN cannot guarantee that such statements will prove to be accurate. The Company cautions investors against relying on these statements in other contexts.

² In January 2026, subsequent to the reporting period, CSN announced a structured deleveraging plan and a reorganization of its portfolio through the divestment of equity interests in certain assets. The initiative is intended to reduce leverage and position the Group for a new cycle of sustainable growth.

³ Information related to our Galvacolor and Gramperfil operations has not been incorporated in the social and environmental disclosures. Data from Tora Logística has been consolidated solely within the GRI 102 and 103 disclosures, while information from CBSI has been incorporated exclusively in the GRI 2-8 and GRI 403-9 disclosures. Such exceptions are related to materiality criteria. These operations are included in CSN Group’s financial statements, which are consolidated using the equity method.

⁴ When translating foreign currencies into Brazilian Real, the exchange rate applied is the U.S. dollar rate in effect on the last day of the reporting period of this Integrated Report, which was BRL 5.50 as of December 31, 2025.

How to navigate this Databook

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Corporate governance

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Interactive content

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Message from the Board of Directors

GRI 2-22

Throughout 2025, the CSN Group navigated a highly complex industry environment. In Brazil, persistently high interest rates significantly impacted economic activity, constraining demand, increasing the cost of capital, and reducing business predictability. In addition, rising imports of steel into the Brazilian market intensified competition and placed further pressure on margins. It is precisely in periods such as these that the Board of Directors reaffirms its confidence in the Group's business model, grounded in vertically integrated operations, resilience, operational excellence, and financial discipline—core pillars that continue to drive consistent performance, even in challenging market conditions.

In the steel segment, our strategic focus remains on modernizing our portfolio of unique, irreplaceable industrial assets. The year was marked by global oversupply, with China maintaining a significant share of global steel production and redirecting volumes to export markets. This pressured prices and heightened the asymmetric competitive impact of imported steel in Brazil. Against this backdrop, we sharpened our focus on the structural recovery of profitability and continuing to build operational excellence, delivering a meaningful reduction in production costs.

Our mining business remained a key driver of performance in the year, delivering record operational results with continued growth in production and sales, alongside further efficiency gains and cost dilution. Progress also continued on the P15 Itabirite Plant, a strategic project that is expected to add up to 16.5 million metric tons per year of premium iron ore capacity, aligning with growing global demand for higher-grade inputs, improved efficiency, and lower carbon intensity in steel production.

In the cement segment, the Brazilian market showed resilience despite the exceptionally high interest rate environment. Demand continued to expand, and CSN strategically captured this favorable momentum through strong commercial execution combined with pricing adjustments. Our cement business, CSN Cimentos, remains a strategic component of CSN's diversification strategy, supported by structural competitive advantages including vertical integration, strong synergies with Group operations, and one of the most efficient industrial platforms in the country. This enables increased use of alternative inputs and results in one of the lowest carbon footprints in the sector, positioning CSN Cimentos to effectively navigate the challenges associated with the emerging carbon market in Brazil.

→ The P15 project is progressing at a strong pace, with measurable and consistent progress – Congonhas (MG)



→ The Transnordestina Railway, Brazil's largest linear infrastructure project, is showing good momentum - Ceará



The logistics segment has become a core pillar of our vertical integration strategy and a significant driver of growth for the Group. The acquisition of Tora expanded our presence in road transportation, adding fleet operations, trucking, and dry ports to our existing portfolio of the FTL and MRS railways and the Sepetiba TECON and TECAR port terminals. This has further strengthened integration and end-to-end control across the logistics chain. The segment delivered record operational performance and continued efficiency gains, reinforcing its position as an essential part of our growth strategy. In addition, construction of the Transnordestina Railway continues to advance with strong momentum, positioning the Northeast region—and CSN—as a benchmark for modern, efficient rail infrastructure.

In energy, our operations in 2025 reflected the consolidation of a platform that combines operational stability with an effective contribution to financial discipline Group-wide. Self-sufficient energy production from renewable sources, coupled with an expanded presence in the free natural gas market—enabling procurement under more competitive conditions—has contributed to a significant reduction in operating costs, strengthened our competitive position, and has made CSN one of Brazil's leading players in surplus electricity trading. Clean energy has increasingly become a core lever for sustaining long-term growth.

The year also saw consistent progress in our ESG performance, reflecting the integration of sustainability into our strategy, operational discipline, and risk management practices. This progress has been consistently recognized by leading global ESG rating agencies. In 2025, we achieved our strongest-ever ESG performance across major international ratings. CSN's EcoVadis score of 74 points earned us a Silver Medal. Our S&P Global ESG Scores improved from 47 to 56, while CSN Mineração climbed from 55 to 62, ranking ahead of more than 90% of companies assessed in the steel sector. We also improved our FTSE Russell rating from 3.4 to 3.7, while maintaining our inclusion in the FTSE4Good Index.

CSN Group's ISS ESG assessment performance additionally improved, advancing two rating levels in a single cycle from C- to B-, and achieving Prime status on the platform. CSN Cimentos was awarded an A score for its CDP Climate Change questionnaire, joining the CDP "A List," which recognizes companies demonstrating excellence in climate risk management, transparency, and robust decarbonization strategies—factors that are increasingly important to cost of capital and business resilience.

Despite the challenges during the period, we delivered consistent operational results, reinforcing confidence in the strategy guiding

CSN Group's business model is grounded in vertically integrated operations, operational excellence, and financial discipline

the Group's decisions. The Board of Directors would like to thank our employees, partners, suppliers, communities, customers, and shareholders for their trust and dedication throughout this journey. It is through these relationships—built on transparency and trust—that we will continue to move forward, guided by our commitment to *fazer bem, fazer mais e fazer para sempre* (doing it right, doing it better, and doing it for posterity).

CSN Board of Directors



→ Benjamin Steinbruch,
CEO, CSN

Message from the CEO GRI 2-22

2025 was defined by disciplined execution and consistent delivery. We increased productivity across our core assets, delivering solid operating performance and further embedding structural efficiency gains. While leverage remained an area of focus, we announced strategic moves in early 2026 to optimize our capital structure, reinforcing confidence in our path toward sustainable deleveraging and continued strong performance.

In steel, we posted the lowest slab production cost in four years, reflecting continued progress on our industrial strategy, with Blast Furnace 3 operating at high utilization rates, supported by improved feedstock efficiency. The segment continues to face external pressures, including elevated imports and intense competition for domestic market share. Reflecting our strategy to prioritize profitability and commercial discipline, sales totaled 4.2 million metric tons in 2025, down 7.5% year over year. Despite the decline, improved operating efficiency drove a meaningful increase in segment profitability. Adjusted EBITDA reached R\$ 2.2 billion, with a 10% margin, a significant year-over-year improvement. Following an extended period of competitive pressure, early signs of a more rational competitive environment are emerging,

which should improve pricing and allow for a gradual recovery in margins for domestic producers.

CSN Mineração posted record production of 45.5 million metric tons in the year (including produced and third party-sourced ore), along with record sales of 45.8 million metric tons, up 7.7% year over year, reflecting operational strength and a competitive asset base. Segment EBITDA totaled R\$ 6.3 billion, with a 41% margin. Logistics efficiency further strengthened our competitive position. TECAR handled a record 41 million metric tons of shipments during the year, further improving the reliability, operating efficiency, and resilience of our logistics assets.

At CSN Cimentos, following a first half impacted by higher raw material and fuel costs, we demonstrated strong responsiveness, with consistent price recovery in the second half and margin expansion. Operating momentum supported our second-highest sales volume to date, exceeding 13.4 million metric tons sold. EBITDA reached R\$1.3 billion, with a margin of 26.3%. Higher volumes and improved fixed-cost dilution further improved the business's structural competitiveness.

We delivered **strong results** and made consistent progress on strategic priorities

The logistics segment continued to strengthen its position as a core component of our strategy and the Group's vertical integration. In December, Transnordestina completed its first shipment between the states of Piauí and Ceará—a milestone that positions the Northeast and CSN Group as a benchmark in modern, efficient rail infrastructure. Another highlight from the year was the record volume transported on the railway line, which drove segment EBITDA to R\$ 1.9 billion, with a margin above 44%. This performance underscores the strength of our asset portfolio and reinforces our determination to unlock additional value in the segment.

In energy, we advanced initiatives to optimize our self-generation assets, actively manage trading in the free market, and reduce average energy costs across our operations. The segment delivered solid performance, achieving another record with EBITDA of R\$ 255.4 million and a 37.4% margin. We maintained full energy self-sufficiency, with 100% of our energy supply sourced from renewables, supporting our commitment to operational sustainability.

On a consolidated basis, we delivered strong results and made consistent progress on our strategic priorities. Net revenue totaled R\$ 44.8 billion, and adjusted EBITDA reached R\$ 11.8 billion. This performance demonstrates our ability to navigate varying economic cycles with resilience and disciplined execution.

Our achievements in 2025 were thanks to the dedication, capability, and sense of ownership of thousands of employees whose daily efforts drive our company's success.

Workplace safety remains a non-negotiable value for CSN. During the year, we reduced high-consequence incidents (PSIF) by 10% and decreased the number of serious injuries by 67% year on year. Our Total Recordable Injury Frequency Rate remained stable at 1.9 per million hours worked. This performance reflects continued progress in strengthening a prevention-focused culture, reducing the severity of workplace incidents, and actively managing risks to our people and assets.

Through the Fundação CSN, we invested R\$ 48 million in social responsibility initiatives in 2025, directly benefiting 6,200 people in our areas of influence. These initiatives spanned education, culture, health, and workforce inclusion, supporting the development of the communities where we operate.



→ Record iron ore shipment volumes at TECAR supported strong performance at CSN Mineração - Itaguaí (RJ)

We also made meaningful progress in advancing a more inclusive workplace: in 2025, CSN Group doubled female representation in the workforce, increasing from 14% in 2020 to 28%, fully meeting our public target. In our mining business, progress was equally notable: CSN Mineração reached 27% female representation, up from 13% in 2019, reaffirming its continued commitment after already surpassing its 26% target in 2024, ahead of its 2025 target.

On the environmental front, we continued to advance our decarbonization initiatives,

with a focus on improving operational and energy efficiency and developing lower-carbon solutions. As a result, we reduced CO₂e emissions intensity per metric ton of product versus the baseline year by 7% in steel, 3% in cement, and 8% in mining, and we are on track to meet our public targets for 2030 and 2035.

We also made structural progress in controlling particulate matter emissions at the Presidente Vargas Steelworks (UPV) sinter plants, with the installation of new electrostatic precipitators and high-efficiency bag filters. Two of the

three systems have been completed, with the third expected in the first half of 2026. With a total investment of R\$ 750 million, the initiative is already delivering measurable results: the particulate emissions intensity at UPV was reduced by 33% compared to the target's 2019 baseline year.

Turning to mine safety, all tailings dams maintained valid Stability Certificates, a result of our ongoing efforts in prevention, monitoring, and continuous improvement of control systems. We also advanced our decommissioning and reclamation plan for upstream-raised facilities, including the early completion of B2A reclamation works. A request for formal recognition of successful decommissioning has already been submitted to the relevant authorities.

CSN has joined the Brazil Pact for Business Integrity, an initiative of the Office of the Federal Comptroller General (CGU), and the Business Pact for Integrity and Against Corruption of the Ethos Institute, achieving recognition as a Clean Company. These initiatives support our commitment to integrity and ethical conduct, aligning our governance practices with recognized national and international standards and ensuring consistency across all business segments.

Through *CSN Inova*, we continue to accelerate the Group's digital and technological transformation, embedding innovation into our business strategy. Between 2018 and 2025, initiatives developed through the platform generated approximately R\$ 1 billion in financial gains, primarily driven by lower operating costs, increased productivity, and enhanced industrial efficiency.

I am immensely proud of what we have built together thus far. CSN is built by people who believe, who deliver, and who are undaunted by challenges. We will continue to move forward with discipline, resilience, and a long-term perspective, confident in our ability to shape the next chapters of our history.

Benjamin Steinbruch
CEO, CSN

→ Itaúba HPP
- Pinhal Grande (RS)





→ Operations at TECAR - Itaguaí (RJ)

The year at a glance

Operating and financial highlights



R\$ 44.8 billion
in consolidated net revenue,
up 2.5% year-over-year.



Logistics delivered strong growth, with revenue of

R\$ 4.4 billion

(+34.8%) and EBITDA of

R\$ 1.9 billion

(+26.6%)



R\$ 11.8 billion
in adjusted EBITDA, up 15.3%,
with a 25.1% margin



CAPEX of

R\$ 5.9 billion

allocated to strategic projects
and capacity expansion



Record mining iron ore production
and sales:

45.5 million

metric tons
(produced + sourced) and

45.8 million

metric tons sold

Environmental highlights



CO₂e emissions intensity reduction relative to each target's baseline:

-8% in mining (2020),

-7% in steelmaking (2018), and

-3% in cement (2020)



100%

of dams covered by valid Stability Certificates



**19%
of steel output**

classified as green steel



**96%
of waste**

volumes directed to treatment (diverted from landfilling/incineration)



6% reduction

in water withdrawals across the Group

→ A Company-managed protected area - Volta Redonda (RJ)





→ A young participant in the Fundação CSN Garoto Cidadão program

Social highlights



R\$ 48 million

invested in social responsibility initiatives through Fundação CSN



401 thousand hours

of health and safety training for employees and contractors



6,200 people

directly benefited by social initiatives



Achieved the 2025 target of

28%

women in the workforce



R\$ 19.8 billion

in added value distributed to stakeholders

Governance highlights



CSN has joined the

Brazil Pact for Business Integrity,

an initiative of the Office of the Comptroller General (CGU) that encourages companies to commit to ethical and transparent practices.



CDP Climate Change: CSN Cimentos received an A rating, earning a place on the

"A List"



100%
of employees trained in compliance



CSN Mineração received national recognition for integrity and anti-corruption at the

Ethos Awards

Launched the Be Compliance platform,

an integrated digital solution that supports Compliance Program management

→ Marco Rabello, CFO and Investor Relations Officer, CSN



CORPORATE PROFILE

GRI 2-1, 2-6

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→ *Bruno Tetner - Head of Treasury, CSN*



About the CSN Group GRI 2-1, 2-6

Companhia Siderúrgica Nacional (CSN, or the CSN Group) is the largest integrated industrial conglomerate in Brazil's basic materials sector. Founded in 1941 during Brazil's *Estado Novo* era by decree of then-President Getúlio Vargas, CSN played a foundational role in the country's early industrialization. The steel produced by CSN enabled the development of Brazil's first manufacturing industries, forming the backbone of the nation's emerging industrial sector.

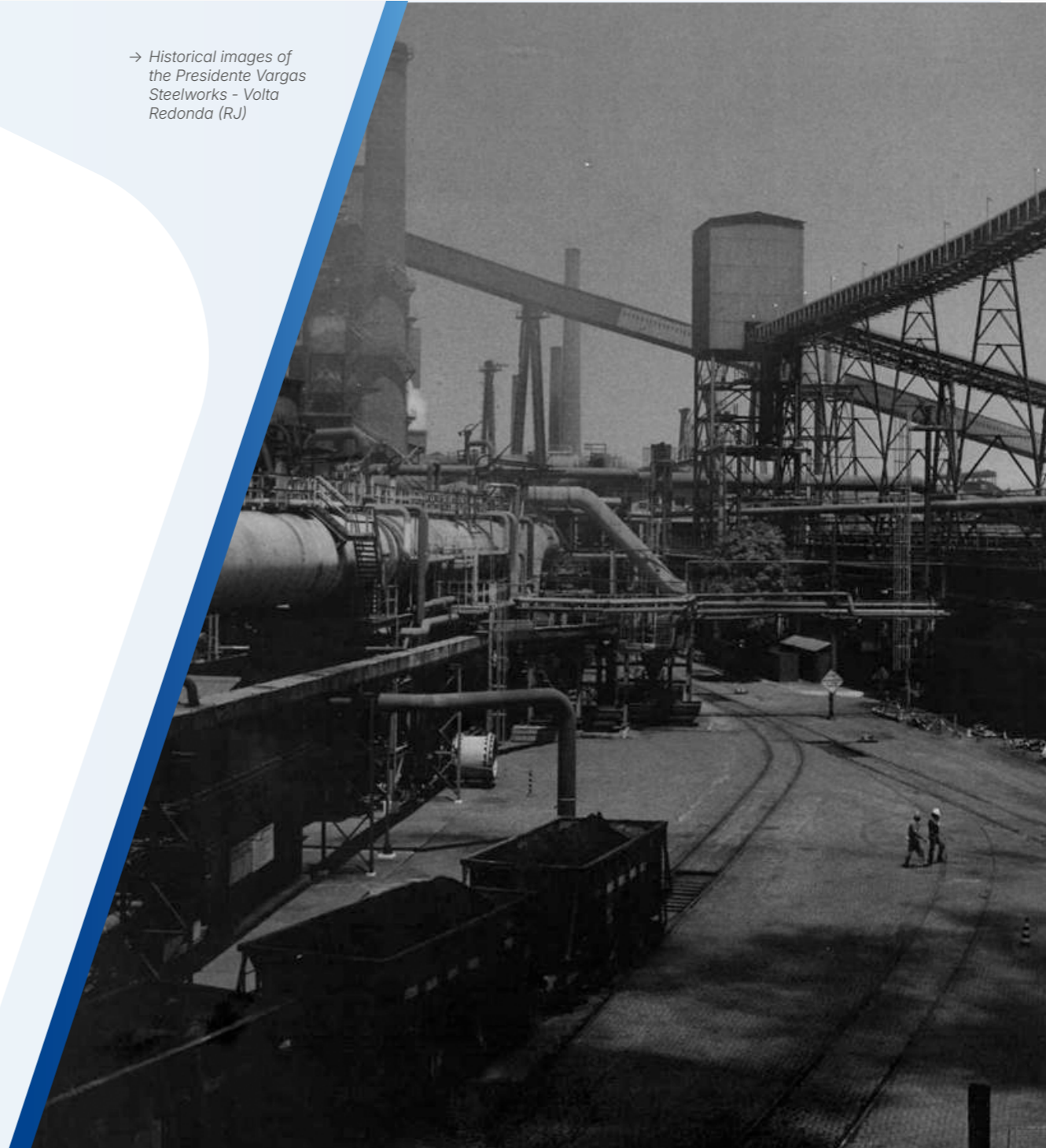
Following its privatization in 1993, CSN launched a diversification strategy. Building on its core steel operations, the Group developed an integrated business portfolio, expanding into multiple segments and strengthening its ability to capture synergies across strategic value chains. This approach enabled CSN to expand both domestically and internationally, combining scale, operational efficiency, and a long-term vision.

Headquartered in São Paulo, Brazil, CSN Group operates an integrated platform spanning five core segments: steel, mining, cement, logistics, and energy. Each segment plays a symbiotic role in Group strategy, enhancing portfolio resilience and supporting value creation across economic cycles. This diversified and integrated model positions CSN's industrial platform to navigate the challenges of the energy transition and ongoing technological transformation. At the same time,

the Group continues to advance its sustainability practices, supported by ongoing efficiency gains driven by technological innovation and process upgrades. These efforts are led by CSN Inova, the Group's innovation platform, and are reflected in investments in emerging technologies, sustainability solutions, and digital transformation initiatives. Through these initiatives, CSN aligns its strategy with stakeholder expectations and the demands of a rapidly evolving economic environment.

Fundação CSN completes our business model. Through initiatives in education, culture, social engagement, and project development, the Foundation helps transform our communities by expanding opportunities and generating long-term impact in the regions where we operate. This approach reinforces our strategic vision that value creation extends beyond financial performance to include the development of our people and communities.

→ Historical images of the Presidente Vargas Steelworks - Volta Redonda (RJ)



The CSN Essence

CSN operates under an overarching commitment to excellence, innovation, and sustainability. Guided by a clear mission, an inspiring vision, and solid core values, CSN strives to balance consistent performance with corporate responsibility, building a future that reflects our pride in being a Brazilian company.

FAZER BEM

We seek to set the standard in everything we do, pursuing operational excellence at all times. We are passionate about what we do, take care of the business as owners, and consistently deliver results while ensuring safety, quality, and customer satisfaction.

FAZER MAIS

We do more with less as dedicated innovators. We constantly strive to optimize results and processes, ensuring continuous and responsible growth.

FAZER PARA SEMPRE

We are committed to continuous learning as we work to build a sustainable future. That is our definition of success.

MISSION

Leverage integration and innovation to achieve sustainable, lasting development.

VISION

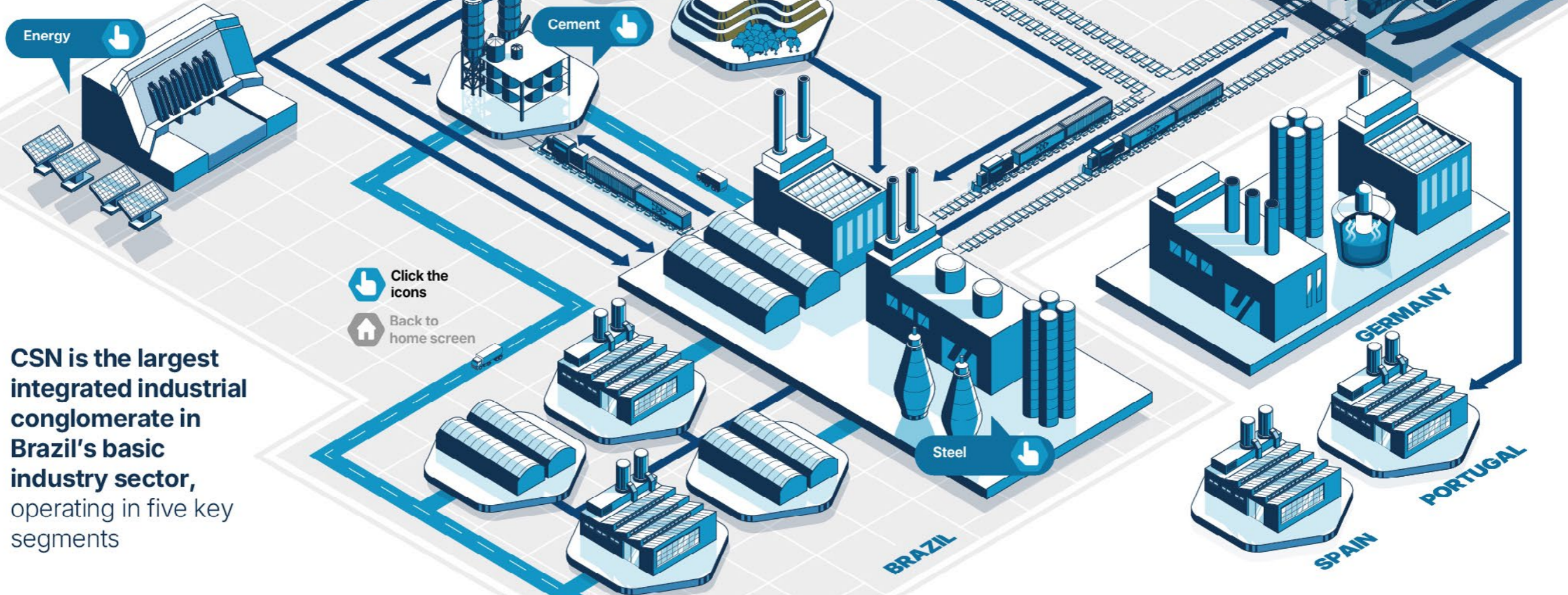
To be Brazil's most respected industrial group and a globally recognized industry leader, accentuating what it means to be Brazilian.

VALUES

Our path is one of respect for life, ethics, and the planet;
Our focus is on operational excellence; Our solutions are innovative and integrated;
Our strength lies in people who make a difference;
Our pride is being CSN.

CSN GROUP

Synergies across businesses



CSN is the largest integrated industrial conglomerate in Brazil's basic industry sector, operating in five key segments

Business segments GRI 2-6

CSN's operations are organized into a diversified portfolio of businesses, structured to create value in an integrated and sustainable manner over the long term. Our steel, mining, cement, logistics, and energy segments all work together to capture synergies, optimize natural and financial resource use, and strengthen competitiveness across economic cycles. This integrated model enables us to connect multiple stages of strategic value chains, reduce risk exposure, and enhance operational and financial predictability.



Steel



Mining



Cement



Logistics



Energy



Steel

CSN Group operates an integrated model spanning the full steel value chain, from raw material extraction to the production, processing, and marketing of a broad range of steel products. The upstream stage comprises our subsidiaries CSN Mineração (CMIN), Minérios Nacional S.A., and Estanho Rondônia S.A. (ERSA), which supply iron ore and tin as key inputs for our steel operations. Building on this core platform, we have developed a diversified portfolio that includes flat, coated, galvanized, and pre-coated steels, foil, long steel products (such as rebar and wire rod), and tin cans and packaging. These products serve a broad range of end markets, including automotive, construction, capital goods, appliances, and packaging.

Our primary production hub is the Presidente Vargas Steelworks (UPV) in Volta Redonda, Rio de Janeiro (RJ). With an installed capacity of 5.6 million metric tons per year, this facility is one of the largest steel mills in Latin America and is equipped to meet demanding quality and innovation requirements across a wide range of industrial applications.

A portion of our output is directed to our European operations, including Lusosider and Gramperfil

in Portugal, and Galvacolor in Spain. Lusosider produces cold-rolled, pickled, and oiled steel, with an installed capacity of up to 550 thousand metric tons per year. Gramperfil specializes in steel profiles for the construction sector, with a capacity of up to 30 thousand metric tons per year. Galvacolor produces hot rolled pickled and oiled, cold-rolled, galvanized, and pre-coated steel, with a capacity of up to 350 thousand metric tons per year. Together, these operations expand our presence in the European market and support our international growth strategy by increasing exposure to strong-currency markets, diversifying revenue streams, and capturing opportunities in higher value-added segments.

With a **diversified portfolio**, we serve the automotive, construction, capital goods, appliances, and packaging sectors

→ Operations at the Presidente Vargas Steelworks – Volta Redonda (RJ)





→ Green Steel - SWT - Germany

Also in Europe, CSN operates Stahlwerk Thüringen (SWT) in Germany, which specializes in long steel products for the construction sector, with an annual capacity of 1.1 million metric tons. The facility uses electric arc furnace (EAF) technology, 100% scrap as feedstock and 100% renewable energy. This configuration enables the production of low-emissions steel, with an estimated carbon intensity of 194 kg of CO₂ per metric ton produced. SWT holds Environmental Product Declaration (EPD) certification validating its reduced carbon footprint and supporting the production of certified green steel.

In the United States, we operate through CSN LLC, which imports and distributes a broad range of steel products, including galvanized steel, Galvalume®, pre-painted coils, tinplate, cold- and hot-rolled products, as well as long steel. This platform provides access to strategic markets and expands our commercial reach.

In Brazil, CSN operates advanced steel processing facilities in Porto Real (RJ) and Araucária (PR), serving the automotive, appliance, and construction markets. The Araucária facility has a diversified portfolio with an annual capacity for 295 thousand metric tons of galvanized and Galvalume® products, 131 thousand metric tons of pre-painted products, 193.5 thousand metric tons of narrow strips and plates, and 384 thousand metric tons of pickled hot-rolled coils. Our Porto Real facility is focused on higher-specification

In 2025, CSN produced **770 thousand metric tons** of green steel.



markets, producing standard galvanized steel, Galvanew, and steel sheet, primarily serving the automotive and appliance sectors. The facility has annual capacity of 350 thousand metric tons of galvanized products and 354 thousand metric tons of sheet and strip.

CSN's vertically integrated value chain further extends to Prada Distribuição, which processes and distributes flat and long steel products across a wide range of end markets nationwide, and Prada Embalagens, one of Brazil's leading manufacturers of steel cans and packaging, with manufacturing facilities in São Paulo, Paraná, Rio de Janeiro, Minas Gerais, Goiás, and Rio Grande do Sul, and a capacity to process more than 65 thousand metric tons of steel per year.

Strategy and investments

CSN's strategy for the steel segment is focused on achieving operational excellence through stable asset performance, research and development, and transitioning to lower-carbon production. Against a global backdrop of price volatility, cost pressures, and tightening environmental requirements, this approach enhances business resilience, builds structural competitiveness, and increases our capacity to create value across the steel value chain.

This strategy is reflected in a comprehensive modernization program at the Presidente Vargas Steelworks (UPV). The program spans critical stages of the production process, including sintering, coke production, blast furnaces, steelmaking, and rolling operations. By strengthening its technical capabilities, CSN will improve production predictability, reduce losses, and deliver sustained structural efficiency gains.

Through 2028, we expect to invest approximately R\$ 8 billion in the segment, with a significant portion allocated to our revitalization program and the installation of new coke oven batteries. Expanding in-house coke production is expected to reduce reliance on imported materials, improve feedstock quality and supply consistency, and enhance blast furnace thermal performance. As a result, we expect to lower our fuel rate, improve overall steelworks efficiency, and restore structural



→ Operations at CSN Paraná – Araucária (PR)

cost competitiveness.

Digitalization is a core pillar of our industrial strategy. CSN Group is expanding predictive asset monitoring and working to increase the share of sensor-enabled equipment from 3% to 15% over the next two years. This initiative is expected to reduce equipment failure rates, increase operational availability, and optimize maintenance costs, thereby enhancing overall reliability.

In long steel production, our strategy will expand the portfolio of higher value-added products while reducing exposure to more commoditized markets. In 2025, we invested approximately R\$ 35 million in the development and launch of weldable rebar, which is already available on the market. Our plan

includes additional investments of approximately R\$ 100 million to increase production capacity from around 240 thousand to 350 thousand metric tons enabling us to access new market segments and applications.

Another differentiator of CSN's steel strategy is our ability to capture synergies from our integrated business model. Our integrated mining, logistics and energy businesses optimize our raw material mix, capture logistics efficiencies, and lower energy costs. In 2025, we advanced our use of dynamic market intelligence in natural gas procurement, expanding opportunities in the spot market and increasing the use of natural gas for both on-site power generation and industrial applications.

Steel assets

2 steelworks
(Brazil and Germany)

5 rolling and galvanizing
facilities

6 metal packaging
facilities

13 steel
distribution centers

Performance

In 2025, our steel business operated in a global environment still impacted by structural oversupply and significant competitive asymmetry. Global crude steel production totaled 1.8 billion metric tons, a slight decline of 2.0% compared with 2024. China remained the largest global producer at 960.8 million metric tons, down 4.4% year on year, reflecting weaker industrial activity and a slowdown in the country's real estate sector. In contrast, India recorded strong growth of 10.4% and was the main driver of global supply expansion. Among other major producers, the United States increased output by 3.1%, while Japan and Russia recorded declines of 4.0% and 4.5%, respectively.

Import pressure in Brazil remained significant, amid ongoing tariff disputes and increased commercial selectivity. In this context, Brazil imposed definitive anti-dumping duties on sheet metal imported from China, with tariffs ranging from US\$ 284.34 to US\$ 499.35, supporting more balanced competitive conditions in the domestic market.

In this environment, CSN maintained commercial discipline and prioritized higher value-added products, ending the year with consolidated steel sales of approximately 4.2 million metric tons.

At UPV, the scheduled shutdown of Blast Furnace 2 led us to concentrate production in Blast Furnace 3. This reconfiguration streamlined our production footprint, reduced fixed and variable costs and positioned the facility for improved operational stability. As a result, we reduced our fuel rate by 3%, lowering both our cost base and emissions intensity for this largely imported input. In parallel, the share of sinter in the blast furnace charge exceeded 60% in the second half, reducing our reliance on externally sourced pellets and supporting improved energy efficiency and internal circularity. In 2025, we produced 3.1 million metric tons of slabs and 3.2 million metric tons of rolled steel.

Our investments during the year focused on operational continuity, industrial modernization and environmental improvements at UPV. Key initiatives included the full replacement of dust collection systems at sinter plants 2 and 4 and the implementation of an Automatic Particulate Monitoring Network (RAMP), enhancing real-time emissions monitoring and control. As a result, we achieved particulate emissions of 0.52 kg per metric ton of steel produced, meeting the target originally set for 2030. In addition, we modernized approximately 60 kilometers of conveyor belts and expanded the use of mist cannons for dust suppression.

In industrial operations, we advanced projects to refurbish regenerators and revitalize coke oven batteries. Our adoption of big block technology improved structural sealing, reduced fugitive emissions and enhanced thermal stability. In parallel, we expanded the use of artificial intelligence in the blast furnace, applying it to optimize combustion and regenerator control. This enabled higher blast temperatures with lower fuel rates. We also deployed AI to support performance assessments of steel shop converters, helping to mitigate the risk of uncontrolled emissions. These initiatives delivered consistent efficiency gains, reduced costs, and drove significant reductions in particulate and CO₂ emissions over the year.

Despite operational fluctuations, we reduced slab costs year on year to R\$ 3,390 per metric ton. This represents the lowest level since 2021, reflecting improvements in operational efficiency, better optimization of raw material use and gains in combustion performance. Continued cost reduction is improving the structural competitiveness of our operations and margin resilience, even in a more challenging commercial environment.

Internationally, SWT produced 770 thousand metric tons of steel, with an emissions intensity

Our investment plan continued to prioritize operational continuity and industrial modernization

of 0.19 metric tons of CO₂ per metric ton produced. All production at the facility is carried out using electric arc furnace (EAF) technology, 100% scrap feedstock and renewable energy sources.

Advances in the year were reflected in our financial performance. At year-end, adjusted EBITDA in our steel business reached R\$2.2 billion, an increase of 36.9% compared with 2024, with an adjusted EBITDA margin of 10%, despite pricing pressure from international competition.

CSN STEEL Diversified portfolio

Inputs

FLAT STEEL PRODUCTS

Carbo-chemicals

Inputs

Process

Products

Process

Long products rolling

Applications

Multiple products

Applications

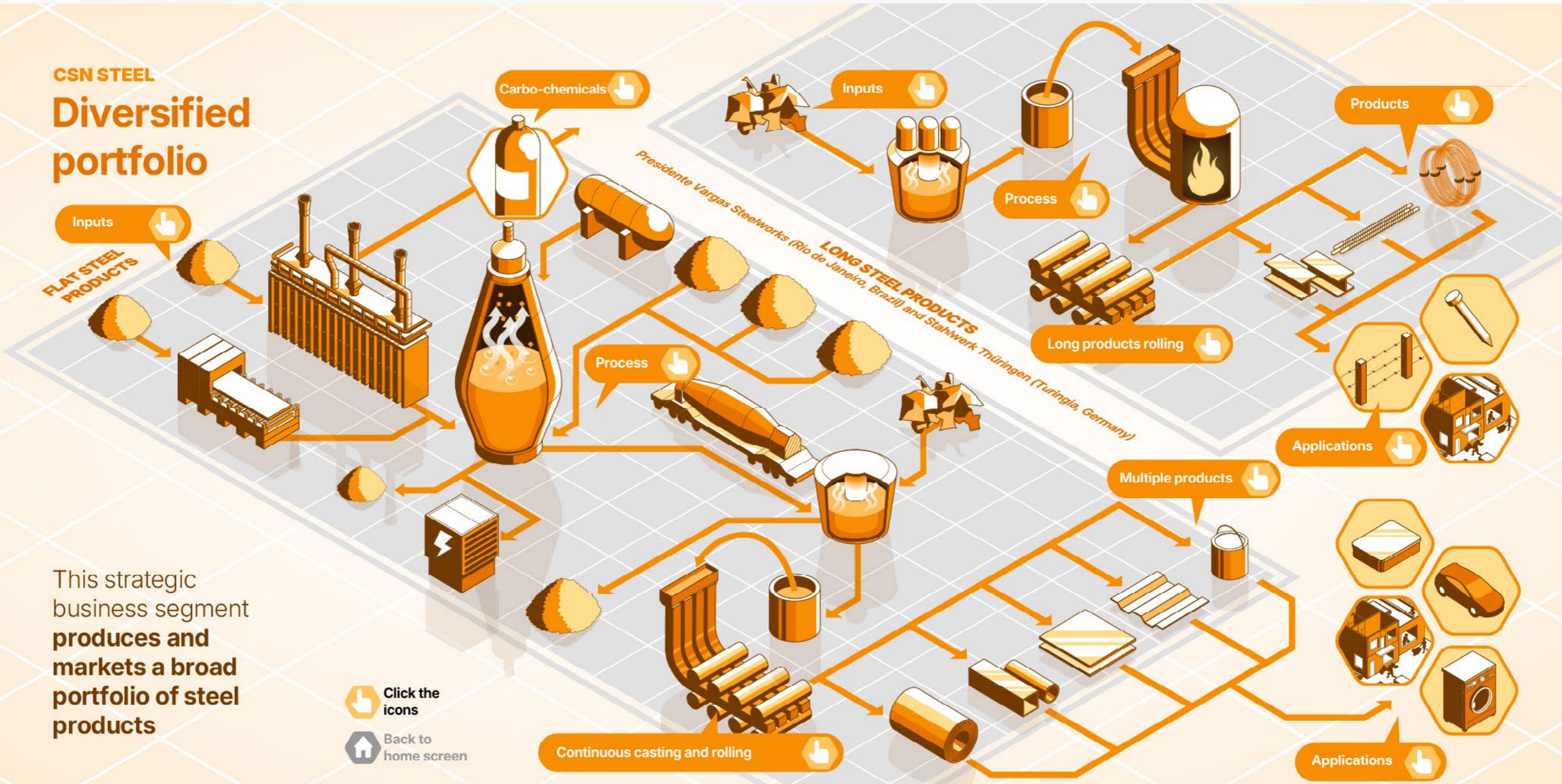
Continuous casting and rolling

Presidente Vargas Steelworks (Rio de Janeiro, Brazil) and Stahlwerk Thüringen (Thuringia, Germany)

This strategic business segment produces and markets a broad portfolio of steel products

Click the icons

Back to home screen





Mining

We operate in the mining segment through our subsidiaries CSN Mineração S.A. (CMIN), Estanho Rondônia S.A. (ERSA) and Minérios Nacional S.A., forming a portfolio of assets that serve multiple industrial value chains. This portfolio supports our vertically integrated business model and the supply of essential inputs to our operations, as well as to external markets.

CSN Mineração is Brazil's second-largest iron ore exporter and ranks among the top ten producers globally. The company is headquartered in Congonhas, Minas Gerais, and hold certified reserves exceeding 2 billion metric tons. Our operations are located in the Minas Gerais Iron Quadrangle, one of Brazil's most important mining provinces.

Our flagship mining operations include the Casa de Pedra mine complex and the Engenho-Pires operation, straddling the municipalities of Congonhas, Belo Vale, and Ouro Preto. At the Casa de Pedra Complex, CSN Mineração operates a central processing plant with annual capacity of 22.5 million metric tons of iron ore.

This operation is complemented by our Pires Processing Plant, which performs both dry and wet processing and adds 13.4 million metric tons of annual capacity. The Pires facilities include mobile screening units and two ore treatment plants (ITMs) that further enhance operational efficiency and sustainability.

In tailings management, CSN Mineração uses solutions that reduce reliance on conventional tailings dams. All mined ore is processed through filtration and dry stacking, eliminating the need for conventional tailings dams. CSN Mineração was the first in the industry to apply this method at large scale in Brazil, helping establish an operational model with stronger risk control and significantly lower environmental and social impacts.

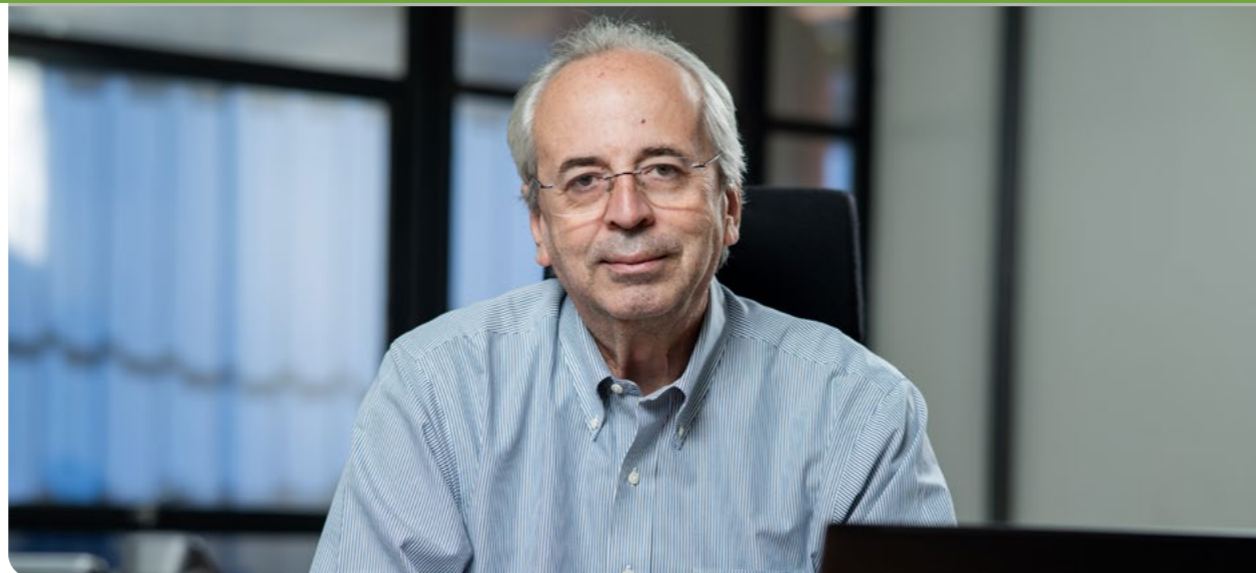
Minérios Nacional S.A. add start production capabilities, producing iron ore from tailings reprocessed at the Fernandinho Mine in Rio Acima, Minas Gerais. The subsidiary has an annual production capacity of 1 million metric tons and supports our circular economy strategy.



Estanho Rondônia S.A. (ERSA), based in Rondônia, extracts cassiterite from the Santa Bárbara mine in Itapuã do Oeste and smelts the ore into tin at its facility in Ariquemes. This operation has a capacity of up to 3.2 thousand metric tons of tin per year, an essential input for the production of tinplate used in metal packaging.

→ Operations at the Casa de Pedra mine – Congonhas (MG)

→ Otto Levy, Chief Investment Officer at CSN Mineração – Congonhas (MG)



Mining assets

3 iron
ore mines

4 iron
ore
beneficiation plants

1 tin
mine

1 tin
smelting plant

Strategy and investments

In the mining segment, CSN Mineração’s strategy is centered on expanding production capacity, improving the iron ore grades we supply to the market, and implementing practices to reduce environmental impacts while increasing operational efficiency. These priorities reflect the company’s long-term vision and position CSN Mineração as one of the Group’s main growth drivers, supported by a track record of strong operational performance, robust EBITDA generation and high profitability.

To deliver on these objectives, we are investing R\$ 13.2 billion in Minas Gerais through 2030 in projects to expand production capacity through a combination of technological innovation, process

improvements and operational efficiency. Our flagship project in this investment cycle is the P15 Itabirite Plant (“P15”) at the Casa de Pedra Complex in Congonhas. This plant will increase production scale by enabling the use of materials previously without commercial value, converting them into higher value-added products.

The P15 expansion is advancing rapidly and is currently one of the main drivers of value creation for the business, with an estimated impact of approximately R\$ 4 billion per year in additional EBITDA, while also supporting improved operating margins. At full capacity, the plant will produce 16.5 million metric tons per year of pellet feed, with

an iron content of around 67%, primarily suited for direct reduction routes.

In parallel, we are advancing material reuse projects, such as CMAI B4, which will reprocess tailings stored in the B4 dam to produce pellet feed. This project could produce up to 3.3 million metric tons of pellet feed annually and aligns with our strategy to recover valuable resources, support dam decommissioning, and apply circular economy principles by reprocessing tailings currently stored in these facilities.

The CMIN production ramp-up profile will deliver gradual volume growth over the coming years, with a more significant increase following the start-up of the P15 Itabirite Plant, expected by the beginning of 2028¹. With the full contribution of this project, production could reach up to 60 million metric tons per year by 2030. To accommodate this growth, we are expanding the capacity of TECAR, CMIN’s port terminal in Itaguaí, Rio de Janeiro, from 45 million to 60 million metric tons per year. This investment will make the company’s iron ore more competitive in the global market, reducing logistical bottlenecks and optimizing shipping to key consumer markets.

¹ The construction completion schedule for P15 was updated in 2025.

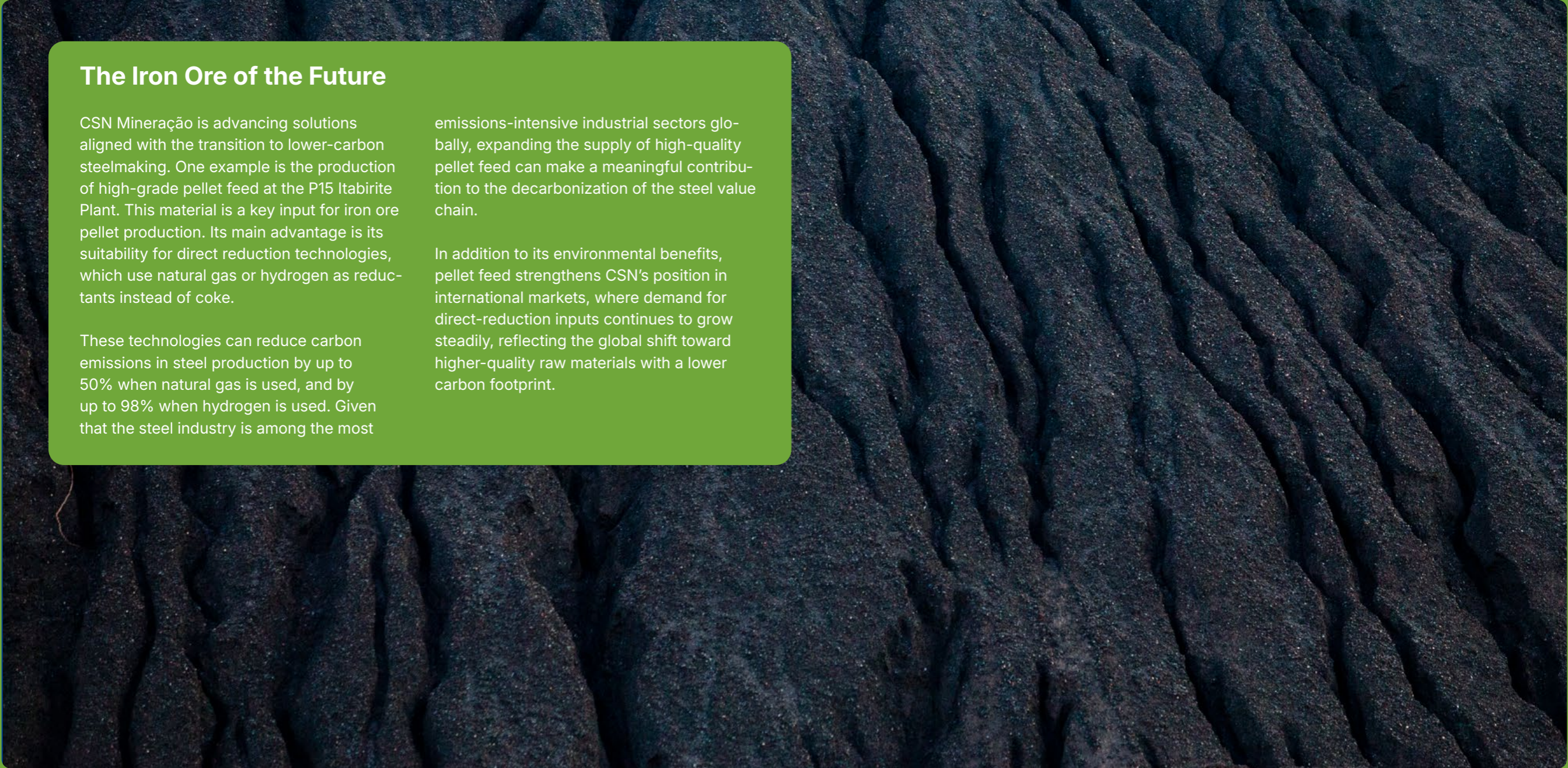
The Iron Ore of the Future

CSN Mineração is advancing solutions aligned with the transition to lower-carbon steelmaking. One example is the production of high-grade pellet feed at the P15 Itabirite Plant. This material is a key input for iron ore pellet production. Its main advantage is its suitability for direct reduction technologies, which use natural gas or hydrogen as reductants instead of coke.

These technologies can reduce carbon emissions in steel production by up to 50% when natural gas is used, and by up to 98% when hydrogen is used. Given that the steel industry is among the most

emissions-intensive industrial sectors globally, expanding the supply of high-quality pellet feed can make a meaningful contribution to the decarbonization of the steel value chain.

In addition to its environmental benefits, pellet feed strengthens CSN's position in international markets, where demand for direct-reduction inputs continues to grow steadily, reflecting the global shift toward higher-quality raw materials with a lower carbon footprint.





Performance

In 2025, the iron ore market saw a recovery in prices, mainly driven by strong demand from China. Steel production in China remained at elevated levels, supported by improved steelmaker margins amid declining metallurgical coal costs. In this context, Brazilian iron ore benefited from higher premiums for low alumina content and reduced penalties associated with silica levels. In addition, sustained high volumes of Chinese steel exports became one of the key drivers of global steel production.

Against this backdrop, CSN Mineração delivered strong operational performance, highlighted by record sales and port throughput, as well as continued progress in productivity and operational efficiency. During the period, CMIN exceeded its historical levels, producing 45.5 million metric tons (including produced and third party-sourced ore) and selling 45.8 million metric tons, an increase of 7.7% compared with the previous year. In 2025, mining cost of goods sold (COGS) totaled R\$ 10 billion, an increase of 22.6% compared with 2024, primarily driven by record sales volumes.

This operational progress was supported by a structural transformation in the way we operate

→ Operations at the Casa de Pedra mine – Congonhas (MG)

our assets—transitioning from a model with partly independent processes to an integrated system in which the different stages in the value chain operate in a coordinated manner. This approach has improved the utilization of existing assets, operational stability, and predictability. Following the operational redesign, our decision-making has since been informed by integrated operational intelligence and enterprise-wide performance indicators, supporting our culture of continuous improvement and elevating overall operational performance.

Improved tailings filtration performance has been a key driver of efficiency gains. We expanded system capacity to drive higher throughput of processed material and increased production at the Central Plant. Meanwhile, revised maintenance strategies have increased the Central Plant's operational availability from approximately 70% to nearly 94%, positioning the facility as a national benchmark in operational efficiency.

New technologies and optimized processing circuits also supported our record-setting results in the year. The startup of CMAI 3 and adaptations to existing circuits to create the Flotation 3 facility, have increased the recovery of iron ore previously lost as tailings, reduced the volume sent for

filtration, and improved overall process efficiency. These initiatives have enabled higher production from the existing asset base, maximizing returns on prior investments and reducing the intensity of tailings generation.

Despite a more complex operating environment, including expansion projects, maintenance of existing structures and infrastructure upgrades, we maintained high standards of safety and production reliability.

We have also made progress in logistics efficiency. During the year, CSN Mineração posted record shipments, with TECAR reaching an annual volume of 41 million metric tons, 2.5% higher than in 2024. On the sustainability front, CSN Mineração continued to dispose of its tailings as filtered, dry-stacked tailings, minimizing environmental impact.

CSN MINERAÇÃO - CMIN

Premium iron ore

With 2 billion metric tons of certified mineral reserves, CSN Mineração implements innovative operational solutions that support our commitment to safety and social and environmental responsibility.





Cement

Over the past decade, the CSN Group has consolidated its presence in the Brazilian cement sector, building a fully integrated, efficiency-oriented, nationwide platform. With an installed capacity of approximately 17 million metric tons per year (Mtpa), our Cement business serves the Southeast, Midwest and Northeast regions. Our portfolio includes technical cements, aggregates and concrete for a wide range of construction and infrastructure applications, supported by the Fortaço Network for bagged product distribution.

Our entry into this segment in 2009, in the state of Rio de Janeiro, marked the start of a growth trajectory underpinned by capital discipline, synergy capture and a long-term vision. In 2015, the start-up of our Arcos plant in Minas Gerais expanded installed capacity to 4.3 Mtpa, while strengthening our presence in the Southeast. In 2021, the acquisition of Elizabeth Cimentos S.A., in Alhandra, Paraíba, added an integrated plant with annual capacity of 1.3 million metric tons, extending our footprint into the Northeast.

A step change in scale was achieved in 2022, when CSN became the second-largest cement producer in Brazil following the acquisition of LafargeHolcim's Brazilian operations. The Group

now operates 13 cement facilities (seven integrated mills and six grinding units), nine aggregates and concrete units, and 15 distribution centers, forming a highly distributed footprint with strong logistics capabilities.

The integration of our cement business with the Group's other segments is a key differentiator for CSN. Integration with our steel operations provides access to strategic raw materials such as blast furnace slag, a co-product that can be fully reused in cement production. At the same time, our vertically integrated logistics capabilities enhance predictability, reduce costs and optimize product distribution. This integrated model also strengthens business resilience and supports long-term competitiveness.

Sustainability is a core pillar of our Cement business. One of our key sustainability initiatives is Revalora, our proprietary waste management platform, which uses technology to convert industrial and municipal solid waste into alternative fuels. This solution enables the partial substitution of fossil fuels in cement production, reducing the carbon intensity of our operations while supporting environmentally responsible waste disposal and lowering operating costs. CSN boasts the lowest

→ A CSN Cimentos employee - Alhandra (PB)



CO₂ emissions intensity in the Brazilian cement sector and one of the lowest globally, making our Cement business an industry leader in the transition to a lower-carbon economy.

Another example of our circular economy efforts is the commercialization of agricultural limestone. Materials that do not meet cement production specifications are processed and repurposed as acidity soil amendments in agriculture. This maximizes the use of natural resources, reduces waste generation and creates additional value across the production chain, supporting our strategy to embed circular economy principles into our processes.

CSN Cimentos distributes its bagged cement products through its Fortaço network, a franchise model that transforms hardware stores into full-service points of sale offering complete construction and renovation solutions. In addition to marketing our full cement portfolio, the Fortaço Network provides value-added financial services, including exclusive credit cards and partnerships with payment platforms. This expands consumer access, strengthens relationships with retailers and enhances the competitiveness of store owners.



Cement assets

7 integrated
cement plants

6 grinding units

9 concrete and aggregates
facilities

15 cement
distribution centers

20+
franchise stores

→ CSN Cimentos operations – Pedro Leopoldo (MG)

Strategy and investments

In cement, our strategy is anchored in a combination of selective growth, disciplined capital allocation and the progressive incorporation of lower-carbon solutions. Over recent years, we have built an integrated and competitive platform that captures synergies with other Group businesses and supports consistent margins in a sector characterized by high capital intensity and exposure to economic cycles.

This position is underpinned by structural advantages, including access to high-quality limestone reserves, a strategically distributed footprint, energy efficiencies and an optimized logistics network. These attributes support greater predictability, lower cost volatility and stronger value capture over time. Beyond expanding capacity, our strategy focuses on strengthening competitiveness and increasing our contribution to Brazil's infrastructure development.

We currently operate with an installed capacity of approximately 17 million metric tons per year (Mtpa). Looking ahead, we maintain a pipeline of expansion projects, including brownfield expansions and greenfield integrated plants in regions where our presence remains limited, such as the South, North and Northeast. Once completed, these projects have the potential to increase capacity to approximately 26 Mtpa, creating a more distributed footprint closer to key end markets.

Key projects under development include new integrated plants in Paraná and Sergipe, each with a capacity of 3 Mtpa of cement. During 2025, both projects progressed primarily through the environmental permitting and engineering stages. This reflects a deliberate strategy to keep projects technically mature and ready for execution, while deferring significant capital allocation until financial and funding conditions become more favorable.

This is consistent with the Group's disciplined approach to capital allocation. As we prioritize deleveraging and rebalancing our capital structure, we have directed investments toward improving reliability, safety and operational efficiency at our existing plants.

In parallel, our growth strategy tracks the outlook for Brazil's infrastructure and housing markets. We monitor the expected impacts of federal government programs such as *Novo PAC* (infrastructure) and *Minha Casa Minha Vida* (housing), which are expected to increase structural demand for cement in the coming years. In this context, capacity expansion is not only a scale-driven initiative, but also a key driver of value creation, supported by proximity to end markets, logistics efficiency and portfolio differentiation.

Another core pillar of our strategy is the transition to lower-carbon production. We currently boast



one of the lowest CO₂ intensities in the global sector, driven by a combination of energy efficiency, co-products, substitution of fossil fuels and innovation in materials. This approach is integral to our investment philosophy and long-term competitive positioning.

One of our flagship low-carbon cement products is ECOCEM50, a high-performance cement delivering compressive strength above 50 MPa and a lower environmental footprint. Produced

by combining high-reactivity clinker with blast furnace slag (a byproduct of our steel operations), ECOCEM50 production enables partial substitution of traditional clinker, significantly reducing process emissions. ECOCEM50 production can generate up to 50% lower CO₂ emissions compared with conventional high-strength cement widely used in structural applications, while maintaining high mechanical strength, durability in sulfate-rich environments and low heat of hydration—an important property for large-scale projects.



→ CSN Cimentos operations
– Barroso (MG)

Performance

In 2025, the operating environment for the cement business was marked by cost pressures on inputs, raw materials and fuels, as well as increased price sensitivity in the first half of the year. During the year, CSN Cimentos adjusted its commercial strategy to sharpen its focus on price discipline and value capture. This approach supported a gradual recovery in margins and strengthened the structural resilience of the business. During the period, CSN Cimentos recorded sales of 13.4 million metric tons, broadly stable compared with 2024, despite price adjustments implemented in the second half. Adjusted EBITDA reached R\$ 1.3 billion, with an EBITDA margin of 26.3%. This performance reflected consistent demand and our ability to sustain volumes in a highly competitive environment.

We maintained a **competitive asset portfolio** and continued to advance our complementary platforms, including agricultural limestone, natural gypsum and alternative fuels.

From an operational perspective, CSN Cimentos maintained a competitive asset base, supported by integration across operations and ongoing investments in safety, reliability and plant efficiency. During the year, in line with the Group's focus on financial discipline, CSN Cimentos prioritized maintenance investments.

In addition to its core operations, CSN Cimentos made further progress across complementary platforms. The agricultural limestone segment, built on synergies with the Arcos operation, delivered approximately 45% growth in sales volumes compared with 2024, alongside an 11% increase in EBITDA margin, demonstrating the company's ability to translate operational expansion into cash generation. In the same year, CSN Cimentos started operations at its new natural gypsum extraction and processing business, integrated into the Agro portfolio. This included the start-up of the Ouricuri mine in Pernambuco and the supply of 550 thousand metric tons of gypsum to CSN Cimentos' plants.

The Revalora platform also performed strongly during the year, with increased production capacity and further growth potential in refuse-derived fuel. It also achieved improvements in input quality, particularly in calorific value and particle size distribution. CSN Cimentos' strategy to vertically integrate alternative refuse-derived

fuels resulted in production of 73 thousand metric tons, representing 46% self-sufficiency. The thermal substitution rate remained stable at around 27.4%, corresponding to avoided CO₂ emissions of more than 630 thousand metric tons during the year. These advances reinforce the important role Revalora is playing in CSN Cimentos' decarbonization strategy, while enhancing the competitiveness of its cement plants and supporting the circular economy.

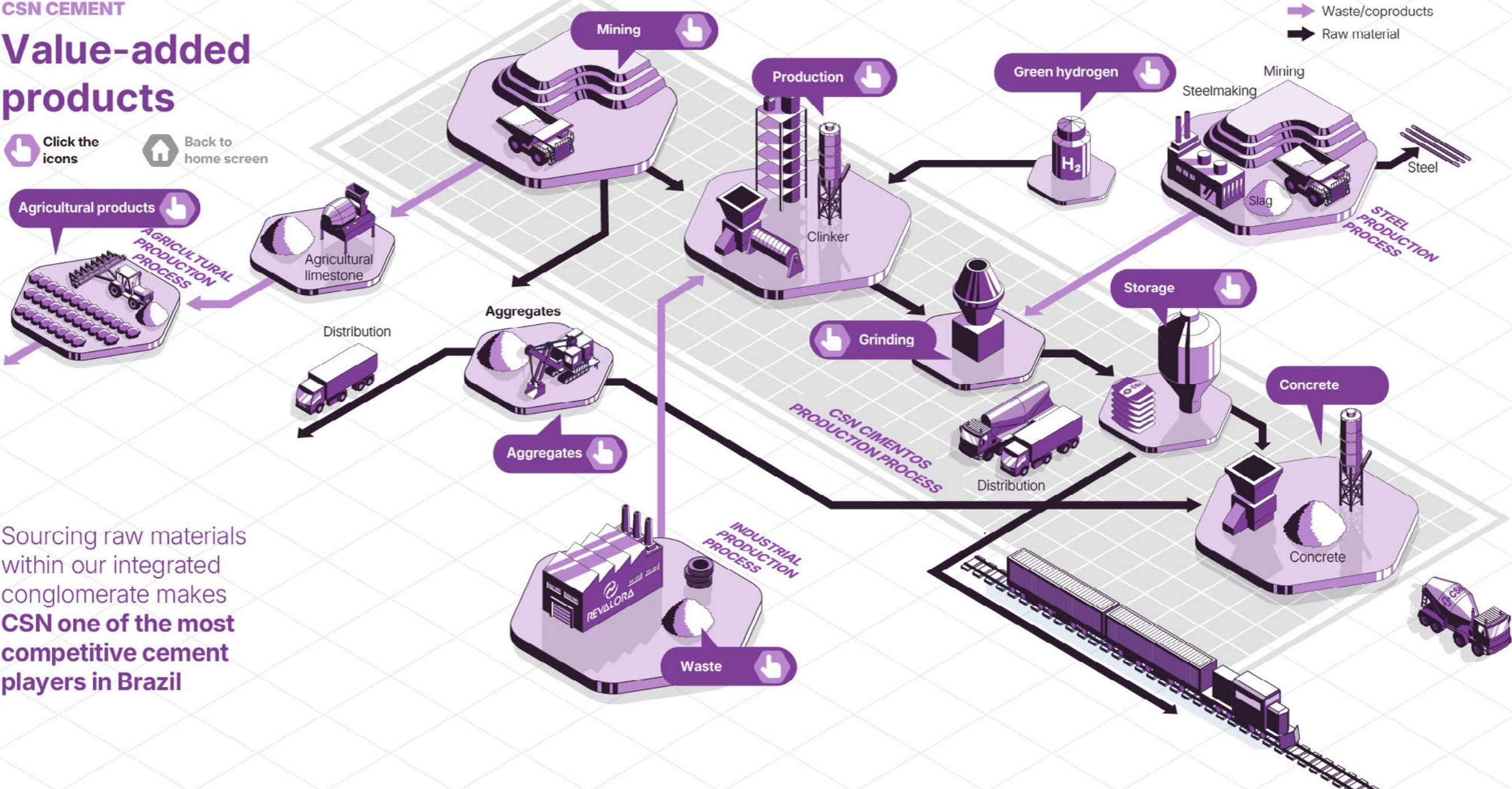
Our cement business also increased the use of alternative raw materials and reduced its clinker factor. In addition, operational improvements increased grinding efficiency, enhanced clinker reactivity and reduced water intensity at facilities such as Caaporã (PB) and Cantagalo (RJ). The company strengthened quality controls and expanded the use of additives to increase the reactivity of supplementary cementitious materials, enabling a reduction in clinker content without compromising product performance. As a result, the clinker factor reached 59.7% in the second quarter, the lowest level ever recorded by CSN and an important milestone for the operation.

CSN CEMENT

Value-added products

Click the icons

Back to home screen



Sourcing raw materials within our integrated conglomerate makes **CSN one of the most competitive cement players in Brazil**



Logistics

CSN Group's logistics network plays a critical role in value creation across its business segments by ensuring efficient, integrated, and reliable transportation of raw materials and finished products. We operate an integrated network of ports, railways and roads that efficiently connects our mining, steel and cement operations.

In port logistics, we hold the port lease for Sepetiba TECON, a terminal specializing in cargo consolidation, container handling and shipment of finished products, with capacity of up to 660 thousand TEUs per year. TECAR, our own terminal at the Port of Itaguaí, Rio de Janeiro, has an annual capacity to ship 45 million metric tons of iron ore and receive 4 million metric tons of reductants such as coal and coke. TECAR is a core asset for the outbound shipping of our mining products and the inbound shipping of key inputs to our industrial operations.

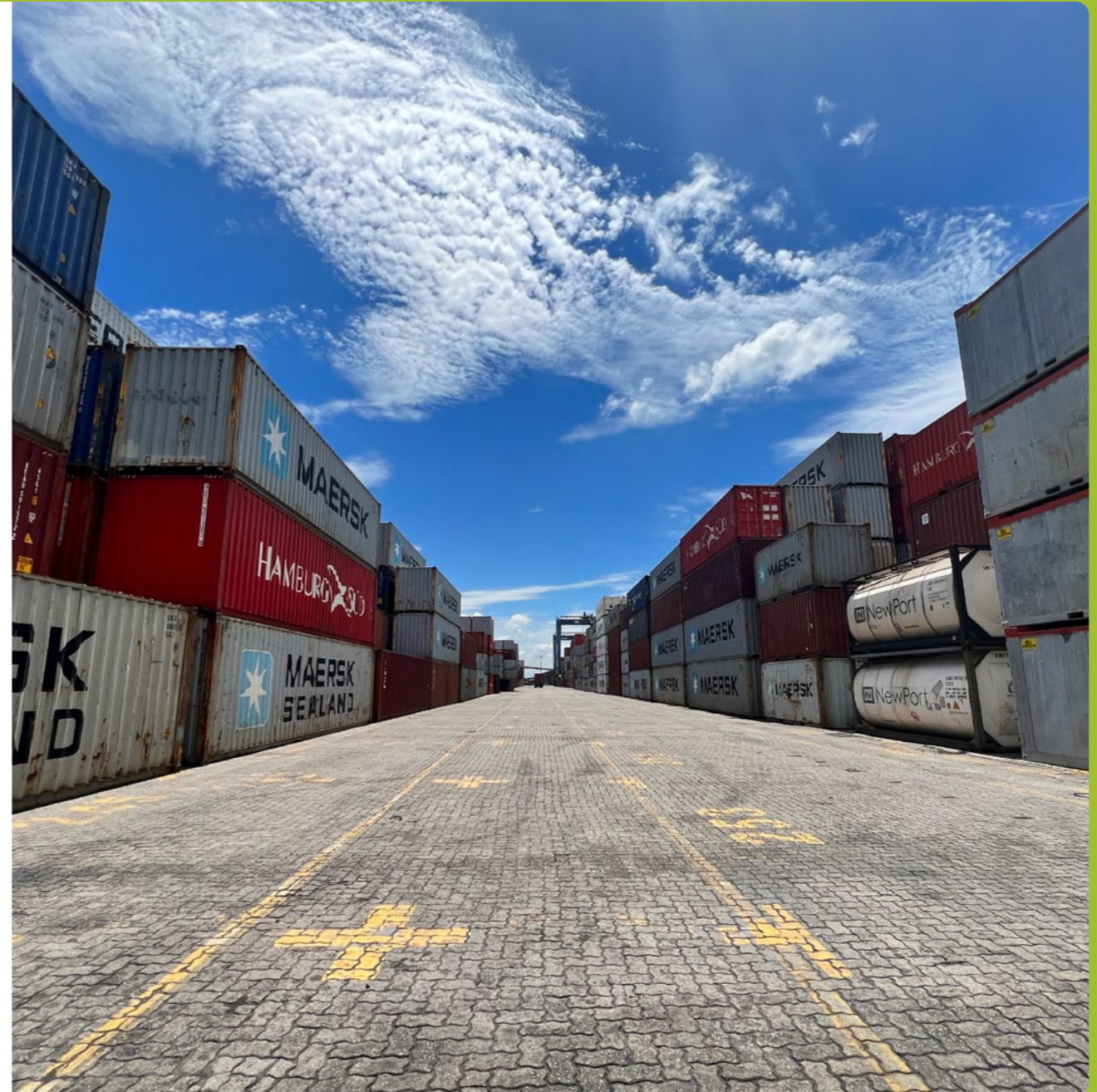
Looking ahead, we expect **strong growth** in our logistics segment

→ Operations at the Sepetiba Tecon terminal - Itaguaí (RJ)

In the rail sector, CSN is a significant shareholder of MRS Logística S.A., holding a combined direct and indirect stake of 37.49%¹ in the company. With a total network length of 1,643 kilometers, MRS connects the Iron Quadrangle in Minas Gerais to southern Rio de Janeiro state and to the main ports in the Southeast. This network supports the outbound transportation of iron ore exports from CSN Mineração and the delivery of strategic inputs, such as coal, coke and iron ore, to the Presidente Vargas Steelworks (UPV).

CSN controls Ferrovia Transnordestina Logística (FTL), a 1,237-km rail line with a current transportation capacity of approximately 3.2 million metric tons per year. We are also building the Transnordestina Logística S.A. (TLSA), the largest linear infrastructure project currently under development in Brazil. Once completed, the railway will extend for 1,206 kilometers, connecting the state of Piauí to the Port of Pecém in Ceará, with projected capacity to transport up to 33 million metric tons per year.

¹ A direct stake of 7.59% (CSN) and an indirect stake of 29.91% (CMIN).



As part of CSN's integrated logistics strategy, we advanced the development of a private use terminal (TUP), Nordeste Logística S.A. (Nelog), at the Port of Pecém, for handling inbound cargo transported via TLSA. This project is aligned with our vertical integration strategy, expanding control over the logistics chain and strengthening efficiency from source to export. Strategically positioned to serve routes to North America, Europe and Asia, the terminal is expected to generate average annual EBITDA of approximately R\$ 0.8 billion once fully operational.

We also hold a 70% stake in Grupo Tora, one of the largest logistics operators in Brazil, expanding our capabilities in road transport, warehousing and distribution. This interest strengthens our reach and increases flexibility to serve different cargo streams.



Logistics assets

1 bulk
port terminal

1 container
port terminal

Approximately

4 thousand
kilometers of railway network

70%
stake in Tora Group

² After full ramp-up; 100%.

→ A Transnordestina Railway (TLSA) locomotive

Strategy and investments

Our logistics portfolio is built as a platform for high-throughput transportation, with an operational scale and geographic positioning that support efficiency gains and predictability. We seek to strike a balance between growth and profitability, supported by a combination of mature assets and new projects.

Our expansion projects are designed to deliver significant EBITDA and margin growth, supported by contract demand, proven execution capabilities and synergies with other Group businesses. This approach positions logistics not only in a supporting role, but also a standalone driver of value creation.

Over the medium and long term, we expect strong growth in the segment, primarily driven by our port and rail assets. The expansion of TECAR, the development of Transnordestina Logística S.A. (TLSA) and TUP Nordeste Logística S.A. (Nelog), together with integration across complementary platforms, form the backbone of this growth trajectory, reinforcing the role of logistics as a key pillar of the CSN Group's transformation—contributing to cash generation, operational de-risking, and the delivery of a new growth cycle with greater financial discipline and a clear focus on profitability.

Performance

In 2025, total net revenue in the logistics segment reached R\$ 4.37 billion, an increase of 34.8% compared with 2024. Rail logistics accounted for R\$ 3.1 billion and remained the primary revenue driver, supported by high cargo throughput via MRS. Multimodal logistics contributed R\$ 955.9 million, reflecting the consolidation of Tora over the year. Port logistics totaled R\$ 303.8 million, impacted by lower exports of steel products due to trade restrictions in international markets.

Rail logistics remained the key performance driver, supported by MRS's operational efficiency and record cargo volumes during the year. In parallel, we made continued progress in the development of Transnordestina Logística S.A. (TLSA), one of the most significant infrastructure projects currently underway in Brazil. Phase 1, connecting Paes Landim in Piauí to the Port of Pecém in Ceará, has reached over 79.44% completion, with full operations expected to begin in 2027. This will expand the transportation of grains, iron ore, fertilizers, fuels and cement in the Northeast region. In 2025, 775 kilometers of the railway (including main and branch lines) had fully installed substructure and superstructure, while a further 326 kilometers are under construction at various stages of completion.

In 2025, TLSA secured a permit from the Brazilian National Land Transport Agency (ANTT) and an



→ Transnordestina Railway (TLSA) operations

operating license for the testing phase from the Brazilian environmental agency, IBAMA, enabling the gradual start of cargo transportation.

In port logistics, Sepetiba TECON showed more volatile performance during the year, impacted by tariff disputes and changes in cargo mix. Conversely, TECAR, operated by CSN Mineração, achieved record operational performance, reflecting the progressive removal of historical capacity constraints. These advances strengthened the position of the terminal as a key asset within our logistics portfolio.

Another important milestone during the period was the completion of the integration of our multimodal logistics business, including Tora. This expanded our control over road transport, warehousing and

distribution, particularly in logistics chains with higher reliance on road transport.

Adjusted EBITDA in the logistics business was R\$ 1.9 billion, an increase of 26.6% compared with 2024, primarily driven by the strong performance of the road segment, which increased its contribution following the consolidation of Tora's operations.

Together, these initiatives enabled us to establish a more robust logistics platform in 2025, with greater integration across assets, economies of scale and enhanced operational predictability. By combining efficiency, selective expansion and vertical integration, logistics is playing an increasingly important role in supporting the Group's structural competitiveness and creating value across the value chain.

LOGISTICS

Integrated business

- Click the icons
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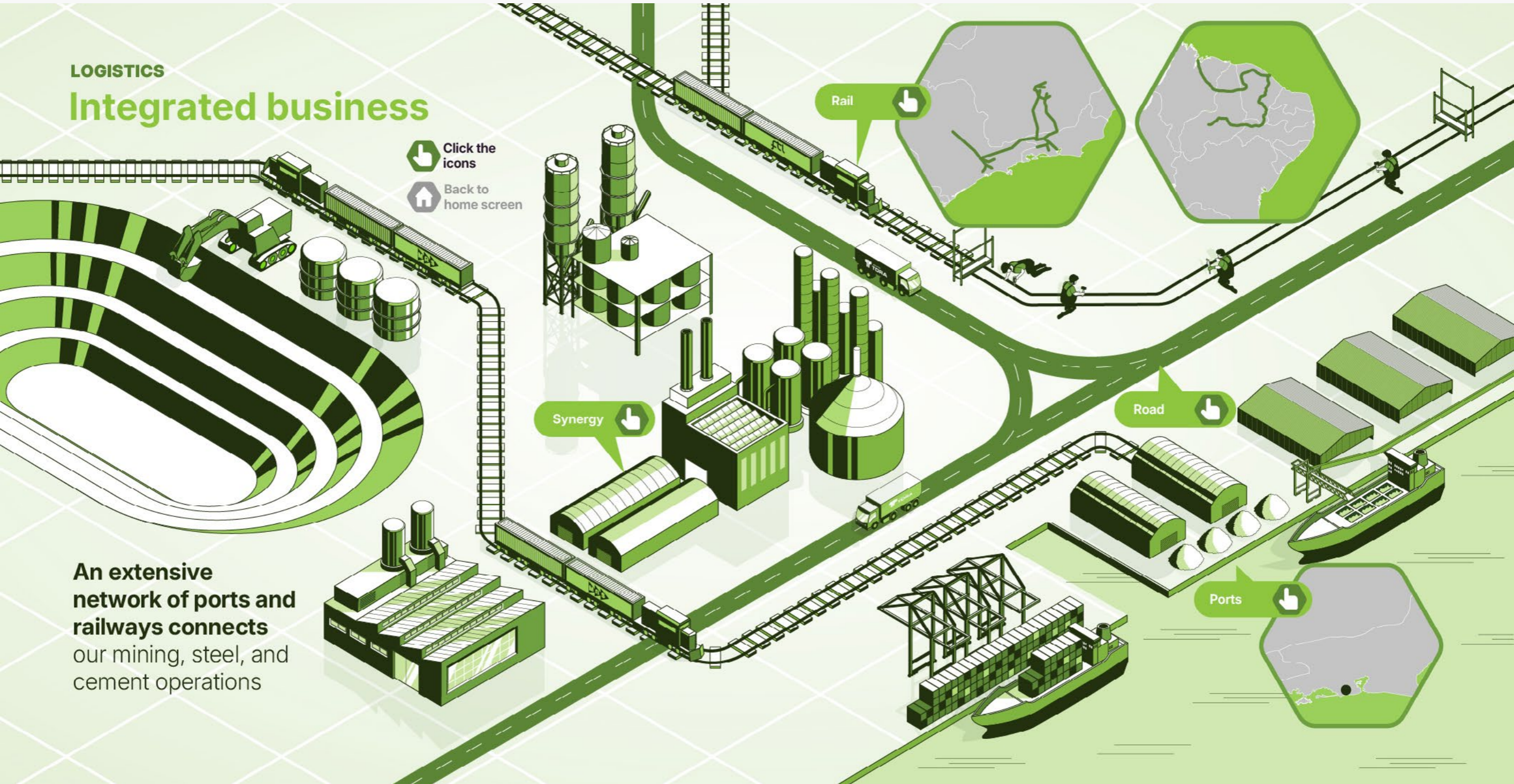
Synergy

Rail

Road

Ports

An extensive network of ports and railways connects our mining, steel, and cement operations



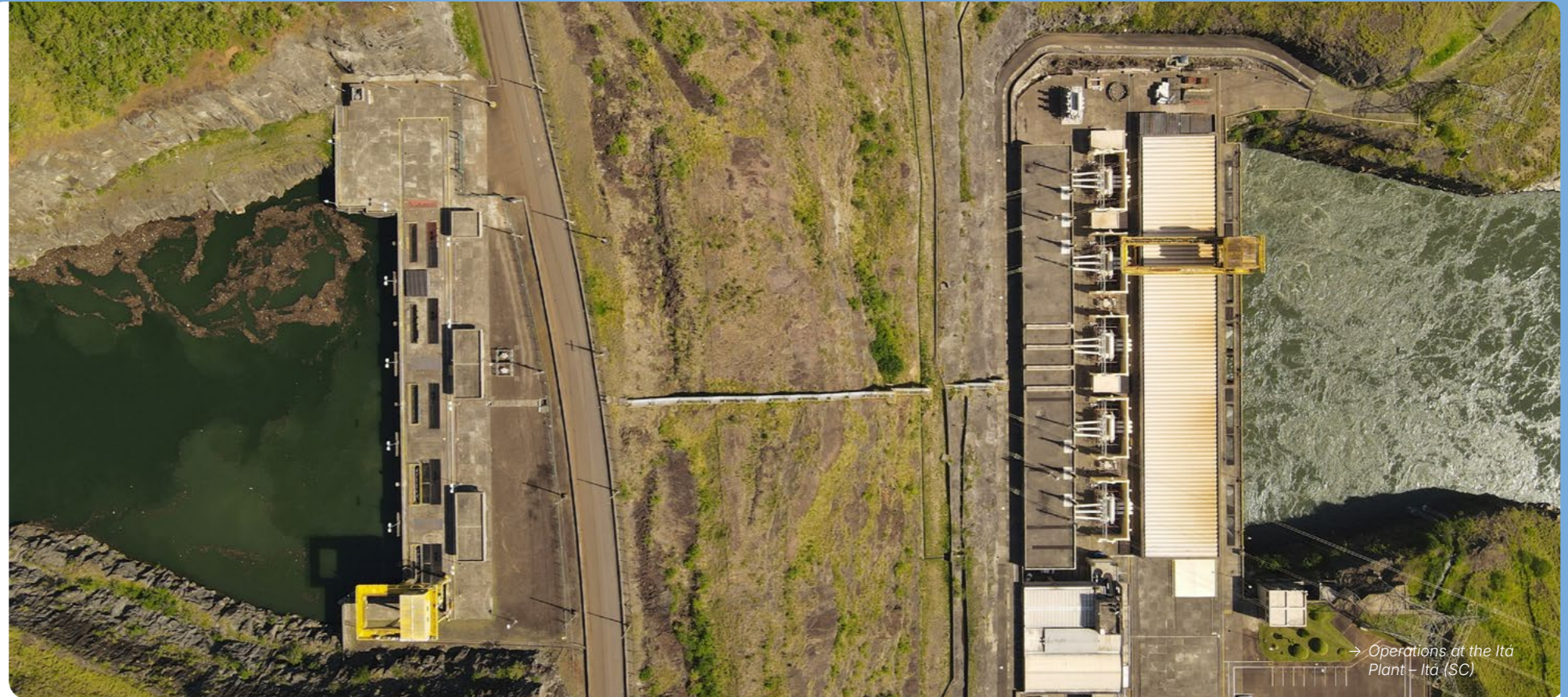


Energy

Over recent years, we have built a power generation platform that provides a self-sufficient supply of renewable electricity for our industrial operations. These integrated energy capabilities, supported by hydroelectric assets and cogeneration plants, reduce our exposure to price volatility in the free electricity market, lower operating costs and strengthen the competitiveness of our operations, while contributing to lower energy-related emissions.

During 2024, we became a leading player in the natural gas market with the migration of our main consumer, the Presidente Vargas Steelworks (UPV), to the free market. Following this transition, we began treating natural gas as a strategic input, building a diversified supplier portfolio and securing transportation capacity.

In hydropower, we hold interests in several facilities. Key assets include a 29.49% stake in the Itá Hydroelectric Plant, with an installed capacity of 1,450 MW, located on the border between Santa Catarina and Rio Grande do Sul, and a 17.92% stake in the Igarapava Hydroelectric Plant in Minas Gerais, with capacity of 210 MW. In 2022, we expanded our portfolio with the acquisition of the Quebra-Queixo Hydroelectric Plant (120 MW),



→ Operations at the Itá Plant - Itá (SC)

linked to CSN Mineração, Santa Ana Energética S.A. (6.5 MW), and Brasil Central Energia Ltda., which operates the Sacre II small hydropower plant (30 MW). In the same year, following the acquisition of LafargeHolcim's assets in Brazil, the Cachoeira dos Macacos small hydropower plant (3.4 MW) was merged into CSN Cimentos. At the end of the year, through the CEEE-G privatization auction, we acquired the stakes held by the state

of Rio Grande do Sul and other shareholders, resulting in 100% ownership of Companhia Estadual de Geração de Energia Elétrica (CEEE-G). This added 1,278 MW to our installed capacity.

We have built a power generation platform that provides a **self-sufficient supply of renewable electricity** for our industrial operations.

Energy assets

13
hydroelectric
plants (HPPs)¹

4 small
hydropower
plants (SHPs)¹

10 micro
hydropower
plants (MHPs)

3 cogeneration
(thermal) power plants (TPPs)

¹ CSN is a minority shareholder in seven HPPs and one SHP.

→ Spillway of the Passo Real Hydroelectric Power Plant – Salto do Jacuí (RS).



In addition to hydroelectric assets, CSN operates two thermal cogeneration plants (CTE1 and CTE2) and a top pressure recovery turbine (TRT) at the Presidente Vargas Steelworks (UPV) in Volta Redonda (RJ), with a combined capacity of 267 MW. These systems use steelmaking off-gases for power generation, reducing reliance on external energy purchases and lowering emissions intensity.

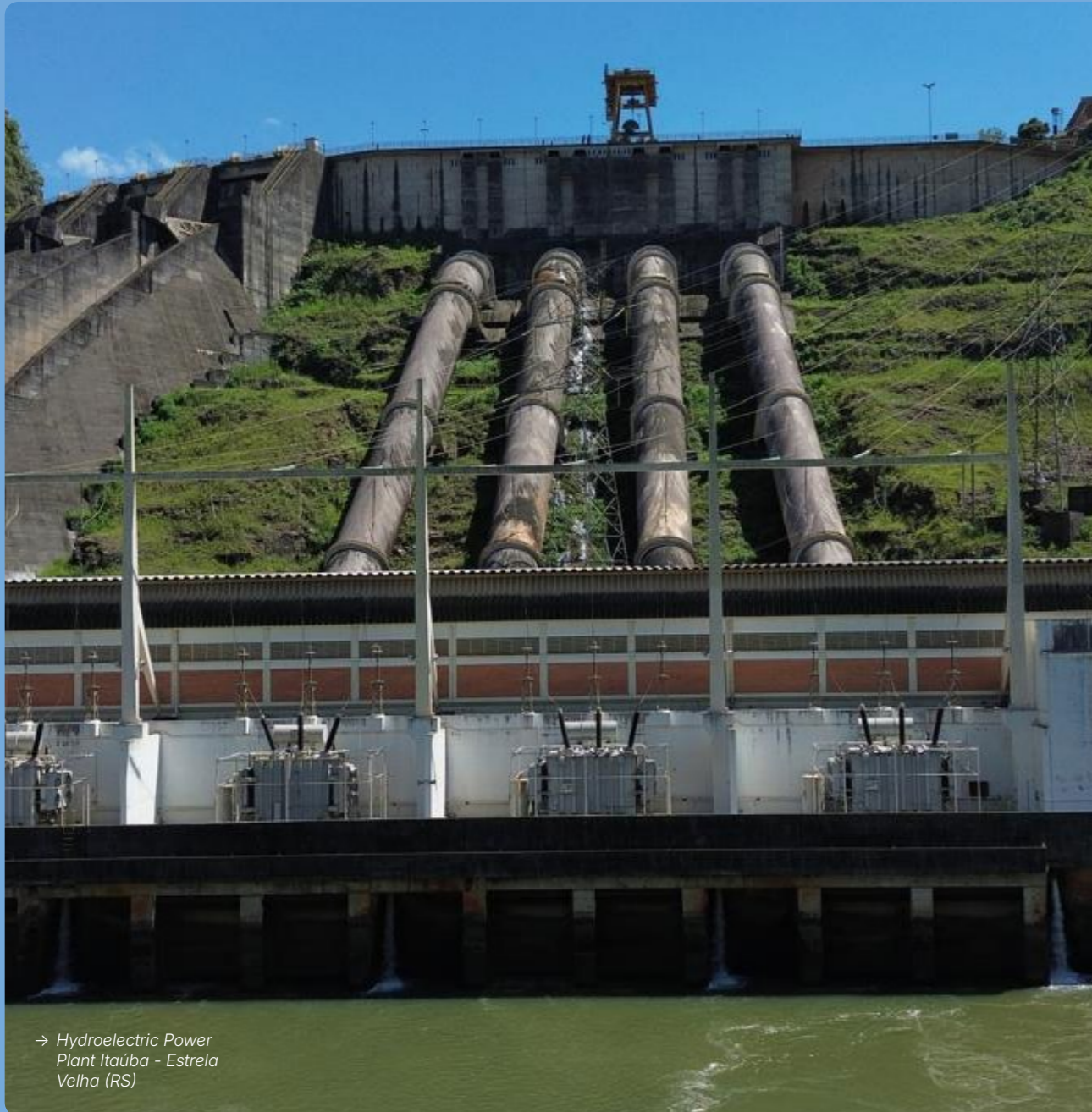
Across our 27 hydropower assets, including minority stakes, and three thermal cogeneration assets, our total installed capacity is 2,010 MW. These assets provide a self-sufficient supply of renewable energy and enhance cost predictability and competitiveness, while also supporting the operational efficiency of our core businesses.

Strategy and investments

In energy, our strategy is focused on self-generation, cost predictability and direct support for our industrial businesses. In addition to meeting our internal demand, we sell surplus electricity in the free market, increasing cash generation and enhancing portfolio value. This also supports the decarbonization of other value chains through the supply of certified renewable energy.

Another key lever, Brazil's free natural gas market, enables us to contract directly with multiple suppliers, including international sources such as Argentina and Bolivia. This increases our bargaining power and improves price predictability. Contractual flexibility reduces exposure to regulated tariffs and local volatility, improves energy planning and enhances the competitiveness of our industrial processes, particularly in steelmaking. The more competitive cost of natural gas supports its broader use as an energy input at UPV, providing an alternative to more carbon-intensive fuels and creating opportunities for improved thermal efficiency and decarbonization.

Diversifying our energy mix also reduces operational risks associated with hydrology, improves flexibility in energy management and supports a growth strategy based on lower-carbon assets.



→ Hydroelectric Power
Plant Itaúba - Estrela Velha (RS)

Performance

In 2025, our energy segment delivered strong performance with high asset availability, continued self-sufficiency in renewable energy, and improved efficiency in managing our generation and commercial portfolio. During the year, our energy platform fully met the Group's industrial energy requirement, with a total generation output of approximately 3,324 GWh and average availability above 94% across our wholly-owned plants. The operational stability of our hydropower base, combined with complementary thermal assets, provided greater supply predictability and reduced exposure to spot market volatility.

Our energy trading strategy also gained strategic importance in 2025. By optimizing the allocation of energy between internal requirements and the free market, we increased surplus sales to approximately 920 GWh, capturing opportunities in a more volatile pricing environment. This helped maximize value from our energy assets and improve segment profitability, while maintaining energy security for our industrial operations.

In addition, our energy self-sufficiency continued to deliver significant benefits across our other businesses. The combination of self-generation, access to incentive-backed renewables, optimized supply costs and active portfolio management generated estimated synergies of approximately R\$ 1 billion for the CSN Group, improving the

competitiveness of our steel, mining and cement operations. This highlights the strategic role of our energy platform in value creation and structural cost reduction.

In addition, continued inroads into the free natural gas market had a direct impact on our industrial cost structure. This transition increased contractual flexibility and access to diversified suppliers, reducing energy costs by approximately R\$ 200 million during the year and enhancing the competitiveness of our steel operations, particularly at UPV. The more competitive cost of natural gas also expanded its use as an energy alternative in our production processes, supporting our thermal efficiency and decarbonization agenda.

From a financial perspective, the segment maintained a low-risk profile and strong cash generation, with net revenue of R\$ 682.1 million, an increase of 30.8% compared with 2024. Adjusted EBITDA was R\$ 255.4 million, with an EBITDA margin of 37.4% for the year. Energy remained one of the Group's key pillars of stability, combining operational predictability, disciplined portfolio management and a structural contribution to industrial competitiveness.

ENERGY

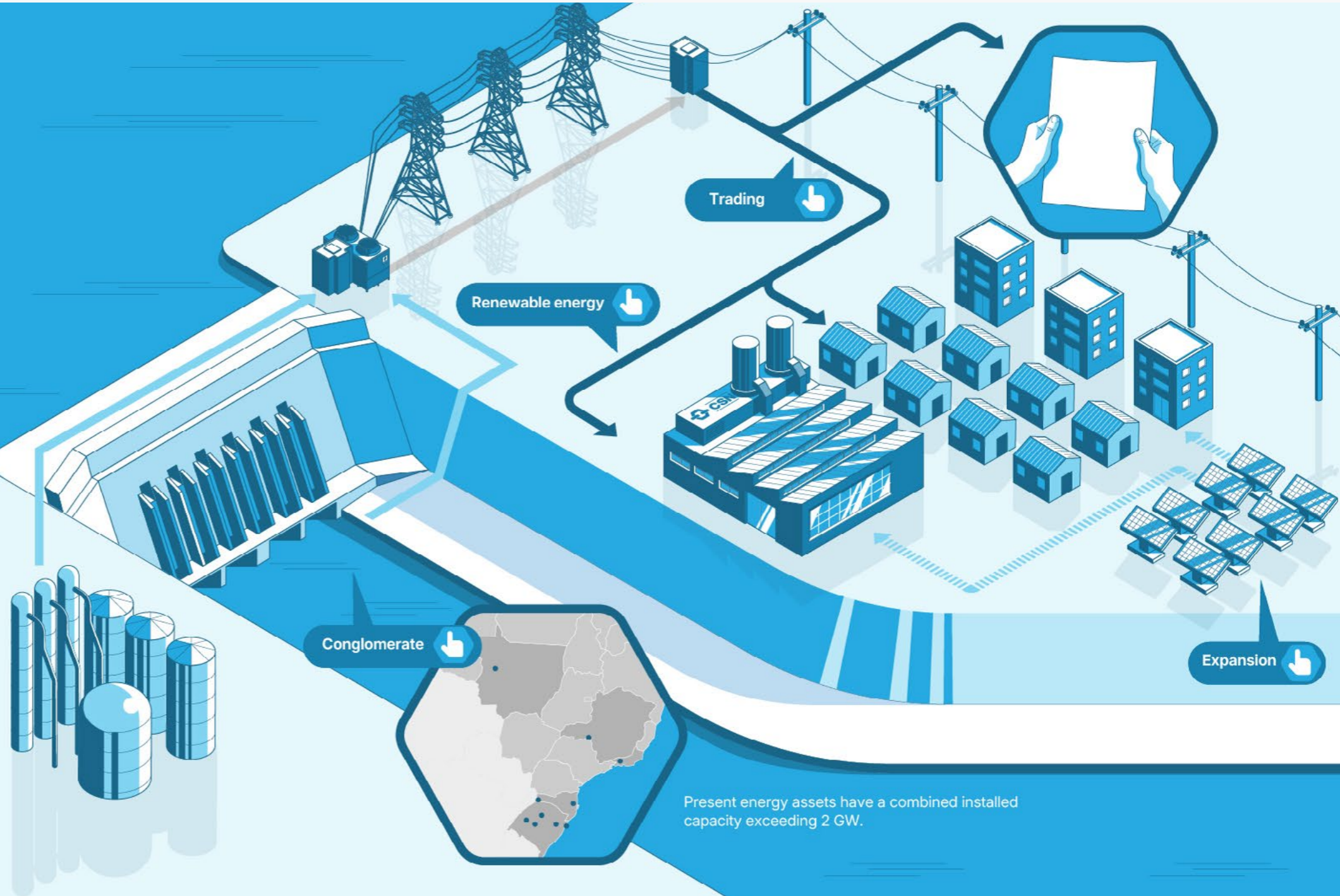
Clean energy: strategic to our business

Click the icons

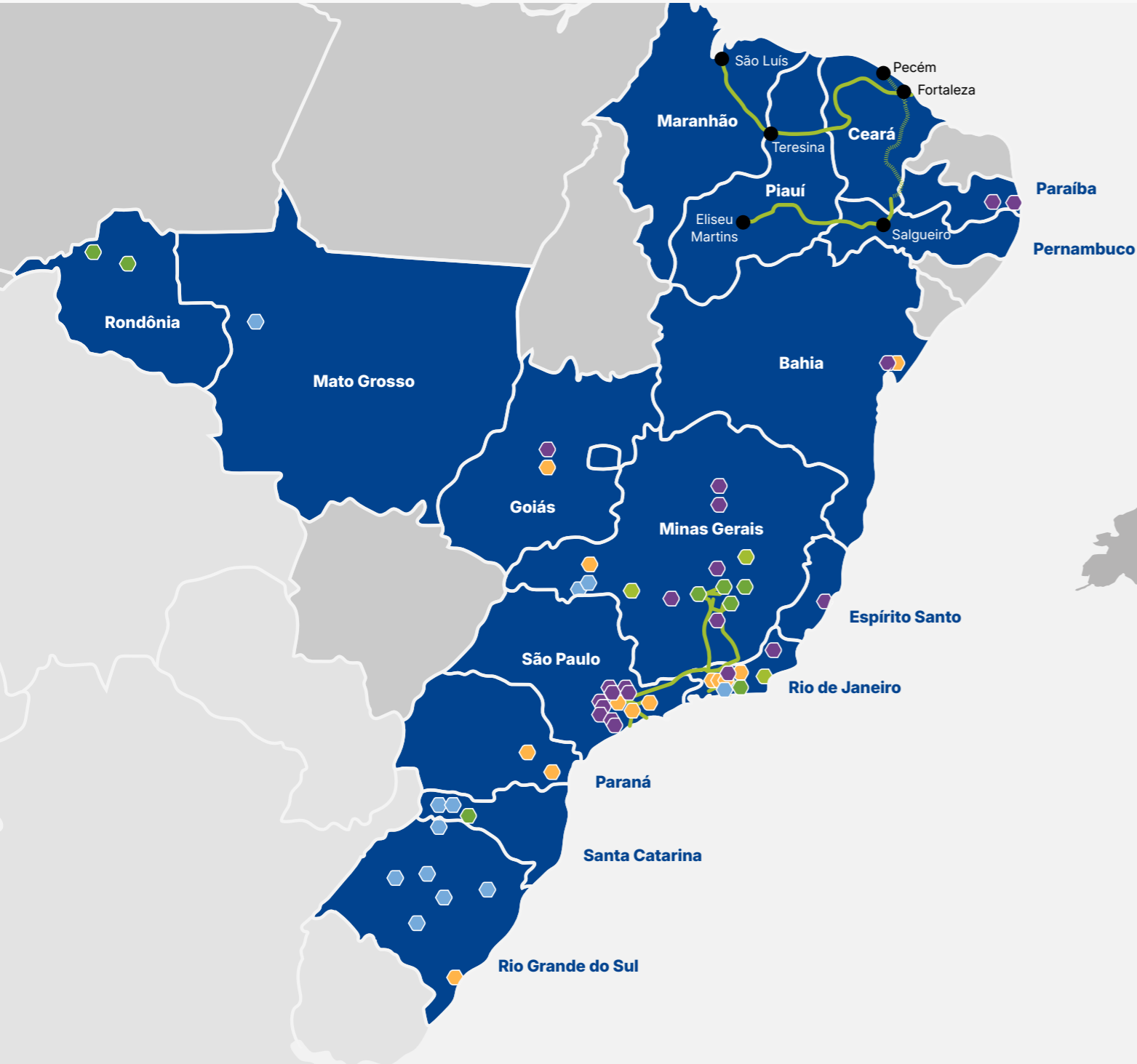
Back to home screen

Source
 Destination

CSN Energia has a central role in CSN's strategy to enhance sustainability and operating efficiency, while also supporting the decarbonization of other industries



Present energy assets have a combined installed capacity exceeding 2 GW.



Operations in Brazil and Globally

Leveraging synergies across five integrated business segments, CSN optimizes processes, enhances efficiency, and maximizes cost savings



NORTH

RONDÔNIA

- ERSA – Other mining operations Ariquemes
- ERSA – Other mining operations Itapuã do Oeste

NORTHEAST

MARANHÃO

- FTL – Ferrovia Transnordestina Logística São Luís

PIAUI

- FTL – Ferrovia Transnordestina Logística Teresina
- TLSA – Transnordestina Logística SA Eliseu Martins

PERNAMBUCO

- TLSA – Transnordestina Logística SA Salgueiro

CEARÁ

- FTL – Ferrovia Transnordestina Logística Fortaleza
- TLSA – Transnordestina Logística SA Fortaleza

BAHIA

- Prada Distribuição Camaçari
- Grinding Candeias

PARAÍBA

- Integrated plant Alhandra
- Integrated plant Caaporã

MIDWEST

MATO GROSSO

- Sacre II SHP Brasnorte

GOIÁS

- Grinding Cocalzinho
- Metalgráfica Iguaçu – Packaging Goiânia

KEY

- Steel
- Cement
- Logistics
- Mining
- Energy

SOUTHEAST

MINAS GERAIS

- Minérios Nacional – Other mining operations Rio Acima
- CSN Mineração - Casa de Pedra Congonhas
- CSN Mineração – Pires Ouro Preto
- Prada Embalagens Uberlândia
- Integrated plant Montes Claros
- Integrated plant Pedro Leopoldo
- Integrated plant Barroso
- Integrated plant Arcos
- Igarapava HPP¹ Igarapava
- Cachoeira dos Macacos SHP Perdizes
- Tora Contagem

SÃO PAULO

- Prada Embalagens São Paulo
- Prada Distribuição Mogi das Cruzes
- Prada Distribuição Vargem Grande Paulista
- Aggregates Mairiporã
- Aggregates Sorocaba
- Aggregates Cajamar
- Aggregates Barueri
- Grinding Sorocaba
- Concrete Guarujá
- Concrete Santo André
- Concrete São Jose dos Campos
- Concrete São Vicente

RIO DE JANEIRO

- ● ● Presidente Vargas Plant Volta Redonda
- Integrated plant Cantagalo
- Grinding Rio de Janeiro
- CSN Porto Real Porto Real
- Prada Distribuição Valença
- Prada Embalagens Resende
- Sepetiba TECON Itaguaí
- TECAR PORT Itaguaí

ESPÍRITO SANTO

- Grinding Vitória

SOUTH

PARANÁ

- CSN Paraná Araucária
- Metalgráfica Iguaçu – Packaging Ponta Grossa

SANTA CATARINA

- Santa Ana SHP Angelina
- Foz de Chapecó HPP¹ Chapecó
- Itá HPP¹ Itá
- Quebra-Queixo Hydroelectric Power Plant Ipuacu

RIO GRANDE DO SUL

- Furnas do Segredo SHP¹ Jaguarí
- Dona Francisca HPP¹ Nova Palma
- Ceran¹ -
- CEEE - G -
- Prada Embalagens Pellets

UNITED STATES

NEW YORK

- CSN LLC New York (HQ)

GERMANY

THURINGIA

- Stahlwerk Thüringen Unterwellenborn

PORTUGAL

SETUBAL

- Lusosider Seixal

AVEIRO

- Gramperfil Águeda

SPAIN

BADAJOS

- Galvacolor Jerez de los Caballeros

¹ Non-controlling interests in subsidiaries

Business model

CSN uses the business model framework established by the International Integrated Reporting Council to demonstrate how we create financial and non-financial value. This framework helps explain how we use our different forms of capital—financial, manufactured, intellectual, social & relationship, human and natural—to create value for stakeholders while considering the impacts of our operations on the economy, society and the environment.



Click the icon for each capital below to learn more about the different inputs and value creation KPIs.

Financial capital

Manufactured capital

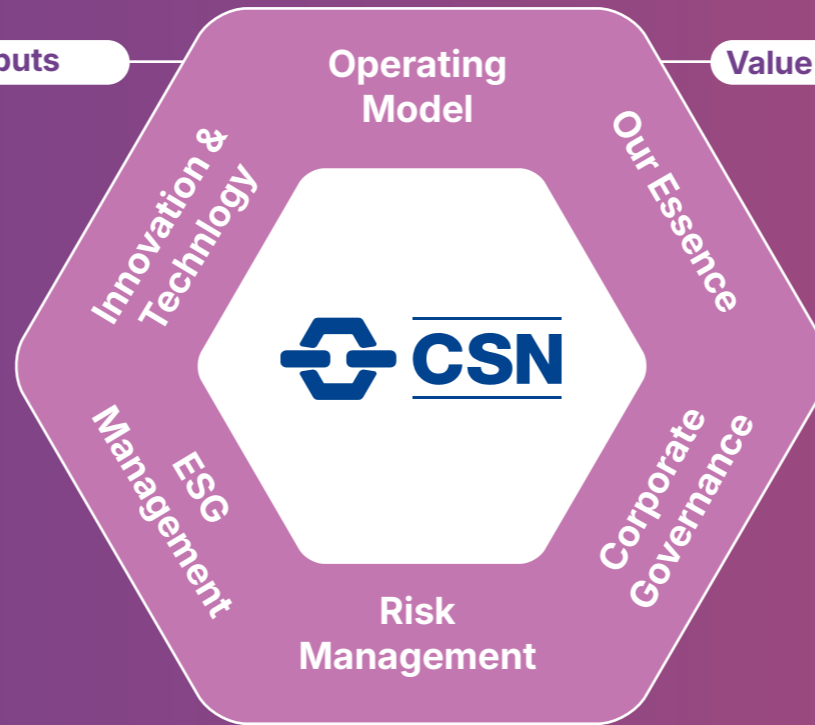
Intellectual capital

Social and relationship capital

Human capital

Natural capital

Inputs



Value creation

Consolidated performance

In 2025, the CSN Group posted net revenue of R\$ 44.8 billion, an increase of 2.5% compared with 2024, primarily driven by mining performance, the expansion of logistics operations and continued growth in the energy segment. This performance reflects improved operational efficiency across Group businesses and our ability to capture value from our integrated operating model.

Operating cash flows showed consistent improvement throughout the year. Adjusted EBITDA was R\$ 11.8 billion in 2025, an increase of 15.3% from the prior year, with an EBITDA margin of 25.1%, up 2.7 percentage points year on year. This growth was primarily driven by record volumes and strong profitability in mining, as well as the expansion of logistics operations, supported by higher rail volumes and the consolidation of our multimodal platform. In steel, improved operational performance and cost reductions helped preserve

profitability, while cement and energy continued to make a significant contribution to consolidated Group results, underscoring the balance of our business portfolio.

Gross margin also improved in 2025, reaching 27.7% over the 12-month period, reflecting strong financial discipline. During the year, cost of goods sold totaled R\$ 32.4 billion, a moderate increase of 1.3% compared with 2024, mainly driven by higher mining sales volumes and the consolidation of multimodal logistics operations.

Higher interest rates and foreign exchange exposure related to foreign debt had a significant impact on finance revenue (expense), which was an expense of R\$ 6.5 billion in the year. Despite this, we maintained a strong liquidity position, ending the year with R\$ 16 billion in cash, ensuring ample coverage of short-term obligations and supporting the stability of our capital structure.

Total capital expenditure (CAPEX) was R\$ 5.9 billion, slightly above 2024 levels, focused primarily on strategic projects. These included continued development of the P15 Itabirite Plant, industrial upgrades and investments in logistics and energy infrastructure. These investments are aimed at strengthening the competitiveness of our businesses and supporting long-term value creation.

Overall, our results reflect the resilience of our integrated model and provide a solid foundation for future performance improvement



→ An employee at CSN Faria Lima - São Paulo (SP)

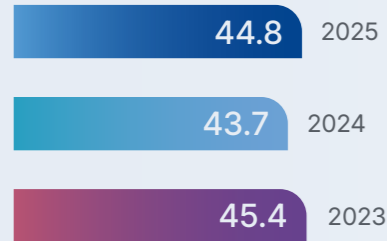
Consolidated net debt was R\$ 41.0 billion at yearend 2025, with leverage of 3.47x net debt to EBITDA, primarily reflecting investments in strategic projects and the Group's cash generation profile during the year. In this context, we have continued to focus on optimizing our asset portfolio and reducing leverage to strengthen our financial position and lay the foundations for a new cycle of sustainable growth.

These results demonstrate the resilience of our integrated business model. CSN's diversified business portfolio, combined with disciplined

capital allocation and a continued focus on operational efficiency, enabled us to navigate a complex macroeconomic environment while maintaining consistent results and building a foundation for improved performance in the coming years.

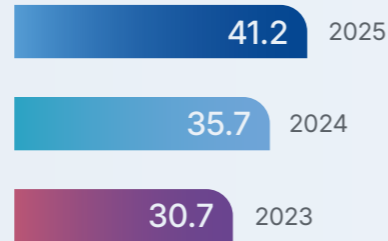
Net revenue

R\$ billion

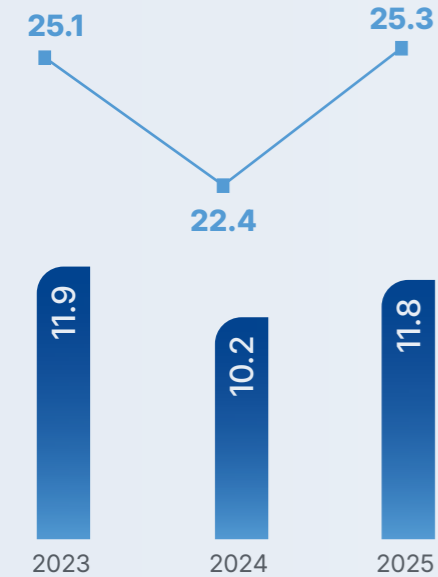


Net debt

R\$ billion



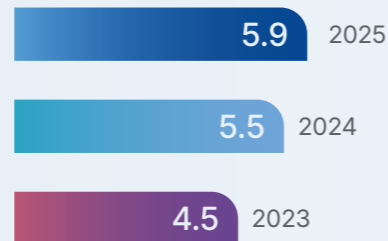
Adjusted EBITDA



- Adjusted EBITDA (R\$ billion)
- Adjusted EBITDA margin (%)

Capital expenditure (CAPEX)

R\$ billion



Statement of Added Value - main line items (R\$ million) GRI 201-1

	2023	2024	2025
Revenue	51,328.48	50,242.72	50,794.93
Inputs purchased from third parties	(31,751.60)	(29,744.88)	(29,569.85)
Gross added value	19,576.87	20,497.84	21,225.08
Withholdings	(3,372.07)	(3,786.05)	(4,150.48)
Net added value produced	16,204.80	16,711.78	17,074.61
Transferred added value	2,877.42	3,802.22	2,746.32
Added value to be distributed	19,082.22	20,514.01	19,820.92

Distribution of added value

Payroll and related charges	3,576.88	4,158.90	4,506.71
Taxes, charges and contributions	8,406.50	8,702.24	8,085.65
Interest on third-party capital	6,696.19	9,191.01	8,735.29
Interest on equity	402.65	(1,538.14)	(1,506.73)
Total added value to be distributed	19,082.22	20,514.01	19,820.92

CORPORATE GOVERNANCE

GRI 2-1, 2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-23, 2-24, 102-2, 201-2

- Governance structure
- Risk management and audit
- Innovation and technology
- Sustainability



Governance structure

GRI 2-1, 2-9, 2-10, 2-11, 2-12, 2-13, 2-16, 2-17

CSN has shares listed on B3 S.A. – Brasil, Bolsa, Balcão (ticker CSNA3) and American Depositary Receipts (ADRs) traded on the New York Stock Exchange (NYSE) under the ticker SID. As a Brazil-US-listed company, our governance policies, practices and processes align with leading market standards and the requirements of regulators in Brazil (CVM) and the United States (SEC).

Beyond meeting regulatory requirements, our governance framework supports integration across Group businesses, strengthens decision-making processes, enhances our ability to anticipate risks and opportunities, and sustains long-term growth. Governance is also key to ensuring compliance with regulations and best practices, organizing priorities, aligning interests, and supporting strategy execution.

Our governance practices are aligned with robust processes, policies and **leading market standards**, and compliant with CVM and SEC requirements

CSN's **Board of Directors** plays a central role in setting strategic direction. Its responsibilities include overseeing the activities of executive management, electing and, when necessary, removing members of the Executive Board, and supervising policies and action plans in accordance with our Bylaws and applicable laws and regulations. The Board of Directors may also create special committees, responsible for in-depth assessments and analysis in their respective areas, supporting more robust and well-informed strategic decisions. It is also responsible for deliberating on economic, social, and environmental matters affecting the business.

Board members are elected by the General Shareholders' Meeting for two-year terms, with the possibility of successive re-election. The selection of board members is based on criteria that evaluate professional experience and knowledge of CSN Mineração's business model, including the economic, social, and environmental impacts of our operations. Additional considerations include independence, alignment with CSN's core values, and time availability to fulfill board responsibilities. In addition, one Board seat is reserved for an employee representative, as mandated by the Company's Bylaws reflecting CSN's policy of



→ CSN Group headquarters – São Paulo (SP)

drawing diverse perspectives to inform strategic management.

In 2025, the Board of Directors consisted of five effective members including three independent directors, representing 60% of the total. This structure supports balanced decision-making and ensures that diverse

perspectives are incorporated into the definition of strategic priorities. Relevant concerns are escalated to senior governance through periodic management reports, formal executive meetings, governance committees and internal and external audits.

Composition of the Board of Directors as of December 31, 2025¹

Benjamin Steinbruch	Full Member
Antônio Bernardo Vieira Maia	Independent Full Member
Fabiam Franklin	Effective member serving as employee representative
Miguel Ethel Sobrinho	Independent Full Member
Yoshiaki Nakano	Independent Full Member

¹ All members of the CSN Group's Board of Directors are men over 50 years old.

Board members' competencies and skills¹

	Finance	Risk management	ESG and innovation	Economics and policy	Industrial/mining operations
Benjamin Steinbruch	X	X	X	X	X
Antônio Bernardo Vieira Maia	X	X	X	X	
Fabiam Franklin	X				X
Miguel Ethel Sobrinho	X	X	X	X	X
Yoshiaki Nakano	X	X		X	

¹ Additional details on the qualifications and expertise of CSN's Board of Directors are available on our [Investor Relations website](#).



→ Employees at CSN Faria Lima - São Paulo (SP)

The Board may create advisory committees to conduct in-depth analysis of specific matters and support the decision-making process. The **Audit Committee**, for instance, is a statutory body composed exclusively of independent members. The Audit Committee operates under its own charter and is primarily responsible for overseeing the preparation of financial statements, assessing the effectiveness of internal controls, supervising risk management and the Compliance Program, and monitoring investigations and related actions arising from reports submitted through the Whistleblowing Channel.

Composition of the Audit Committee as of December 31, 2025¹

Yoshiaki Nakano	Independent member and chair
Antônio Bernardo Vieira Maia	Independent member
Miguel Ethel Sobrinho	Independent member

¹ All members of the CSN Group's Audit Committee are men over 50 years old.

Another supporting governance body is the ESG Committee, a non-statutory committee under the Board of Directors. The committee discusses matters related to the management of environmental, social and governance risks, impacts and opportunities across all Group companies, and advises the Board on strategy and organizational performance in these areas. The committee is composed of 21 members, including directors and leaders from both industrial and corporate functions. It helps to communicate shared guidelines and to the consolidation of CSN's sustainability agenda.

Composition of the ESG Committee¹

Member	Title
Victoria Steinbruch	Deputy CEO – Chair of the ESG Committee
Felipe Steinbruch	Head of CSN Inova – Vice-Chair of the ESG Committee
Alberto de Senna Santos	Advisor to the CEO – Member
Augusto Cesar Ferreira Lara	Head of Steelmaking – Member
Antônio Marco Campos Rabello	CFO and Investor Relations Officer – Member
Carlos Rodrigues de Campos Mello Júnior	CEO, CSN Mineração - Member
Claudia Maria Sarti	Head of Corporate Legal, Governance and Capital Markets – Member
Edvaldo Araújo Rabelo	Head of Cement Operations – Member
Enéas Garcia Diniz	Executive Director – Member
Felipe Spiri	Head of Innovation – Member
Harry Morgenstern	Chief Procurement and Investment Officer – Member
Helena Brennand Guerra	Head of Sustainability, Health, Safety, Environment and Assets – Member
Igor Estrada Gouvea	Head of Audit, Risk and Compliance – Member
Leonardo de Abreu	Head of People and Management – Member
Maria Eliane de Souza Pereira	Head of Procurement – Member
Mônica Garcia Fogazza Rego	Chair of the Fundação CSN – Member
Nuno Francisco Bruno Saramago	Head of Logistics Planning and Special Sales – Member
Pedro Barros Mercadante Oliva	Chief Financial Officer, CSN Mineração and Advisor to the CEO – Member
Rogério Bautista da Nova Moreira	Chief Legal Officer – Member
Samantha Carvelli Koene	General Manager, Planning, Control and Budget – Member
Ubaldo Marques Silva Filho	Head of Procurement – Member

¹ The ESG Committee is composed of 21 members, of whom 28.6% are women and 71.4% are men. By age group, 71.4% are aged between 30 and 50, and 28.6% are over 50.



→ Tufi Daher Filho, Chief Infrastructure and Logistics Officer - São Paulo (SP)

The **Executive Board** is tasked with the day-to-day management of CSN's operations, in line with policies and strategies established by the Board of Directors. It is responsible for implementing strategic decisions and tracking performance across operations.

Executive Board meetings are held whenever convened by the CEO or by at least two other officers. Each member is directly responsible for overseeing activities within their remit, ensuring that decisions are implemented in a coordinated manner and aligned with corporate objectives. Members serve two-year terms and are eligible for re-election for successive terms. The Executive

Board is currently composed of nine members, including the Chief Executive Officer.

The Executive Board brings together executives with complementary backgrounds and expertise, supporting strategic planning, scenario analysis, and the identification of growth opportunities. This diversity of expertise supports an integrated view of the business and enhances our ability to respond to operational, regulatory and market challenges.

Composition of CSN's Executive Board as of December 31, 2025¹

Benjamin Steinbruch	CEO
Antonio Marco Campos Rabello	Chief Financial Officer and Investor Relations Officer
Augusto César Ferreira Lara	Chief Operating Officer, Steelmaking
David Moise Salama	Chief Insurance and Credit Officer
Enéas Garcia Diniz	Executive Officer
Luis Fernando Barbosa Martinez	Chief Commercial Officer
Pedro Van Langendonck Teixeira de Freitas	Executive Officer
Rogério Bautista da Nova Moreira	Chief Legal Officer
Tufi Daher Filho	Chief Infrastructure and Logistics Officer

¹ CSN's Executive Board is entirely composed of male members. By age group, 33.3% are aged between 30 and 50, and 66.7% are over 50. Additional details on the qualifications and expertise of CSN's Executive Board are available on our [Investor Relations website](#).

The Executive Board is supported by non-statutory **advisory committees** that review action plans and provide recommendations to prevent and mitigate risks. These include the Crisis Committee, Occupational Health and Safety Committee, Internal Environmental Management Committee, Investment Committee, People, Management, Career & Succession Committee, Portfolio Committee, Dam Safety Committee, and Community Committee. These committees bring together representatives from different functions and allow for more in-depth analysis of the matters under their remit, supporting more consistent decision-making and strengthening alignment between strategy and operations.

CSN's governance structure also includes a non-permanent **Fiscal Council**, convened upon request by shareholders during a General Meeting, in accordance with applicable legislation. The Fiscal Council's structure and operation are governed by CSN's Bylaws, requiring three full members and three alternates, elected at the General Meeting

for a term that lasts until the next Annual Meeting. The Fiscal Council is responsible for overseeing the Board of Directors' and Executive Board's performance of its duties under applicable law and our Bylaws. Its members may act independently to oversee management practices, ensuring greater transparency and accountability in our operations.

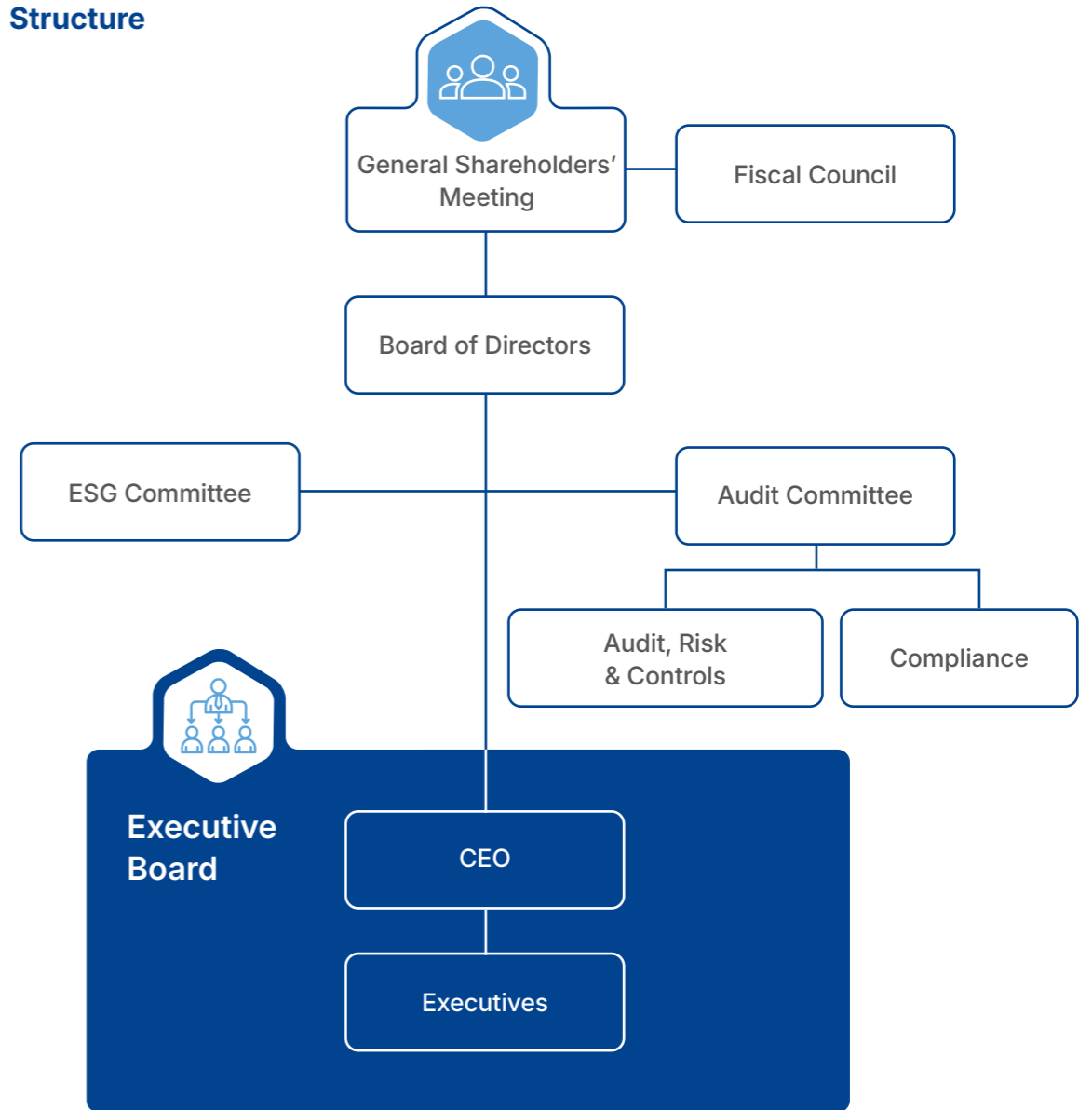
Oversight Board Members as of December 31, 2025¹

Angélica Maria de Queiroz	Full Member and Chair
André Coji	Full Member
Beatriz Santos Martini	Alternate Member
Marcos Aurélio Pamplona da Silva	Alternate Member
Nilton Maia Sampaio	Alternate Member
Paulo Roberto Evangelista de Lima	Full Member

¹ The Fiscal Council is composed of 6 members, of whom 33.3% are women and 66.7% are men. By age group, 100% are over 50.

The Oversight Board helps **ensure greater transparency and accountability** in our operations.

Governance Structure

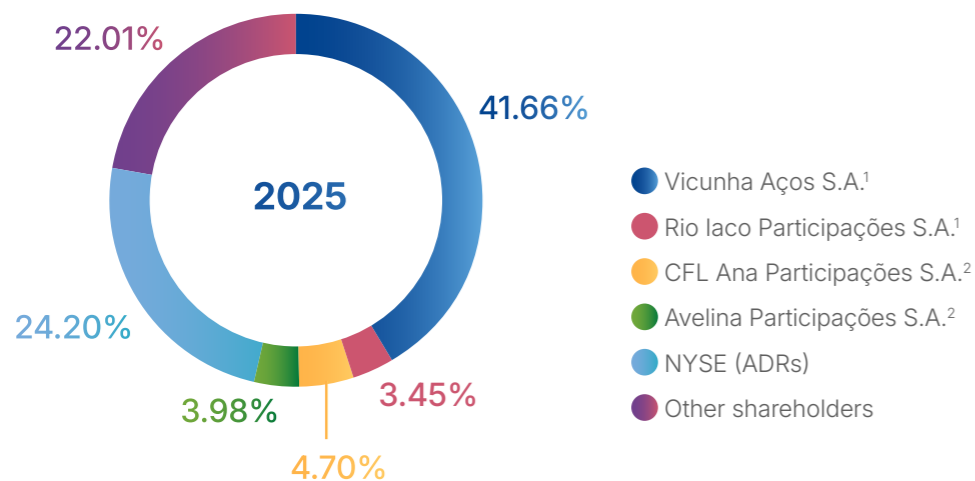


Share ownership

CSN's entire share capital is subscribed and fully paid, consisting exclusively of common, book-entry shares with no par value. Each common share entitles the holder to one vote at General Shareholders' Meetings, in line with CSN's approach to transparent and participatory governance.

CSN is the controlling shareholder of CSN Mineração S.A. (CMIN), which is listed on B3's Nível 2 "tier 2" Corporate Governance segment. As with its controlling shareholder CSN, CMIN's share capital is fully subscribed and paid in, consisting entirely of book-entry common shares with full voting rights.

Share ownership



¹ Controlling group entities

² Entities controlled by CFL Participações S.A.

Business Governance

CSN Mineração's governance policies and practices align with standards established by CSN Group, which holds 69.01% of its shares. However, CMIN maintains its own corporate governance structure and full administrative and financial autonomy.

Composition of CSN Mineração's Board of Directors as of December 31, 2025¹

Benjamin Steinbruch	Chair
Enéas Garcia Diniz	Full Member
Helena Brennand Guerra	Full Member
Hisakazu Yamaguchi	Alternate Member
Miguel Ethel Sobrinho	Independent Full Member
Yoshiaki Nakano	Independent Full Member
Yoshihiko Ogura	Full Member

¹As of December 31, 2025, women represented 16.6% of the full members of CMIN's Board of Directors, while men accounted for 83.4%. By age group, 16.6% are aged between 30 and 50, and 83.4% are over 50.

Composition of CSN Mineração's Audit Committee as of December 31, 2025¹

Yoshiaki Nakano	Independent Member and Coordinator
Angélica Maria de Queiroz	Independent member
Beatriz Santos Martini	Independent member

¹ All members of CSN Mineração's Audit Committee are over 50 years old. By gender composition, 66.7% are women, and 33.3% are men.

Composition of CSN Mineração's Executive Board as of December 31, 2025¹

Carlos Rodrigues de Campos Mello Júnior	Chief Executive Officer
Claudio Musso Velloso	Chief Operating Officer
Kan Bito ²	Chief Strategic Planning Officer
Otto Alexandre Levy Reis	Chief Investment Officer
Pedro Barros Mercadante Oliva	CFO and Investor Relations Officer

¹ The Executive Board is entirely composed of male members. By age group, 40% are between 30 and 50 years old, and 60% are over 50 years old.

² As of April 1, 2026, the Chief Strategic Planning Officer is Mr. Yuji Hoshino.

Executive assessment and compensation

GRI 2-18, 2-19, 2-20

Executive officers are regularly assessed against both financial and non-financial targets, including ESG aspects. Executives' performance against business targets determines their variable compensation, fostering a results-oriented ownership culture. Our People & Management team systematically monitors performance and provides input to support decisions on the retention, rotation and promotion of executives. Performance considerations include the achievement of targets and alignment with corporate guidelines and management principles.

CSN's compensation strategy is designed to ensure competitive market alignment and internal equity across leadership positions. The compensation package for both statutory and non-statutory executives includes fixed and variable pay, plus benefits, ensuring external competitiveness and alignment with the responsibilities for each role. Compensation packages are reviewed periodically.

Evaluation processes also extend to the Audit Committee, which conducts an annual self-assessment using individual questionnaires completed by its members. Evaluation results are compiled and discussed collectively to identify improvement opportunities. The evaluation

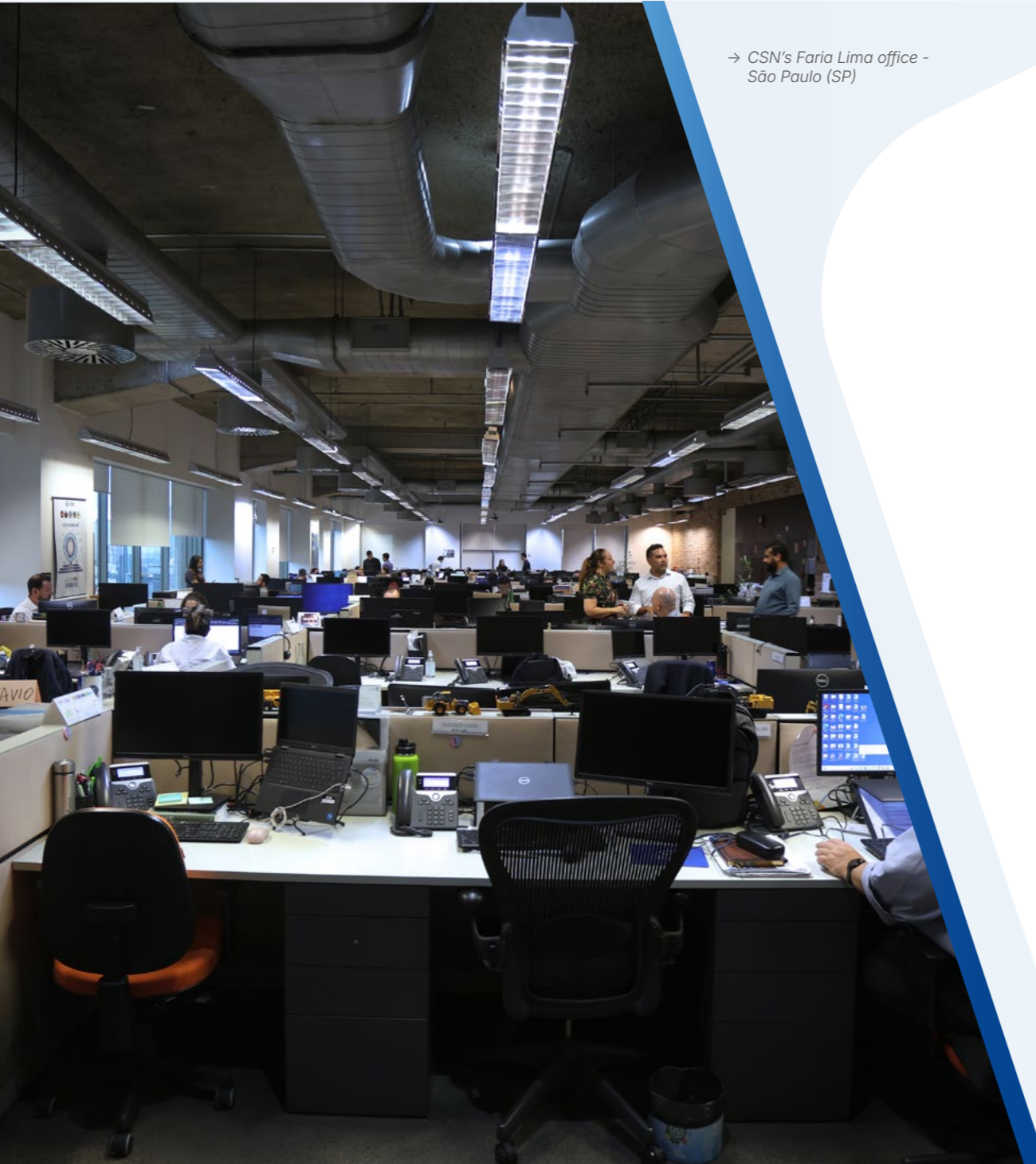
process is recorded in meeting minutes, supporting greater transparency in governance practices. The most recent self-assessment was conducted in June 2025.

For the Board of Directors, factors such as meeting attendance, level of participation and contribution to strategic decisions are considered when evaluating members for re-election. Board members may also evaluate the performance of their peers and suggest adjustments during their term. In 2025, the Board held 24 meetings that were attended by 99.1% of members.

CSN's People & Management team tracks **performance against targets** and alignment with governance and corporate guidelines

→ An employee at CSN Faria Lima - São Paulo (SP)





→ CSN's Faria Lima office - São Paulo (SP)

Conflict of Interests GRI 2-15

CSN has procedures in place to prevent, identify and address conflicts of interest, ensuring that decisions are made based on technical, ethical, and transparent criteria. These practices help safeguard the integrity of our operations and maintain the trust of stakeholders.

Guidelines on addressing conflicts of interest are given in our Code of Conduct (available [here](#)), which applies to all employees and members of the Board of Directors and Executive Board. Upon assuming their roles, directors formally acknowledge the Code and complete a Conflict of Interest Declaration, under which they commit to reporting any situation that could affect their impartiality or raise concerns about the independence of their decisions.

Whenever a potential conflict is identified, the individual involved must recuse themselves from discussions and decisions related to the matter. For the Board of Directors, this is formally recorded in meeting minutes, ensuring decisions are traceable and governance practices are adhered to. In addition, CSN does not support or favor political parties or political representatives. Employees are not permitted to make political statements on behalf of the Group or to engage in such activities on company premises.

In addition to these internal procedures, we provide reporting channels through which internal and external stakeholders can report potential conflicts of interest. These reports are reviewed through a structured process that supports corrective actions and upholds a culture of integrity and transparency.

Potential conflicts of interest are addressed based on **technical, ethical and transparent criteria**

Risk management and audit GRI 2-16

CSN Group uses a structured approach to risk management, recognizing its importance for business continuity and sustainable growth. Risk management guidelines are provided in a Risk Management Manual, based on internationally recognized frameworks such as COSO ERM and ISO 31000, which provide guidance on risk identification, assessment and response.

Risk management is structured around the three lines model, supporting an integrated and coordinated view of business risks and opportunities. This model assigns clear responsibilities and ensures that risks are addressed across different levels of the organization. The first line of defense consists of individual business units, which are each responsible for managing the risks associated with their processes. These teams implement preventive and corrective actions in day-to-day operations, enabling early identification and resolution of potential issues.

The second line of defense is led by the Risk and Internal Controls team, which supports business units in identifying, analyzing and prioritizing key risks. This team monitors mitigation plans and ensures alignment with corporate policies.



→ Employees at CSN Faria Lima - São Paulo (SP)

It supports sound corporate governance practices, ensures the financial statements are accurate and presented fairly—in compliance with the requirements of the Sarbanes-Oxley Act (SOx)—and contributes to enhanced operational transparency. The internal control environment is reviewed by Management and undergoes annual internal and external audits, and results are reported to the Audit Committee.

Strategic, operational, climate, sustainability, financial and regulatory risks are documented in a corporate risk matrix. Each risk is evaluated

based on its time horizon, likelihood of occurrence and the magnitude of financial impacts at both the corporate and business levels. Based on this analysis, business units develop plans to mitigate, control or accept risks as appropriate. The entire process is supervised by CSN's Audit, Risk and Controls team, and reported to the Audit Committee, ensuring group-wide consistency in practices and the accuracy of reported information.

In 2025, this process was expanded to international operations, in an effort that involved

mapping and integrating key processes, controls and risks in the Group's European operations. At the same time, our internal audit methodology was modernized to align with international standards and incorporate artificial intelligence and data analytics.

Risk management is structured around the three lines model, supporting an **integrated view of business risks and opportunities**

Automated agents have reduced the time required for continuous audits, increased the team's analytical capabilities and enabled more robust assessments. Audit scopes now also include ESG risks, strengthening integration between governance, strategy and sustainability.

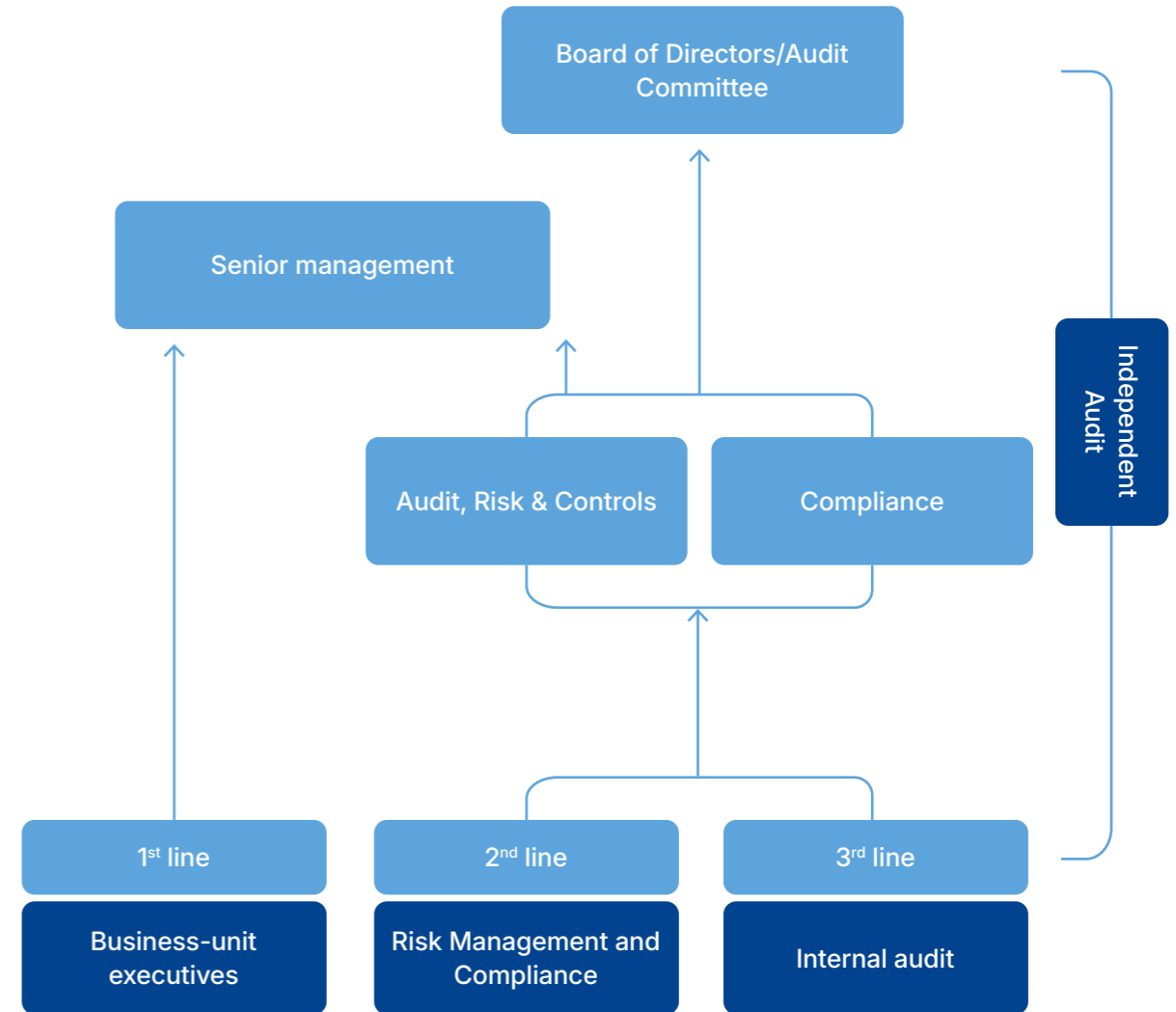
The Internal Audit acts independently as the third line. Based on an annual audit plan, the Internal Audit evaluates the effectiveness of processes, compliance with internal policies and the organization's ability to prevent financial and non-financial impacts such as losses and fraud through audits of internal controls across operations. Internal Audit results are regularly shared with the Audit Committee, which regularly reports to the Board of Directors, providing a robust basis for strategic decision-making and building trust in business operations.

During the year, we further integrated risk management with our ESG agenda by incorporating the Enterprise Risk Assessment process into discussions led by Thematic Working

Groups within the ESG Committee. This aligns with established practices, enhancing consistency between risk and sustainability agendas while reinforcing alignment with IFRS S1 and S2 requirements, which govern the disclosure of sustainability- and climate-related risks and opportunities with potential financial impacts.

As part of efforts to strengthen our risk management culture, training programs on risk management, internal controls, and ESG topics were attended by leaders, ESG Committee ambassadors, and other employees. We also strengthened readiness across our teams for new controls required under IFRS S1 and S2—an effort that will continue through a multidisciplinary working group aimed at ensuring the accuracy and transparency of disclosures.

Risk management framework



Strategic Risks



Digital security

CSN's operations are highly reliant on information technology systems, telecommunications, and automated equipment. Any system failures or disruptions resulting from cyberattacks could jeopardize operational continuity, damage our reputation, and weaken stakeholder relationships. To mitigate these risks, we continuously invest in strengthening our digital infrastructure and cybersecurity defenses.



Climate change and energy transition

Extreme weather events and the transition to a low-carbon economy pose significant challenges for CSN. These changes may directly affect our operations, supply chain and the dynamics of the markets in which we operate. In response, we are implementing structured measures to reduce greenhouse gas emissions, strengthen the resilience of our assets to climate change and deploy solutions to mitigate environmental impacts—supporting the sustainability and long-term competitiveness of our operations.



Market volatility

CSN Group entities are exposed to economic volatility that may directly affect our financial performance and results of operation. Changes in interest rates, foreign exchange rates, and commodity prices can significantly impact our financial assets and liabilities, cash flow, and results of operation. To mitigate these risks, CSN employs risk management strategies to reduce exposure and ensure financial stability.



Impacts on the supply chain

The CSN Group's supply chain could be affected by external factors such as geopolitical tensions, health crises, and global economic instability. These factors may adversely affect logistics operations, restrict access to critical inputs, and impact demand for our products. To mitigate these risks, we work to diversify our supplier base, strengthen logistics management and enhance operational resilience in order to safeguard operational continuity and efficiency.

Climate and nature-related risks GRI 102-2, 201-2

We incorporate climate and nature-related risks in our corporate risk management processes, as we recognize the importance of these factors for the continuity and long-term development of our operations. Since 2021, we have addressed climate-related risks using a structured approach as part of our ESG strategy, expanding the assessment of impacts, dependencies and opportunities related to changes in climate and ecosystems. That year, the CSN Group established a dedicated Climate Risk and Opportunity Working Group under its ESG Committee to enhance Group-wide identification and management of climate-related risks and opportunities.

In 2022, CSN completed initial climate scenario assessments following the guidelines of the Task Force on Climate-Related Financial Disclosures (TCFD). The assessments covered two main groups of risks: transition risks, associated with changes in regulations, markets, technologies and societal expectations; and physical risks, resulting from shifts in climate patterns, such as intense rainfall, prolonged droughts, and rising temperatures.

To support these assessments, three different future scenarios were used based on the narratives of the Shared Socioeconomic Pathways (SSP) and the models developed by the Network of Central Banks and Supervisors for Greening the

Financial System (NGFS), which simulate different global warming pathways. These scenarios considered average temperature increases of 4°C (HVS – High Vulnerability Society), 2.5°C (SOF – Stay on the Fence), and 1.5°C (LCE – Low-carbon Economy). More than 7 thousand simulations were conducted using climate models also employed by the Intergovernmental Panel on Climate Change (IPCC), supporting the identification and prioritization of the main physical risks across different time horizons.

In 2023, the results of these assessments were consolidated and incorporated into CSN’s Climate and Nature Risk Matrix. This stage was based on LEAP (Locate, Evaluate, Assess and Prepare) methodology and the Taskforce on Nature-related Financial Disclosures (TNFD) guidelines on managing nature-related risks and opportunities. Through this process, we have begun mapping our impacts and dependencies on ecosystems and

Since 2021, a structured continuous improvement process has supported consistent progress in climate risk management



→ A protected area in Eliseu Martins (PI)

have established a dedicated governance structure to monitor related action plans. Climate and nature risks were also incorporated into the corporate risk matrix, supporting a unified and coordinated approach.

As part of this process, we completed a Climate Vulnerability Assessment in 2024 for each of our assets, assessing both chronic and acute climate-related threats that may affect operations, infrastructure and safety. Based on this assessment, in 2025 we developed a roadmap of initiatives that will form part of CSN’s Climate and Nature Adaptation Plan, aligned with ISO 14090, an international standard providing guidance on adaptation to climate change. These plans set priorities, define responsibilities and establish monitoring mechanisms at the leadership level. This framework enables coordinated implementation and periodic review, strengthening our ability to respond to climate-related risks.

Every two years, the CSN Group publishes a Climate Action Report. The most recent edition, published in 2025 and available [here](#), outlines the process for identifying, prioritizing and valuating risks and opportunities, climate scenario modeling results, and the governance framework adopted to ensure continuous progress on the climate agenda, while also initiating alignment with the International Financial Reporting Standards Climate-related Disclosures (IFRS S2).

Risks

Category	Risk factor	Segment	Time horizon ¹
Climate	Increased intensity and frequency of extreme rainfall events	Energy and Mining	Long term
	High-emission products entering Brazil as an indirect impact of the new CBAM regulation in Europe	Steel	Short term
	Development or expansion of emissions-intensive assets	Cement	Short term
	Implementation of the Brazilian Emissions Trading Scheme (SBCE)	Cement and Steel	Medium term
	Carbon pricing regulation for international maritime transportation	Mining	Medium term
	Changes in wind patterns	Steel and Mining category	Long term
Nature (physical)	Natural events potentially affecting dam safety	Mining	Long term
	Regulation affecting water availability or quality due to third-party activities in the same watershed	Mining and Cements	Long term
Nature (reputational and stakeholders)	Limited access to natural resources essential to operations as a result of social or environmental conflicts.	Mining, Cements and Logistics	Short term
Nature (transition)	Increasing pressure from external stakeholders to enhance environmental performance and adopt lower-impact production models	Steel, Cement and Mining	Medium term
	Extended timelines for new projects and licensing processes due to stricter regulatory requirements	CSN Group	Medium term

¹ Time horizon represents the estimated timing of the risk materializing. Short term (1–3 years), medium term (4–6 years), and long term (7–25 years).

Opportunities

Category	Opportunity	Segment	Time horizon ¹
Climate	Increased use of acidic slag and other cementitious materials to reduce the clinker factor	Cement	Short term
	Construction of a new plant to process iron ore for use in the production process	Mining	Short term
	Product development and partnerships with customers to manufacture lower-emission products	Steel	Medium term
	Overhaul of coke oven batteries to reduce external dependence on coke (used in blast furnaces)	Steel	Short term
	Overhaul of blast furnaces to reduce the fuel rate	Steel	Medium term
	Development of a rain and wind management plan to reduce exposure during critical periods	Mining	Short term
Nature	Efficient resource use through circular economy practices and the development of new products from mining tailings or waste rock	Mining	Medium term

¹ Time horizon: short term (1–3 years), medium term (4–6 years), and long term (7–25 years).

Innovation and technology

Innovation is a core pillar of CSN's continuous evolution and competitiveness. We actively engage employees in developing solutions that can drive efficiency gains, process improvements, impact reduction, and new business opportunities. These solutions support our growth strategy and enable the business to continually adapt to new technical, operational and industry challenges, as well as emerging market opportunities.

One of our flagship innovation initiatives is our Continuous Improvement Program, which brings together a range of subprograms, called "Labs", based on different methodologies. In 2025, our Ideas Lab—focused on capturing, developing and continuously implementing employee suggestions, based on Kaizen methodology—was expanded to all Cement sites, the TECON port and Prada Embalagens facilities. This initiative improved process standardization and established the

CSN fosters intrapreneurship and a culture of continuous improvement through **CSN Conecta**

Program as a Group-wide initiative, expanding structured practices to improve operational efficiency and productivity across all segments.

In the 2025 cycle, 4,803 improvements were implemented, generating estimated annual financial gains of approximately R\$ 371 million. These gains include validated budget impacts, as well as improvements in safety, productivity and resource efficiency. In our mining business alone, 3,245 improvements were implemented through four established Labs: Ideas, based on the Kaizen methodology; CCQ, based on the PDCA methodology; Tech, based on Lean Six Sigma (GMC); and Teen, which combines Kaizen and Lean Six Sigma methodologies. Engagement in the initiative reached 68% of the eligible workforce, generating estimated financial gains of R\$ 337 million.

CSN Mineração was nationally recognized for the third consecutive year at the "High Performance Teams 2025" event, organized by UBQ in Belo Horizonte (MG). It received two awards—3rd place in the 5S and Agile Methods categories—recognizing excellence in innovation and continuous improvement, supported by strong employee engagement and a collaborative culture focused on quality, safety and people development.

→ An employee at CSN Faria Lima - São Paulo (SP)



Alongside our mining operations, our steel business also performed strongly, with 735 improvements implemented, generating more than R\$ 4.5 million in savings. In the Cement business, supported by the expansion of operations, 715 improvements were implemented, with active participation from 23% of employees.

Complementing these results, Prada Embalagens and Sepetiba TECON advanced their efficiency journey by training approximately 10% of their workforce in Kaizen methodology, building a culture of continuous improvement and resulting in the implementation of 73 projects in each business.

As part of this program, we also host **Lab Week**, an internal annual event dedicated to showcasing projects implemented through the Continuous Improvement Program, and disseminating innovation and ESG practices across the organization. During the event, teams share implemented solutions, discuss common challenges and collaboratively develop improvement ideas, extending best practices across our operating segments.

Beyond incremental improvements, we also encourage intrapreneurship and a culture of continuous improvement through **CSN Conecta**, a corporate program focused on operational efficiency, sustainability, and consistent value creation. The program identifies and implements strategic opportunities across industrial and logistics operations, delivering technical solutions



→ CSN Mineração operations - Congonhas (MG)

with measurable financial impact and associated social and environmental benefits. Now in its third edition, the program has built a structured model for prioritizing and executing projects. Each year, initiatives are selected based on social, environmental and financial impact, technical feasibility, and operational relevance. Since inception, the program has generated approximately R\$200 million in savings while also delivering process optimization, waste reduction, and improvements in energy efficiency. More than a set of isolated initiatives, **CSN Conecta** has become a structured and scalable platform for ongoing value creation.

Among the finalist projects pitched in the 2024 cycle and implemented in 2025, several initiatives delivered significant operational benefits. One example is a program to reduce dead load in transported material, involving the application of an anti-adherent agent—produced from recycled oil—to the dump beds of CMIN mining trucks, alongside the deployment of a mobile maintenance workshop at the mine. In steel, a key initiative was the implementation of a burden distribution system in Blast Furnace 3 at UPV. Using simulations of charging matrices for different raw material mixes, the system supports improved operational performance, reduced coke rate and enhanced

energy efficiency through higher gas yield. In Cement, an automated pipeline cleaning initiative—initially implemented at the Montes Claros operation, with potential for broader rollout—introduced an anti-fouling system based on electrical pulses that modify the crystallization of calcium and magnesium in process water. This solution reduced recurring shutdowns, minimized unplanned stoppages and improved operational efficiency, while supporting more efficient water use.

Another pillar of CSN's innovation culture is **CSN Inova**, a platform created in 2018 to accelerate transformation across CSN Group businesses and



→ A team member at CSN's Research and Development Center - Volta Redonda (RJ)

develop more digital, efficient and sustainable models. *CSN Inova* identifies challenges across value chains and develops solutions based on Industry 4.0 concepts such as automation, data analytics, and digitalization, improving productivity, reducing emissions, and advancing circular-economy practices.

CSN Inova uses a methodology that begins with identifying strategic challenges, advances through pilot projects and includes technical feasibility assessments and scalability and new business analysis, in line with strategic business priorities. Between 2018 and 2025, *CSN Inova*-led initiatives have generated approximately R\$ 1 billion for the CSN Group, primarily driven by operational cost reductions.

We have continued to deploy digital technologies and develop new industrial routes with support from *CSN Inova*. In 2025, a key example was the expanded use of artificial intelligence solutions to optimize operational processes. These initiatives contributed to lower fossil fuel consumption, improved operational stability and real-time monitoring of critical assets. Our innovation efforts also included the development of technological pathways to reuse mining and steel waste, expanding opportunities for material circularity and value creation. These initiatives apply innovation directly to our core business, with positive impacts on productivity, cost efficiency and the sustainability of our operations.

CSN Inova is structured around two pipelines, an open innovation pipeline focused on identifying new solutions based on real-world operational challenges and financial and operational indicators, and a new business pipeline, centered on building strategic partnerships and generating new revenue streams. Together, these initiatives deliver competitive advantages for CSN by bringing ideas into development and real-world applications.

Alongside these two pipelines, *CSN Inova* advises on and supports CSN Group's sustainability efforts via *Inova Bridge*—a platform providing high-level coordination of our ESG Committee and the *CSN Conecta* program. *CSN Inova Bridge* collaborates with leaders and business units to identify and monitor key challenges and opportunities related to CSN's material topics, ensuring that innovation strategically contributes to our broader sustainability agenda.

Open Innovation (Pipeline 1)

CSN Inova's open innovation pipeline addresses strategic challenges that directly affect the efficiency, cost structure, and sustainability of CSN Group operations. It serves as a structured channel connecting the business with emerging technologies, startups, universities, and research institutions.

Operating as a controlled experimentation platform, the open innovation pipeline enables solutions to be tested on a small scale, allowing risks and benefits to be assessed before scaling technologies to other business units. This model supports progress in productivity, safety, and sustainability while preserving operational continuity.

In 2025, the open innovation pipeline achieved significant progress in terms of both maturity and results. In total, over 100 innovation initiatives are currently under development at CSN, approximately 24% of which originate from CSN Conecta, reflecting the program's focus on scaling tests and pilot projects into solutions applicable to day-to-day operations.

In 2025, this portfolio of open innovation projects generated approximately R\$ 350 million in savings across our business units. These results are tracked through standardized operational and financial indicators, including comparisons of performance before and after implementation, validation of operational impacts and the subsequent conversion of these gains into economic value.

Our open innovation initiatives generated approximately **R\$ 350 million in savings in 2025**

→ CSN Cimentos operations – Arcos (MG)



New Business (Pipeline 2)

Within the new business pipeline, *CSN Inova* operates across corporate venture capital (CVC) and venture building initiatives. Through CVC, CSN Inova Ventures provides financial and strategic support to startups, with a focus on creating new revenue streams and scaling technological solutions beyond the boundaries of the CSN Group. This approach connects our operations to a broader innovation ecosystem, enabling our business units to serve as platforms for validation, refinement and scaling of technologies, while expanding value creation opportunities over the medium and long term.

Unlike our open innovation portfolio, which is primarily focused on efficiency gains and cost savings, our CVC activities target initiatives with the potential to become standalone businesses generating recurring revenues. This approach guides the selection of startups and partners, prioritizing solutions that can be developed, tested within CSN Group operations, and subsequently brought to market. As part of the strategy, newly developed technologies are scaled internationally whenever possible, targeting foreign markets and generating revenue in foreign currencies.

In 2025, *CSN Inova* maintained a diversified New Business pipeline, combining companies already in the scaling phase with others still in earlier stages of development. This balance helps hedge risk while maintaining a continuous

pipeline of opportunities. Significant projects within the pipeline include solutions in mobile asset management, optimization of industrial processes using artificial intelligence, and digital decision-support systems. These solutions are already being implemented in different operations across the CSN Group.

CSN Inova's Venture Building initiatives, in turn, are focused on creating new businesses from the ground up. On this front, the platform identifies opportunities based on the Group's own operational challenges, assets and technical expertise and, in partnership with other organizations, develops products, services, and business models that can generate new revenue streams.

CSN Inova actively participates in the development of these solutions, including business model design, validation in real-world operational environments, and development of growth strategies. Through its involvement, the platform shares in the proceeds from the commercialization of these solutions, creating long-term partnerships. So far, new ventures have been developed in areas such as procurement and green hydrogen, combining technological innovation, improved resource efficiency, and emissions reduction.

The portfolio also includes initiatives focused on developing new products and technological



routes. Among them are projects developing pathways to reuse mining tailings and steelmaking slag. Other research initiatives are exploring cold agglomeration and hydrogen-based direct reduction technologies using pellet feed and

tailings from CSN Mineração as raw materials. These studies, currently underway at laboratory and pilot scale, have demonstrated technical feasibility and can now proceed to future stages of industrial evaluation.



→ Employees at CSN Faria Lima - São Paulo (SP)

CSN Inova Bridge GRI 2-17

CSN Inova Bridge integrates the CSN Group's sustainability and innovation strategies together, serving as a link between leadership, business units and the ESG Committee under the Board of Directors. It also leads the design and coordination of *CSN Conecta*. It connects different perspectives, priorities and initiatives into a cohesive whole, ensuring that innovation efforts align with priority topics as established in our materiality matrix (see page 74 of this report). Through this approach, *CSN Inova Bridge* supports CSN's sustainable business transition using a systemic and collaborative model.

The process begins with identifying challenges and opportunities related to environmental, social and governance issues. Based on this assessment, solutions with potential practical applications are identified and connections are established between internal teams, external partners, and other stakeholders. This process helps accelerate projects and initiatives aligned with CSN's strategic priorities, functioning as a collaborative space for experimentation and the development of solutions to complex challenges.

Another important area of activity is Community Development. In this front, *CSN Inova Bridge* works with the corporate Sustainability team and the Fundação CSN to support the transformation of the communities where we operate. The focus is on developing a more diversified local economy driven by innovation, strengthening community independence, social development, and environmental stewardship.

CSN Inova Bridge also manages strategic communication and cultural aspects of our ESG agenda. Through an integrated stakeholder engagement approach, it amplifies awareness of the Group's sustainability initiatives, encourages participation from different stakeholders, and strengthens ESG-related practices. This helps to build an organizational culture based on dialogue, transparency, and shared value creation.

CSN Inova Bridge integrates the CSN Group's **sustainability and innovation strategies** together

Sustainability

Sustainability governance GRI 2-12, 2-13, 2-17, 2-23, 2-24

CSN's sustainability management processes are integrated into the wider governance structure, ensuring that environmental, social and governance risks, opportunities and impacts are integrated into strategic decision-making. This governance model includes a robust technical team with subject-matter experts in sustainability, decarbonization, the environment and occupational health and safety, which reports directly to the CSN Group Sustainability team. Members include general managers, managers, coordinators, specialists, engineers, analysts and technicians dedicated to their respective areas of expertise, ensuring that all sustainability-related topics are fully integrated into our business model. Governance guidelines are formalized in the CSN Group Sustainability Policy (available [here](#)), approved by the Board of Directors, which outlines principles, commitments and responsibilities guiding the Group's sustainability agenda.

Sustainability governance is also supported by a management model that connects strategy, execution, and performance tracking. As part of this model, executives from all business segments participate in our ESG Committee, a technical and strategic governance body tasked with ongoing

oversight of sustainable development challenges and opportunities. The committee composition includes 21 executives and leaders from different functions, providing a multidisciplinary perspective and supporting knowledge sharing, alignment on concepts, and synergy capture across business segments.

The ESG Committee operates through eight thematic groups reflecting the Group's material topics. These groups include 55 ESG ambassadors—employees nominated by senior leadership based on their expertise and experience in each topic—who play a central role in implementing ESG strategy by connecting corporate guidelines with operational activities. Throughout the year, these professionals receive ongoing training, equipping them to incorporate, apply, and disseminate sustainability concepts across daily processes, projects and decision-making.

→ An employee in a CSN-managed protected area - Volta Redonda (RJ)



The ESG Committee is led by, and the development of CSN's ESG strategic plan is overseen by, the ESG Integrated Management Committee—a collaborative body formed by the CSN Group Sustainability Department and *CSN Inova Bridge*. This committee is responsible for promoting ESG culture, communication,

engagement and training across all Group businesses, ensuring that sustainability is treated as a long-term strategic agenda. Within this governance structure, the Sustainability team sets social and environmental targets, tracks project implementation and reports directly to the CEO, ensuring alignment with corporate strategy.



→ Helena Guerra, Chief Sustainability Officer, CSN - São Paulo (SP)

ESG Committee Governance Structure



Management system GRI 2-13

CSN operates under an Integrated Management System (IMS) that governs operations in accordance with internationally recognized standards. The system has been developed and is overseen by the Sustainability team and integrates environmental, health and safety and quality management into a single governance structure. The goal is to standardize processes, procedures and management tools across operations, ensuring greater consistency in operations, more efficient resource use, and sustainable performance over time.

The IMS comprises three components: an Environmental Management System (EMS), a Quality Management System (QMS) and an Occupational Health and Safety Management System (OHSMS). This integrated approach reduces overlaps, enhances information traceability and supports decision-making across all levels of the organization. In 2025, the CSN Group published its Integrated Management System Manual, which sets out corporate guidelines and defines the core requirements to be implemented across business units.

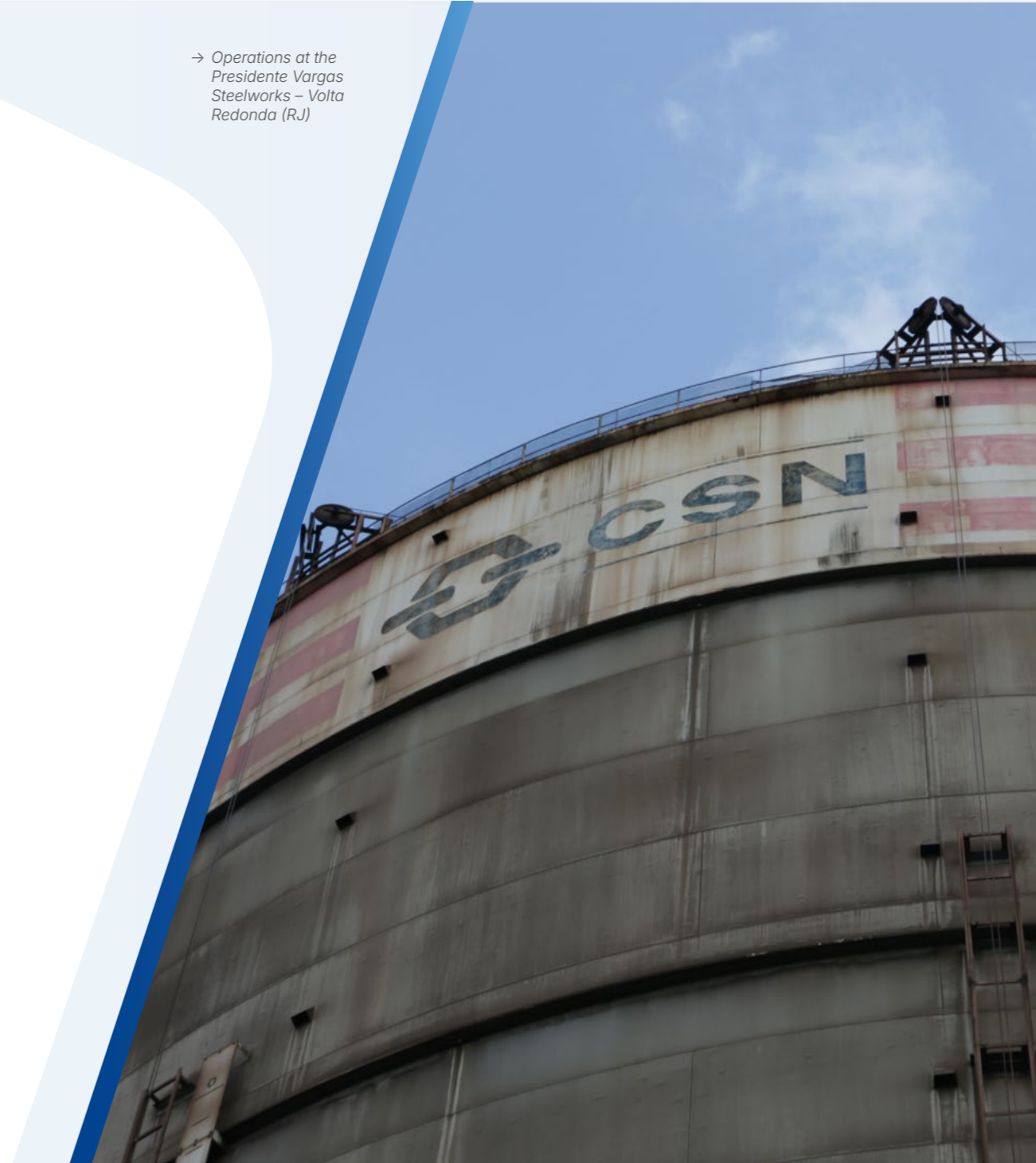
The EMS is aligned with ISO 14001 requirements and guides environmental practices across CSN's production sites, covering approximately 94% of our facilities, which together account for approximately 99% of Group EBITDA. This coverage ensures that our most significant environmental impacts are managed systematically under defined targets, controls and continuous

monitoring. In 2025, environmental investments totaled R\$ 911.5 million, including both capital and operating expenditures, allocated to initiatives to improve operational safety and environmental protection, including: improved tailings management, equipment and technologies for particulate emissions control, dam decommissioning and reclamation, more efficient water use, land rehabilitation and risk mitigation.

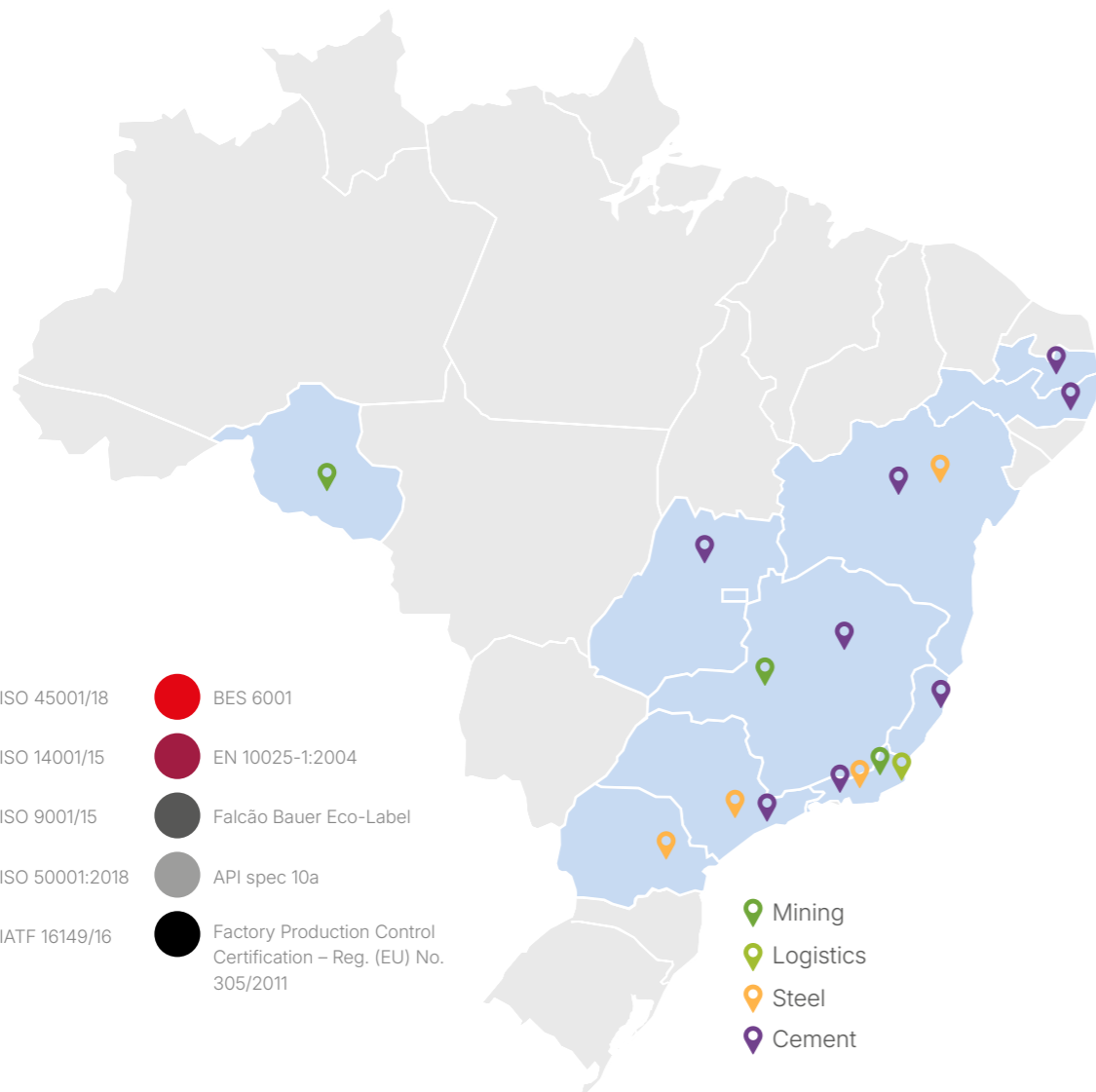
The Occupational Health and Safety Management System (OHSMS) establishes detailed procedures for risk prevention and providing safe working environments for employees, contractors and surrounding communities. OHSMS principles are consolidated in our Occupational Health and Safety Management Manual, applicable to all CSN operations. Lusosider, in Portugal, and SWT, in Germany, are certified to ISO 45001. Other operations are undergoing assessments and alignment processes to achieve the same standard.

Through our Quality Management System (QMS), we seek to ensure that our products and processes meet technical, regulatory and customer requirements across the markets in which we operate. All CSN Group operations—both in Brazil and internationally—hold ISO 9001 certification, affirming the effectiveness of our Quality Management Systems. In addition, we maintain segment-specific certifications that further reinforce our commitment to compliance and continuous improvement.

→ Operations at the Presidente Vargas Steelworks – Volta Redonda (RJ)



IMS – Certified Sites



- ISO 45001/18
- ISO 14001/15
- ISO 9001/15
- ISO 50001:2018
- IATF 16149/16
- BES 6001
- EN 10025-1:2004
- Falcão Bauer Eco-Label
- API spec 10a
- Factory Production Control Certification – Reg. (EU) No. 305/2011

- Mining
- Logistics
- Steel
- Cement

Steel	●	●	●	●	●	●	●	●
CSN UPV	✓	✓	✓					
CSN Porto Real ¹	✓	✓	✓	✓				
CSN Paraná ¹	✓	✓	✓	✓				
Lusosider	✓	✓		✓		✓		✓
SWT	✓	✓		✓	✓		✓	

Mining	●	●
CSN Mineração	✓	✓
MIPE - M.Nacional	✓	✓
ERSA	✓	

Logistics	●	●
TECAR	✓	✓
TECON	✓	✓

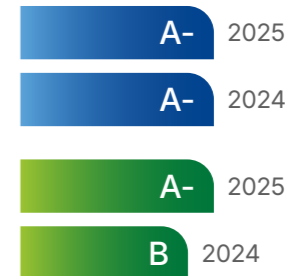
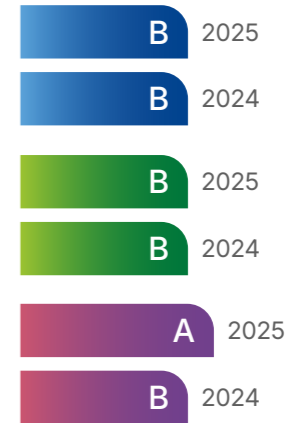
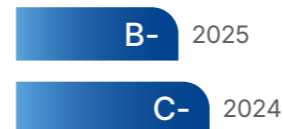
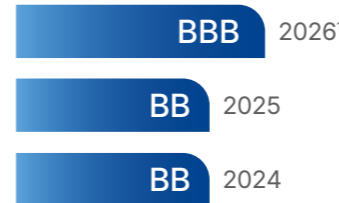
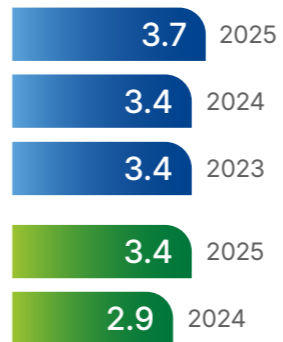
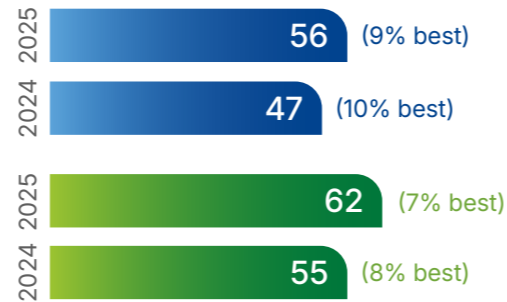
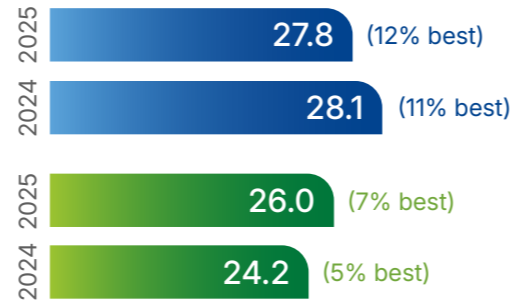
Cement	●	●	●	●
Arcos	✓	✓		
Alhandra	✓	✓		
Barroso	✓	✓		
Caaporã	✓	✓		
Cantagalo	✓	✓		✓
Montes Claros	✓	✓		
Pedro Leopoldo	✓	✓		
Candeias	✓	✓		
Cocalzinho	✓	✓		
Sorocaba	✓			
Vitória	✓	✓	✓	
Volta Redonda	✓	✓		

¹ Data subsequent to the reporting period; units certified under ISO 45001 in March 2026.

ESG ratings performance

In 2025, we made significant progress on our ESG agenda, and this was reflected in consistent improvement in key ratings and indices, alongside international recognition. CSN's ESG ratings performance reflects our robust governance systems, increased transparency in our disclosures and the effective integration of environmental and social targets into our business strategy. In 2025, we achieved our highest EcoVadis score to date at 74 points (up from 63 in the previous year), earning a Silver Medal and ranking in the 92nd percentile globally within our sector. Our S&P ESG Score reached a record high, improving from 47 to 56 and outperforming 91% of global steel sector peers. CSN Mineração increased its score from 55 to 62, ranking ahead of 93% of companies assessed. In CDP, CSN Group maintained its B rating for Climate and A- for Water Security, while CSN Cimentos achieved an A rating for Climate Change, joining the index's A List. In ISS ESG, we improved by two levels in a single cycle, moving from C- to B-. In addition, our performance in indices such as FTSE Russell and in Sustainalytics assessments continued on a positive trajectory, reflecting alignment with international best practices in sustainability and corporate governance. Both CSN and CSN Mineração are included in the FTSE4Good Index.

Taken together, our 2025 results represent a clear step improvement in external perceptions of our ESG agenda, demonstrating not only technical improvement in our metrics but also market recognition of our consistent, structured and measurable progress.



- CSN Group
- CSN Mineração
- CSN Cimentos

¹ Data reported subsequently due to its relevance at the time of publication.

MATERIALITY

GRI 3-1, 3-2





The materiality assessment process GRI 3-1

CSN Group regularly conducts materiality assessments to review and update our priority topics, ensuring alignment with stakeholder expectations, market trends, and the Group's strategic planning. In 2025, we carried out a new materiality review to reflect the key challenges and opportunities facing the business in a context of regulatory, environmental, social, and economic transformation.

The process used a double materiality approach, which considers two complementary dimensions: risks and opportunities related to value creation (financial perspective), and the positive and negative impacts of our operations on society, the economy, and the environment (impact perspective). Combining these two dimensions provides an understanding both of how the material topics influence our performance and long-term resilience and how our activities affect the territories, ecosystems, and communities where we operate.

The methodology also considered the relevance of the material topics to different strategic stakeholders, including both internal and external perspectives. This analysis was supplemented by structured engagement with leadership, external specialists and capital providers, ensuring a comprehensive and diverse assessment aligned with global trends in sustainability and responsible finance.

The **double materiality** approach factors in risks and opportunities (financial perspective) as well as positive and negative impacts (impact perspective)

Process steps GRI 2-9, 2-14, 3-1

The materiality review followed a structured five-stage process: scoping, identification, prioritization, review and validation, ensuring methodological rigor, decision traceability, and alignment with corporate strategy. During the scoping stage, a kick-off meeting was held to align objectives, scope, criteria, and analytical tools. This stage also defined the methodological references, organizational boundaries, and stakeholder groups that would participate in the consultation process.

In the identification stage, we mapped out and prioritized the stakeholders involved, considering factors such as level of dependence, influence, and level of interaction. Stakeholder groups included employees and contractors, surrounding communities, customers, suppliers, regulators, labor unions, the media, investors and financial institutions. Concurrently, we defined a short list of topics along with their respective impacts, risks and opportunities (IROs). The shortlist was based on an internal taxonomy and widely recognized sector and financial market frameworks, including the SASB Sustainability Accounting Standards (Iron & Steel Producers, Metals & Mining and Construction Materials), GRI 14: Mining 2024, the MSCI ESG Industry Materiality Map, the European Sustainability Reporting Standards (ESRS), and

topics identified via benchmarking with peers. For each topic, potential environmental and social impacts, risks, opportunities, and possible financial effects were described, creating a shared analytical basis for the following stages.

The prioritization stage combined quantitative and qualitative assessments. In the quantitative assessment, environmental and social impacts were assessed in working sessions with CSN Group sustainability teams, who rated 75 positive and negative impacts according to criteria such as reversibility, scope, likelihood, and intensity. Risks and opportunities were assessed by internal teams through an asynchronous process, considering time horizon, likelihood or feasibility and the magnitude of potential financial impacts, both at the corporate level and across our business segments. Stakeholder perceptions of relevance were captured through an online survey completed by employees, contractors, suppliers, customers, local communities, regulators and the media. Results were weighted according to the statistical quality of the sample and the strength of each stakeholder group.

In the review stage, the results from the different assessments were consolidated and compared, and used to rank impacts, risks, and



→ A Transnordestina Railway employee

opportunities. This integrated analysis enabled us to identify the most material topics under a double materiality perspective, combining environmental and social impact, financial materiality and stakeholder perception. Based on this assessment, strategic recommendations were developed to inform both our disclosures and our sustainability strategy, strengthening the link between our ESG agenda and decision-making processes.

Finally, during the validation stage, the results were presented to our leadership to ensure strategic consistency and alignment with long-term priorities. The final topics were approved by the Board of Directors, underscoring the strategic importance of the material topics and their integration into decision making at the highest governance levels.

Significant changes GRI 3-2

The materiality process presented in this report represents an evolution compared with the exercise described in the 2024 Integrated Report. Although we had already adopted the double materiality approach in the previous cycle, the 2025 assessment more clearly articulates impacts, risks, and opportunities (IROs) and incorporates a broader set of market references and international frameworks.

The topics are now organized using a structured taxonomy that distinguishes impact materiality, financial materiality, and topics that address both dimensions simultaneously. This approach strengthens the connection between sustainability, corporate strategy, and risk management.

The new cycle also elevated the role of materiality assessments as a management tool supporting strategic planning and resource allocation, rather than functioning solely as a prioritization tool for reporting purposes.

A comparison between the two cycles highlights several significant changes:

- **Topics maintained:** Biodiversity, Climate change, Tailings dams and co-products, Health, well-being and safety, and Ethics, integrity and compliance.
- **Conceptual adjustments and expanded scope**, such as:
 - “Local communities” → “Community engagement and local development”; and
 - “Value chain” → “Supplier chain management”.
- **The topic Eco-efficiency was reframed**, now including:
 - Air quality; and
 - Waste management.
- **The topic People Management and Diversity, Equity and Inclusion (DE&I) was reframed**; it is no longer treated as a standalone topic and is now incorporated into the topic “Talent acquisition, development and retention,” linking it to human capital, employability, and organizational performance.
- **Human rights are now addressed as a cross-cutting issue** rather than a standalone topic, and are incorporated into multiple material topics such as people management and supply chain management, establishing a more systemic and integrated approach to managing related risks.

→ An employee at CSN Faria Lima - São Paulo (SP)



CSN Group's material topics GRI 3-2, 3-3



Material topic: Climate Change

This topic refers to CSN's climate mitigation and adaptation strategies, including efforts to reduce greenhouse gas (GHG) emissions and manage climate-related risks and opportunities.

Perspective: Financial and impact.

Potential environmental and social impacts:

- Higher concentration of greenhouse gases (GHGs) in the atmosphere resulting from emissions generated across our value chain (Scope 3).
- Higher concentration of greenhouse gases (GHGs) in the atmosphere resulting from emissions generated by our operations (Scope 1).

Main risks:

- [Mining] Higher maritime freight costs due to carbon pricing regulations on international shipping.
- [Mining, Steel and Energy] Physical climate risks.
- [Steel and Cement] Carbon pricing in Brazil (SBCE).
- [Steel] Increased exposure to steel imports in Brazil driven by the implementation of CBAM in Europe.

Performance

KPI	2023	2024	2025
Metric tons of CO ₂ e emissions per metric ton of crude steel	2.07	1.94	1.95
Kilograms of CO ₂ e emissions (gross) per metric ton of cementitious material	485	494	492
Kilograms of CO ₂ e per metric ton of ore	7.01	6.49	6.52

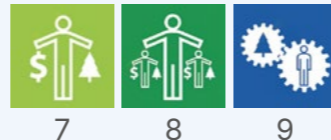


Priority disclosures:

- GRI 102, 103, 201-2 and 302
- SASB EM-IS-110a.1, EM-IS-110a.2, EM-IS-120a.1, EM-IS-130a.1, EM-IS-130a.2, EM-MM-110a.1, EM-MM-110a.2, EM-MM-120a.1, EM-MM-130a.1, EM-CM-110a.1, EM-CM-110a.2, EM-CM-130a.1



Global Compact Principles



Sustainable Development Goals (SDGs)



Integrated Reporting capitals





Climate Change

Positive
 Negative
 Met
 Exceeded
 New target

Targets

Segment	Target	KPI	Performance in 2025	Status
Steel	Reduce CO ₂ e emissions per metric ton of crude steel by 10% by 2030, based on the World Steel Association (WSA) methodology	Metric tons of CO ₂ e per metric ton of crude steel In 2018 (baseline): 2.10 In 2030 (target year): 1.89	1.95	
	By 2035, reduce CO ₂ e emissions per metric ton of crude steel by 20%, based on the World Steel Association (WSA) methodology	Metric tons of CO ₂ e per metric ton of crude steel In 2018 (baseline): 2.10 In 2035 (target year): 1.68	1.95	
CSN Mineração	Reduce CO ₂ e emissions per metric ton of ore produced by 30% by 2035 (Scopes 1 and 2) ¹	Kilograms of CO ₂ e per metric ton of ore produced (Scopes 1 and 2). In 2020 (baseline): 7.10 In 2035 (target year): 4.97	6.52	
	Maintain a 100% renewable electricity supply	Percent renewable electricity supply. In 2020 (baseline): 100%	100%	
CSN Cimentos	By 2030, reduce CO ₂ e emissions per metric ton of cementitious material by 23%, based on the Global Cement and Concrete Association (GCCA) methodology	Kilograms of CO ₂ e per metric ton of cementitious material In 2020 (baseline): 509 In 2030 (target year): 392	492	
	Reduce the clinker factor in cement by 16%	Clinker factor. In 2020 (baseline): 63.7% In 2030 (target year): 53.5%	60.7%	

¹ This disclosure does not include emissions from land-use changes.



Material topic: Biodiversity

This topic describes the organization's practices to mitigate biodiversity impacts and offset, reforestation, monitoring, and conservation efforts. It also addresses the identification of ecosystem services and nature-related risks and opportunities.

Perspective: Financial and impact.

Potential environmental and social impacts:

- Fragmentation and reduced ecological connectivity resulting from the clearing of native vegetation in connection with the expansion of industrial and logistics facilities, leading to habitat loss and declines in native species populations in affected regions.
- Habitat restoration through the reintroduction of native species.

Main risks:

- [Mining and Logistics] Potential impacts on expansion projects due to proximity to ecologically sensitive areas.
- [Mining] Limited access to natural resources essential to operations as a result of social or environmental conflicts.

Positive
 Negative
 Met
 Exceeded
 New target

Targets

Segment	Target	KPI	Performance in 2025	Status
CSN Group	Evaluate biodiversity conditions at operational sites with significant impacts, using the BIO methodology, by 2025	Percentage of operations assessed. In 2023 (baseline): 70% In 2025 (target year): 100%	100%	
CSN Mineração	Sustain no net loss for biodiversity and, whenever possible, a net gain	This is a composite indicator based on quantitative factors (area impacted × area protected or restored to offset impacts). 2017 Baseline ¹	502.37 ha of cleared land 1,445.59 ha of protected areas	

¹ The baseline was changed to 2017 to improve long-term trend analyses and place biodiversity accounting in a period when environmental compliance data and licensing criteria became more standardized and traceable, enhancing transparency around our commitment to no net loss of biodiversity.



Priority disclosures:

- GRI 101
- SASB EM-CM-160a.1 and EM-MM-160a.1



Global Compact Principles



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8



Sustainable Development Goals (SDGs)



Integrated Reporting capitals



Natural



Material topic: Supply chain management

This topic highlights CSN's main initiatives to promote the sustainable development of suppliers. It covers the processes in place to ensure compliance and uphold ESG best practices within the supply chain.

Perspective: Impact.

Potential environmental and social impacts:

- Environmental and social impacts associated with our suppliers' activities, including greenhouse gas emissions, use of natural resources, waste generation, and impacts on working conditions.
- Impacts related to the need to ensure that contractors are provided with adequate working conditions in line with CMIN's social responsibility guidelines.

Main risks:

- [CSN Group] Human rights violations and poor labor practices in the supply chain.
- [Mining and Cement] Environmental noncompliance associated with the sourcing of mineral raw materials and alternative fuels.

Performance

KPI	2023	2024	2025
Percentage of spending on locally-based suppliers ¹	34.4%	41.1%	42.4%
Suppliers assessed through compliance due diligence	3,394 ²	1,616	1,768

¹ Local suppliers are defined as those based in the Brazilian states where CSN has operations.

² The significant increase in 2023 reflects the integration of assets acquired by CSN Cimentos in 2022.

Positive
 Negative
 Met
 Exceeded
 New target

Targets

Segment	Target	KPI	Performance in 2025	Status
CSN Group	Assess 100% of critical suppliers using the Supply Chain ESG Risk Matrix for social and environmental aspects by 2026	Percentage of suppliers assessed	70%	

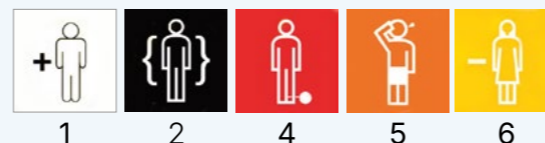


Priority disclosures:

- GRI 201-1, 204, 205-1, 308, 407, 408 and 414
- SASB, EM-IS-430a.1, EM-CM-410a.1, EM-CM-410a.2 and EM-MM-320a.1



Global Compact Principles



Sustainable Development Goals (SDGs)



Integrated Reporting capitals



Social and relationship



Material topic: Community engagement and local development

This topic describes CSN's community engagement practices, efforts to minimize impacts from operations on communities, and social investments aimed at reducing inequalities, fostering transparent dialogue, and promoting local development.

Perspective: Financial and impact.

Potential environmental and social impacts:

- Changes in the quality of life of surrounding communities associated with increased vehicle traffic, noise emissions, and dust generation.
- Impacts on social relationships resulting from failures or limitations in local dialogue and community engagement.
- Expansion of local employment opportunities and contribution to reducing regional inequalities, through the social and economic development of local communities.

Main risks:

- [Mining] Impact on strategic project timelines due to territorial conflicts.

Performance

KPI	2023	2024	2025
Number of meetings held with local communities ¹	2	4	6

¹ This KPI is specific to CSN Mineração.

Positive
 Negative
 Met
 Exceeded
 New target

Targets

Segment	Target	KPI	Performance in 2025	Status
CSN Group	By 2028, expand capacity-building programs for local organizations to cover 80% of the areas where the <i>Garoto Cidadão</i> program is present, supporting the social and sustainable development of these communities	Percentage of areas reached. In 2023 (baseline): 36% In 2028 (target year): 80%	Training provided in 50% of the areas where the <i>Garoto Cidadão</i> program is present	
CSN Mineração	By 2027, complete 100% of the recommendations from the human rights due diligence conducted in Congonhas (MG)	Percentage of recommendations implemented	92%	

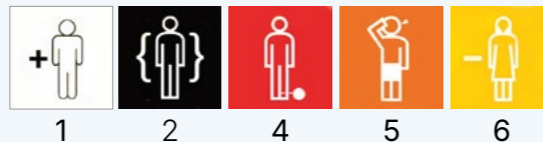


Priority disclosures:

- GRI 203-1, 411, 413
- SASB EM-MM-210a.1, EM-MM-210a.2, EM-MM-210a.3 and EM-MM-210b.1



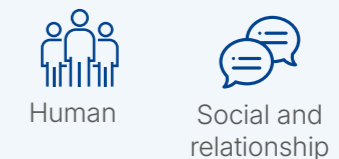
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Sustainable Development Goals (SDGs)



Integrated Reporting Capitals





Material topic: Eco-efficiency

This topic addresses our practices to manage air emissions associated with operations, including particulate emissions management and air quality monitoring, implementation of preventive and corrective measures, and mitigation of potential impacts on the health of employees and surrounding communities, ensuring environmental compliance and contributing to improved quality of life in communities. It also addresses waste management, with a focus on compliance and mitigating negative impacts through waste reduction, optimization of disposal methods, reuse and circular economy practices.

Perspective: Financial and impact.

Potential environmental and social impacts:

- Changes in air quality resulting from emissions of pollutants such as NOx, SOx and particulate matter from our steel, cement and mining operations, potentially affecting employees and surrounding communities.
- Reduced pressure on landfills and substitution of virgin raw materials through waste reuse, including the full use of blast furnace slag in cement production, coprocessing of waste across clinker units and the use of steelmaking aggregates in roads, agricultural applications and rail infrastructure.

Main risks:

- [Mining, Steel and Cement] Administrative sanctions resulting from operational impacts on regional air quality.
- [Mining] Risks to reputation and operational continuity due to increasing social pressure and scrutiny from authorities and local communities.
- [CSN Group] Risk of regulatory sanctions arising from non-compliance with applicable regulations.

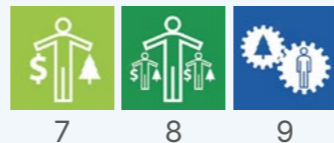


Priority disclosures:

- GRI 301, 305 and 306
- SASB EM-IS-120a.1, EM-CM-120a.1, EM-MM-120a.1, EM-MM-150a.4, EM-CM-150a.1 and EM-IS-150a.1



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Sustainable Development Goals (SDGs)



Integrated Reporting Capitals





Material topic: Eco-efficiency

Performance

Segment	KPI	2023	2024	2025
CSN Group	Particulate emissions (MP) ¹ (metric tons)	4,076.80	3,174.54	2,992.39
	Revenue generated from special sales of waste and co-products (R\$ million)	320.6	324.7	278.5
	Waste circularity ²	96%	96%	96%

¹ Refers to the concentration of particulate matter (PM) emitted from fixed sources in our Cement and Steel operations.

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

Positive
 Negative
 Met
 Exceeded
 New target

Targets

Segment	Target	KPI	Performance in 2025	Status
Steel	Reduce particulate matter emissions per metric ton of crude steel produced at the Presidente Vargas Steelworks (UPV) by 40% by 2030	Particulate matter emissions per metric ton of crude steel (kgPM/t) In 2019 (baseline): 0.78 In 2030 (target year): 0.47	0.52	
CSN Cimentos	Reach 50% thermal substitution by 2030	% thermal substitution In 2024: 29.7%	27.4%	
CSN Cimentos	Reduce particulate matter emissions by 25% by 2035 compared to a 2024 baseline	Particulate emissions (g/t of clinker produced) In 2024: 86g/t of clinker	112	
CSN Mineração	Reduce critical events related to particulate matter emissions within the area of influence of the Casa de Pedra Complex	Number of dust-related complaints Number of dust-related regulatory notices or fines	-	



Material topic: Ethics, integrity & compliance

This topic addresses governance and management practices to ensure compliance with applicable laws and ethical business conduct, including approaches to prevention, detection and remediation and the mechanisms in place for reporting, investigating, and addressing misconduct through both corrective and disciplinary action.

Perspective: Financial and impact.

Potential environmental and social impacts

- Strengthening a culture of integrity and business ethics within the business environment through participation in trade associations, and actions to promote transparency and compliance.

Main risks:

- [CSN Group] Legal, regulatory, and operational risks arising from failure to comply with, implement or ensure the effectiveness of ethics and compliance guidelines, as well as from misconduct by employees, management, third parties, or business partners which may result in non-compliance with applicable laws, regulations, and internal policies.

Performance

KPI	2023	2024	2025
Percentage of employees trained in compliance	100%	100%	100%

Positive
 Negative
 Met
 Exceeded
 New target

Targets

Segment	Target	KPI	Performance in 2025	Status
CSN Group	Maintain 100% of active employees trained in compliance, covering our Code of Conduct and Anti-corruption Policy	Percentage of employees trained in compliance	100%	
	Continually improve compliance with best governance practices established by CVM Resolution No. 80/2022	Percentage of full or partial ¹ conformity to best practices, as outlined in CVM Resolution No. 80/2022 In 2018 (baseline): 41%	87%	

¹ The index excludes items not applicable to CSN.



Priority disclosures:

- GRI 205, 206, 207
- SASB EM-CM-520a.1, EM-MM-510a.1 and EM-MM-510a.2



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Sustainable Development Goals (SDGs)



Integrated Reporting Capitals



Human



Social and relationship



Material topic: Tailings dams and co-products

This topic addresses dam safety, tailings management, and repurposing mine tailings. It also describes CSN's dam closure and reclamation practices.

Perspective: Financial and impact.

Potential environmental and social impacts:

- Permanent occupation of land and changes to the landscape, limiting land use and restricting the environmental restoration of affected areas.
- Impacts on the psychosocial well-being of surrounding communities associated with the presence of tailings dams, even when they are inactive.
- Pressure on local communities and environmental and social impacts resulting from the need for additional areas for dry tailings stacking.
- Positive influence on peers from large-scale adoption of tailings filtration practices.

Main risks:

- [Mining] Regulatory, social and environmental sanctions, unplanned emergency investments and impacts on operational and financial continuity resulting from failures in dam management.

Positive
 Negative
 Met
 Exceeded
 New target

ESG Targets

Segment	Target	KPI	Performance in 2025 ¹	Status
CSN Group	Decommission CSN's upstream-raised tailings dams by 2030	Number of decommissioned dams In 2020 (baseline): 1 In 2030 (target year): 8	Five tailings dams decommissioned since the baseline: Auxiliar do Vigia, Vigia, B5, Taboquinha 1 and Taboquinha 2	

¹ The Taboquinha 1 and Taboquinha 2 dams are currently subject to passive monitoring.

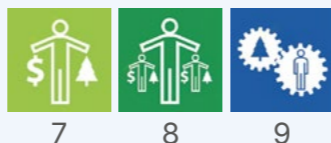


Priority disclosures:

- SASB EM-MM-150a.4, EM-MM-150a.5, EM-MM-150a.6, EM-MM-540a.1, EM-MM-540a.2 and EM-MM-540a.3



Global Compact Principles



Sustainable Development Goals (SDGs)



Integrated Reporting Capitals





Material topic: Health, safety and well-being

This topic describes efforts to promote a safe and healthy workplace for employees and contractors through occupational health and safety programs. It also includes health promotion efforts going beyond occupational safety to foster quality of life and wellness for the workforce.

Perspective: Impact.

Potential environmental and social impacts:

- Workplace incidents associated with the nature of operational activities, potentially affecting employees' health, safety and integrity.
- Improving employee well-being by encouraging physical activity and running campaigns to combat sedentary lifestyles.
- Promoting employee health through mental health awareness campaigns and disease prevention initiatives.

Main risks:

- [CSN Group] Legal and reputational risks arising from workplace injuries, non-compliance with occupational health and safety (OHS) requirements, or near misses, which may result in sanctions, litigation, impacts on operational continuity, and reputational damage.
- [CSN Group] Material damage, physical harm, occupational illness, and loss of life resulting from accidents associated with CMIN's operational activities.

Performance

KPI	2023	2024	2025
Number of injuries	6	0	3
TRIFR ¹	1.80	1.87	1.90

¹ Total Recordable Injury Frequency Rate: includes both lost-time and non-lost-time injuries involving employees and contractors, calculated per 1 million hours worked.

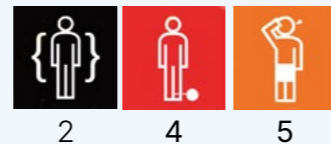


Priority disclosures:

- GRI 403, 408, 409, 410
- SASB EM-IS-320a.1, EM-CM-320a.1, EM-CM-320a.2, and EM-MM-320a.1



Global Compact Principles



Sustainable Development Goals (SDGs)



Integrated Reporting Capitals



Human



Social and relationship



Material topic: Health, safety and well-being

Positive
 Negative
 Met
 Exceeded
 New target

Targets

Segment	Target	KPI	Performance in 2025	Status
CSN Group	Reduce the reportable injury frequency rate by at least 30% by 2030	The reportable injury frequency rate includes both lost-time and non-lost-time injuries for employees and contractors, per 1 million hours worked. In 2020 (baseline): 2.46 In 2030 (target year): 1.72	1.90	
	Reduce the number of lost workdays among employees by at least 30% by 2030	Lost workdays involving employees. In 2021 (baseline): 2,541 In 2030 (target year): 1,779	3,336 ²	
	Achieve a zero fatality rate	Number of fatal injuries involving employees and contractors	3	
CSN Mineração	Reduce the reportable injury frequency rate by at least 30% by 2030 ¹	The reportable injury frequency rate includes both lost-time and non-lost-time injuries for employees and contractors, per 1 million hours worked. In 2021 (baseline): 1.96 In 2030 (target year): 1.37	1.04	
	Reduce the number of lost workdays among employees by 30% by 2030	Lost workdays involving employees. In 2021 (baseline): 746 In 2030 (target year): 522	1,349 ²	

¹ This target was met in 2024 and will be maintained through 2030.

² The increase in the lost-time days indicator for directly employed workers is attributable to a higher number of high-consequence accidents. For more information, please refer to the [Databook](#).



Material topic: Talent acquisition, development and retention

This topic addresses CSN's strategy and key initiatives to develop employees, retain talent, improve the organizational climate, and ensure alignment with our strategic objectives and culture. It also includes efforts to foster a diverse, equitable, and inclusive workplace, particularly regarding gender, race, and the employment of individuals with disabilities.

Perspective: Financial and impact.

Potential environmental and social impacts:

- Increased employability through the creation of job opportunities, including early-career opportunities, resulting from the expansion of structured gateway programs (apprenticeships, internships, and trainee programs).

Main risks:

- [Mining, Steel and Cement] Shortages of qualified operational labor.
- [CSN Group] Reduced engagement and retention among operational employees due to concerns related to career pathways and internal advancement opportunities.

Performance

KPI	2023	2024	2025
Female representation at CSN Group ¹	23%	25%	28%
Female representation in leadership positions at CSN Group ²	15.0%	15.5%	15.9%

¹Includes direct employees in Brazil as well as participants in the Apprentice, Internship, and Capacitar programs. The data excludes operations acquired after the target was set, as well as roles brought in through insourcing initiatives from 2024 onward, as part of CSN's commitment to preserving the jobs of employees already occupying those roles. These figures differ from GRI disclosures as the GRI data does not cover the Internship Program.

²Includes the following levels: Supervisors, Coordinators, Middle Managers, General Managers, and Executives.



Priority disclosures:

- GRI 401, 404, 405 and 406
- SASB EM-MM-000.B, EM-MM-310a.2 and EM-MM-310a.1



Global Compact Principles



Sustainable Development Goals (SDGs)



Integrated Reporting Capitals



Human



Material topic: Talent acquisition, development and retention

Positive
 Negative
 Met
 Exceeded
 New target

Targets

Segment	Target	KPI	Performance in 2025	Status
CSN Group	Reach 28% female representation in the workforce by 2025 ¹	Percentage of women in total workforce. In 2020 (baseline): 14.3% In 2025 (target year): 28.0%	28%	
CSN Mineração	Double the percentage of women in the workforce by 2025 ²	Percentage of women in total workforce. In 2019 (baseline): 13% In 2025 (target year): 26%	27%	

¹Includes direct employees in Brazil as well as participants in the Apprentice, Internship, and Capacitar programs. The data excludes operations acquired after the target was set, as well as roles brought in through insourcing initiatives from 2024 onward, as part of CSN's commitment to preserving the jobs of employees already occupying those roles. These figures differ from GRI disclosures as the GRI data does not cover the Internship Program.

²Includes direct employees in Brazil as well as participants in the Apprentice, Internship, and Capacitar programs. These figures differ from GRI disclosures as the GRI data does not cover the Internship Program.

ETHICS, INTEGRITY AND COMPLIANCE

GRI 2-23, 2-24, 2-25, 3-3, 205, 207

- Compliance culture
- Whistleblowing hotline
- Tax management





→ A CSN Mineração employee - Congonhas (MG)

Compliance culture

GRI 2-23, 2-24, 2-25, 205-2, 205-3

CSN Group's Compliance Program is a core pillar of our governance structure, with its focus on preventing, detecting, and addressing corruption, bullying, harassment, and other misconduct. In 2025, our compliance structure was enhanced with the creation of an independent Compliance team, separate from the Audit, Risk and Internal Controls team. This reorganization has increased the autonomy of the Compliance function, strengthened governance, and amplified the central role of integrity in our strategy. Both functions report directly to the Audit Committee, in line with international best practices in corporate governance. The Audit Committee periodically reviews matters related to ethics, integrity and compliance, including key risks, trends observed through the Whistleblowing Channel, and the effectiveness of internal controls, helping guide the strategic direction of our Compliance Program.

As part of our efforts to strengthen integrity structures and processes, we have also expanded our engagement in certification programs and public initiatives. During the period, in addition to maintaining our participation in the UN Global Compact, we joined *Pacto Brasil*, an initiative of the Office of the Comptroller General (CGU), achieving 96.25% compliance, and were

recognized as a signatory of Instituto Ethos' *Empresa Limpa* ("Clean Company") program. We also progressed in our Pro-Ética assessment process, with results expected in May 2026. These milestones illustrate our commitment to upholding the highest national and international standards of integrity and corporate ethics.

Our Compliance Program is designed to ensure that employees, leadership and business partners operate in accordance with applicable laws and our internal guidelines. The program architecture is aligned with the Brazilian Anti-Corruption Act (Law No. 12.846/13), the U.S. Foreign Corrupt Practices Act (FCPA), and OCDE Guidelines. The role of the Compliance function includes conducting ongoing assessments of corruption risks across operations, implementing preventive controls, and establishing response and remediation mechanisms in cases of potential non-compliance.

The CSN Group Code of Conduct (available [here](#)), which has been approved by the Board of Directors, forms the foundation of our Compliance Program. The Code establishes clear standards of conduct, guides daily decision-making, and supports our commitments to human rights, diversity, respect, integrity, and transparency. All

newly hired employees must formally accept the Code within their first 30 days of employment, and annual recertification is required following mandatory training. This ensures that the guidelines outlined in the Code are understood, regularly updated, and consistently applied throughout the Group.

CSN takes a preventive approach to managing corruption risks. Our operations are subject to regular reviews to identify potential vulnerabilities, and receive targeted guidance to mitigate these risks based on their level of exposure and operational context. These practices are supplemented by ongoing training to strengthen a culture of integrity. The assessment process is aligned with Decree No. 11.129/2022 and addresses several criteria, including senior management commitment, codes of conduct, integrity policies, regular training, risk management, internal controls, whistleblower channels, and disciplinary actions. In 2025, no confirmed cases of corruption were recorded across our operations.

Annual mandatory training is provided to all employees on the Code of Conduct, Anti-Corruption Policy, and other components of the Compliance Program. These training programs address essential topics including harassment, discrimination, diversity, conflicts of interest, human rights, and data protection, promoting a safe, inclusive, and ethical workplace aligned with international best practices. In 2025, 100%

of our workforce attended training. In addition to mandatory annual training, senior management participated in targeted anti-corruption training in 2025, including bribery-related practices. This training was delivered with the support of a specialized external law firm and covered the requirements of the Brazilian Anti-Corruption Act (Law No. 12,846/13) and the FCPA, with a focus on risks relevant to our operations.

Communications related to anti-corruption are supported by a Compliance Champions Program in which representatives from different functions, regions and, more recently, international operations serve as local liaisons, providing advice, relaying best practices, and facilitating communication with the Compliance function. In 2025, the program was redesigned and now includes clearer guidelines, a structured charter, and an ongoing selection process aligned with the CSN Group's strategy. Compliance

Champions are equipped to perform their role in disseminating an integrity culture through dedicated training programs offered by our Corporate University. These programs cover strategic topics such as workplace harassment, conflicts of interest, interactions with government officials, and third-party compliance, and include recognition through certificates and performance scoring. The program also supports preventive and educational engagement with leaders and employees, providing clear guidance on the appropriate handling of reports, upholding our zero tolerance stance on harassment, promoting safe work environments, and ensuring compliance with our Code of Conduct. During the year, we expanded the program to operations in Germany, Portugal and the United States, extending its reach across diverse cultural contexts. A total of 145 employees participated in the program during the year across the organization.

CSN has also invested in technology to improve efficiency, traceability and access to information related to ethics and compliance. In 2025, we completed implementation of our BeCompliance platform, developed based on recommendations from Brazil's Office of the Comptroller General (CGU) and international best practices in integrity management. The platform is designed to bolster our integrity culture and facilitate employee access to information, declarations, requests, and compliance advice. In addition to automating metrics, accelerating analyses, and enabling real-time monitoring of key processes such as conflict-of-interest management, gifts and hospitality, compliance risks, and action plans linked to our risk matrix, the platform centralizes documentation and standardizes workflows. It has also helped reduce response times, strengthen governance, and standardize practices across all business units, in line with the CSN Group's commitments to maintaining best-in-class management practices.

Employees trained in ethics and compliance



¹ The indicator is calculated based on the percentage of trained employees relative to the headcount of permanent, Apprentice Program, and Capacitar Program employees as of November 30. As a result, the total number of trained employees differs from the Company's headcount on December 31

CSN remained a signatory of the **UN Global Compact**, joined the CGU's *Pacto Brasil* and the Ethos Institute's Business Pact for Integrity and Against Corruption, achieving recognition as an *Empresa Limpa*.

Whistleblowing hotline

GRI 2-25, 2-26

Our Whistleblowing Channel is a key pillar of our Compliance Program. It provides a safe, accessible, and confidential mechanism for employees, business partners, local communities, and other stakeholders to report situations that may violate human rights, our Code of Conduct, applicable laws, or our internal policies. The channel is available 24 hours a day and can be accessed by telephone, email, website or mail. Reports may be submitted anonymously, ensuring whistleblower protection while encouraging the responsible use of the Whistleblowing Channel.

We maintain a strict non-retaliation policy as part of our commitment to protecting good-faith whistleblowers and creating a safe environment for raising concerns.

The channel is managed by an external and independent firm, which ensures data security and confidentiality and the integrity of reported information. All reports are recorded, classified and forwarded for review and investigation, with appropriate actions defined based on the nature and complexity of each case. Governance of the process involves our corporate Compliance and Investigation functions, which operate in an integrated manner and report directly to Board advisory committees, ensuring an independent and robust system. Sensitive cases, such as allegations of harassment or discrimination, are handled as a priority. When reports are submitted by phone, trained professionals provide support from the initial contact, ensuring appropriate handling of each case. When necessary, we also



→ CSN Mineração employees - Congonhas (MG)

offer psychological or social assistance to victims, as part of our commitment to the well-being and integrity of those involved.

During 2025, the Whistleblowing Channel underwent changes including the introduction of new criteria for report classification, screening, and forwarding. These improvements increased the speed of case handling, supported more accurate reporting to the appropriate departments, and enabled more precise monitoring of each case. As of year-end, 2,694 reports had been lodged, of which 73% were resolved within the same period. Our investigations identified substantiated cases or improvement opportunities representing 35.5% of total reports,

informing corrective actions, targeted guidance to the relevant departments, and the ongoing improvement of internal controls. Reports were only deemed unsubstantiated or inconclusive due to insufficient information following a thorough case assessment, avoiding premature conclusions, as part of our commitment to fair and impartial investigations.

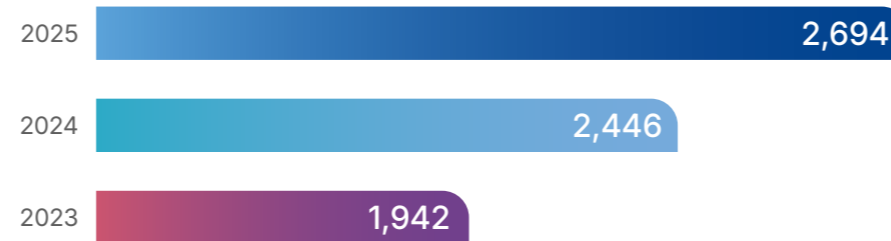
Enhancements also included improved data classification, with the introduction of more granular categories for different types of cases, such as fraud, harassment, conflicts of interest, asset misappropriation and other irregularities. These improvements were supported by new tools, including artificial intelligence

solutions, which were internally recognized through an innovation award. These solutions support data analytics, reporting and information validation, improving investigation accuracy and reducing the risk of errors or fraud.

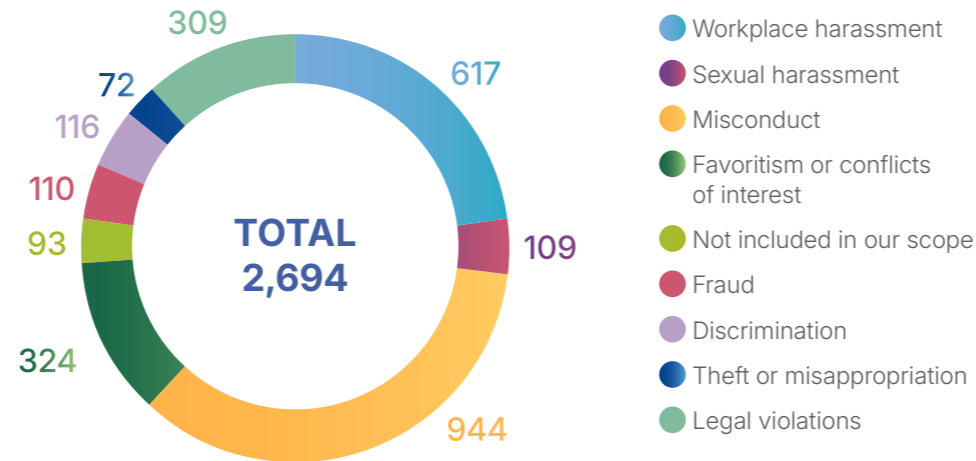
All reports are reviewed and addressed, with responses aligned with our Code of Conduct and internal policies. In 2025, we received 309 reports related to human rights violations through our Whistleblowing Channel, all of which were addressed. These cases are classified as highly sensitive and high impact, requiring prompt and rigorous investigation and prioritized handling, in line with corporate investigation procedures defined by our Investigation and Compliance function.

Across our international operations, we made consistent progress in compliance training, significantly expanding coverage in Germany, Portugal, Switzerland, Spain and the United States. These efforts focused on improving awareness of corporate policies, our Code of Conduct and global integrity standards. Our international operations are required to comply fully with our Code of Conduct, corporate policies and the Sarbanes-Oxley Act (SOx), where applicable, as well as all relevant local regulatory, accounting and legal requirements, including those applicable within the European Union.

Reports received via the Whistleblower Channel



Reports received via the Whistleblower Channel by category



How to Access the Whistleblower Channel

By phone:

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

By email: canal_denuncia@csn.com.br

Via Website: www.canalconfidencial.com.br/csn
(available in Portuguese, English, German, and Spanish)

By Mail:

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

For questions or additional compliance information:
compliance@csn.com.br

Tax Management

GRI 207-1, 207-2, 207-3

CSN's tax management practices are designed to ensure full compliance with applicable tax laws and industry-specific regulations on tax transparency across all operations. We calculate and pay taxes in an organized, accurate and timely manner while also assessing opportunities for tax incentives to improve competitiveness.

Tax management processes are led by the CSN Group Tax Planning Department and regularly reviewed by the Chief Financial Officer, working with the Group Tax-Legal Department, in line with corporate guidelines. Our tax strategy is reviewed annually by the Tax Council and aligns with business guidelines and sustainable development objectives across social and economic impacts, inequality reduction, and environmental effects. This alignment encompasses goal-setting, financial impact assessments, analysis of risks and opportunities, and periodic reviews.

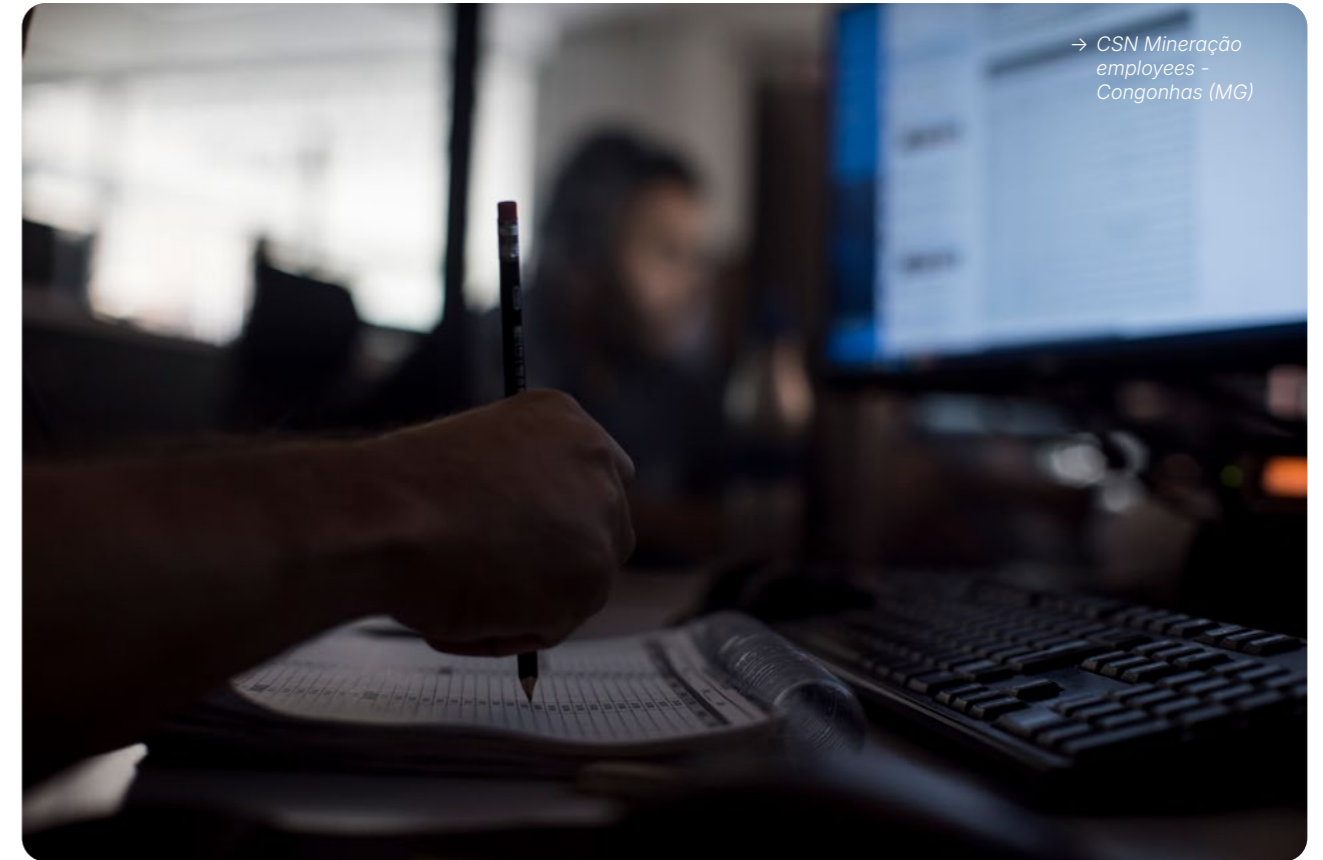
Strategically relevant tax matters are addressed by both the Executive Board and the Board of Directors. To ensure ongoing compliance, the relevant department follows developments in federal, state and municipal legislation as well as regulations issued by tax authorities in the regions where we operate. Tax practices and processes

CSN includes tax matters in institutional engagement activities

undergo quarterly external audits, covering both direct and indirect taxes as well as tax compliance issues.

Our approach to tax management also involves ongoing monitoring of tax risks through audits, regulatory analysis, and transaction reviews. This oversight is supported by structured processes, clearly defined responsibilities, ongoing engagement with authorities, and advice provided by specialized consulting firms. Tax filings are subject to internal and external audits, along with routine reviews and document verification processes. CSN's financial statements are publicly available on our Investor Relations website.

Alongside our practices to ensure tax transparency, CSN is a member of industry forums and associations, such as the Minas Gerais State Industry Federation (FIEMG), the National Industry Federation (CNI), the Brazilian



→ CSN Mineração employees - Congonhas (MG)

Association of Wholesale and Free-Market Power Consumers (ABRACE), and the Brazilian Mining Institute (IBRAM). This enables us to follow and provide inputs into discussions on public policies, standards, and regulations affecting our activities. We also allocate funding to social and cultural initiatives through Fundação CSN and via tax incentive laws, supporting projects spanning culture, sports, and the protection of children, adolescents, and the elderly.

To strengthen dialogue with stakeholders, CSN includes tax matters in institutional engagement activities. Our tax teams, together with the Group's Legal Department, continuously follow legislative developments to ensure compliance in all jurisdictions where we operate. Questions and suggestions may be submitted through a dedicated channel at tributariocsn@csn.com.br, and feedback received contributes to the continuous improvement of our strategy and tax practices.

PEOPLE MANAGEMENT

GRI 2-29, 401, 404, 3-3

- Workforce profile
- Talent acquisition and retention
- Compensation and benefits
- People management cycle
- CSN Corporate University
- Diversity, equity, and inclusion



Workforce profile

GRI 2-7, 2-8, 2-29, 2-30

CSN ended 2025 with a workforce of 29,664 direct employees¹, all under formal employment contracts and covered by collective agreements negotiated with unions representing their respective trades. Our workforce includes professionals with diverse educational backgrounds and professional experience who work collaboratively to meet the technical, operational and managerial demands of the different segments in which we operate.

We also employed 25,278 contractors¹, including 1,809 in administrative roles and 23,469 in operational roles. These workers are also covered by collective bargaining agreements, ensuring working conditions are aligned with legal requirements.

Our employee performance review model is increasingly focused on **business results**

As part of a strategic people-management transformation, the People and Management team continued efforts in 2025 to shift from a model focused primarily on structuring processes to a more results-oriented approach. This transition aims to align people management practices more closely with our operational and strategic objectives—improving planning, monitoring and decision-making related to workforce development, succession planning, and leadership development.

→ Employees at CSN Cimentos – Pedro Leopoldo (MG)



¹ Covers operations in Brazil, Germany and Portugal.

Attracting, developing and retaining talents

Talent acquisition and retention GRI 2-29, 3-3

Throughout 2025, CSN maintained a talent acquisition and retention strategy focused on building our employer brand as a company committed to people development. The strategy is being advanced through structured early-career gateway programs, including trainee, internship, and young apprentice programs, which consistently show high internal retention and hiring rates.

CSN's Apprentice Program is aimed at young individuals between 14 and 24 years old seeking their first professional experience. Participants engage in practical activities in our operations while also receiving theoretical training delivered in partnership with the Fundação CSN. The program aims to provide an initial workplace experience and support the development of the skills needed to build long-term professional careers. This journey is further expanded through our *Mentoria Cidadã* mentoring initiative, which connects young participants from Fundação CSN's *Garoto Cidadão* program with leaders from the CSN Group. The initiative promotes discussions about

the world of work, career choices, and personal development. The mentoring program contributes to our efforts to promote diversity and inclusion while supporting the future employability of young participants, particularly those living in socially and economically vulnerable communities.

In 2025, we launched the fifth cycle of this initiative in partnership with Fundação CSN, with 57 young participants from socially vulnerable backgrounds. Approximately 70% self-identified as black and 53% as female, underscoring the program's focus on the inclusion of historically underrepresented groups. During the year, the program expanded its mentor base, increasing the reach of mentoring and diversifying the experiences shared by mentors. At the end of the program, participants are referred to the CSN Group's apprenticeship programs. In 2025, 38 participants from the 2024 cycle who applied for positions were hired by the Group, a 100% placement rate for that cohort.

Our Internship Program is another key gateway for new hires. Designed for technical and undergraduate students, the program provides participants with the opportunity to apply academic knowledge to real-world work situations across different operational areas. Interns follow a structured development track throughout the year,



→ An employee at Prada Santo Amaro - São Paulo (SP)

preparing them for future roles both within CSN and in the broader job market.

The Trainee Program offers recent graduates an 18-month development journey combining technical training with leadership and soft skill development. During this period, participants lead projects in different areas of the business, applying their knowledge to real-world operational challenges. At the end of the program, trainees are mentored by senior professionals on medium- and long-term career planning.

All programs are designed to provide equal opportunities, with a structured and ongoing focus on inclusion and respect, regardless of gender, nationality, age, sexual orientation, race or religion,

fostering a discrimination-free workplace. In 2025, CSN had 835 apprentices (33% conversion rate) and 692 interns (27% conversion rate). The Trainee Program concluded in 2025 with a 100% hiring rate.

In addition to developing new talent, we also have practices in place to attract experienced professionals from the market. Job opportunities are advertised through institutional and internal channels, with internal mobility given priority. This approach values employees who are already part of the organization, recognizing performance and alignment with our culture as key factors for professional advancement.



→ *Employees at CSN Faria Lima - São Paulo (SP)*

Compensation and benefits GRI 401-2, 401-3

CSN's compensation policies and practices are based on structured, objective and technical criteria. Our salary structure is built on an integrated analysis of roles, positions and functions, providing an official compensation benchmark. Compensation packages are defined through a consistent and transparent process that considers factors such as job complexity, organizational structure, market benchmarks, and the geographic location of operations.

CSN's compensation policy does not treat gender as a factor in determining compensation and is applied uniformly and equitably across all positions, supported by global job evaluation and grading methodologies that ensure accuracy, comparability and alignment with international best practices. This approach supports our commitment to a fair workplace environment that is free from discrimination and grounded in equal opportunity.

CSN follows International Labor Organization (ILO) conventions and fully complies with Brazilian labor laws, including the requirement for a standard 48-hour workweek and a maximum of 60 hours when overtime is included. These practices help employees preserve a healthy work-life balance. All employees whose employment contracts are governed by the Brazilian Consolidated Labor Laws (CLT) are covered by collective bargaining agreements, ensuring that wages comply with negotiated minimum salary floors

and applicable regulations. The only exceptions are apprentices, whose compensation follows specific regulatory rules reflecting reduced working hours and the educational nature of the employment relationship.

Total compensation includes monthly salary, paid vacation, and the statutory 13th salary, in addition to an annual bonus program. Our compensation model links financial recognition to collective performance and individual contributions toward strategic objectives.

Employee benefits follow union agreements and are available to all employees regardless of contract type or working hours. Core benefits include health and dental insurance (extended to immediate dependents), life insurance, meal allowances, and childcare allowance. Maternity leave is voluntarily extended to six months, while paternity leave is extended to 20 days, providing additional support to employees and their families.

Additionally, we offer supplementary pension plans administered by Caixa Beneficente dos Empregados da CSN (CBS), a closed, non-profit entity dedicated to CSN Group employees and former employees. These plans support long-term financial planning and retirement security.



→ An employee at CSN
Paraná – Araucária,
Paraná

People Management Cycle GRI 404-3, 401-3

Our People Cycle is our primary strategic tool for performance evaluation, talent development, and strengthening the leadership pipeline. The program provides a transparent and structured performance evaluation covering 100% of employees, excluding interns, apprentices and those hired after September of the previous year. The goal of the program is to map out CSN's talent pool, identify high-potential employees and succession candidates, and assess competencies and alignment with our organizational values.

All CSN employees undergo a transparent and structured performance review

The program is based on an integrated methodology that combines performance outcomes and behavioral assessment. One of the key tools we use is the 9 Box Grid, which intersects performance and competencies to provide a clear view of organizational talent and support people management decisions in a consistent and transparent manner.

More than an evaluation process, the People Cycle translates results into actionable insights. Based on these insights, we implement training plans, leadership development programs, succession preparation and structured career pathways, supporting employees' professional growth.

In 2025, the People Management Cycle continued to progress in connecting performance reviews to decision-making. The methodology now directly informs training initiatives, career progression, recognition, and internal mobility. This ensures that employee development remains aligned with current and future business needs while also helping reduce reliance on external hiring for key positions.

CSN Corporate University

All Group employees have access to the CSN Corporate University, the Group's primary platform for professional training and development. The platform offers more than 310 on-demand digital learning titles, enabling employees to build personalized learning journeys aligned with their individual development needs and career interests. These digital resources are supplemented by in-person training programs, ensuring continuous development aligned with business challenges and institutional priorities.

In 2025, we continued to deliver development tracks covering both hard and soft skills requirements. A highlight from the year was an in-person Self-awareness training program for professionals with higher education, engineers and specialists. The program was designed to help participants build individual skills and take greater ownership of their career development. During the year, our cement business ran a Mechanical Inspectors Certification program, designed to train technicians responsible for critical activities in our cement plants, supporting standardized practices and operational safety. Another high-impact initiative was a program, called "Window to Knowledge," that brought together technical content from different industrial areas and provided an opportunity for teams from different operational sites to share experience and solutions, fostering collective learning.

Our Corporate University is structured into five training schools: School of Excellence, Innovation School, Business School, ESG School, and Leadership School. This structure enables the University to deliver both core training content, such as programs related to corporate values, principles and internal policies, and team-specific content, including technical and regulatory training for operational employees.

The Leadership School and Business School play a central role in preparing future managers. Through structured learning tracks that combine hard and soft skills, these schools support succession planning and leadership development across different management levels, preparing employees to take on new responsibilities and lead teams while strengthening our internal leadership pipeline and aligning individual development with future business needs.

In 2025, the Corporate University continued to be a key differentiator in CSN's people strategy. From 2024 to 2025, new enrollments increased by 13.9%, driven by the addition of 70 new virtual courses during the year. Employee engagement and recognition of the importance of the training content for ongoing professional growth and development remained high throughout the year.



→ Employees at CSN Paraná – Araucária, Paraná

Average hours of training per employee¹ GRI 404-1

By gender	2023	2024	2025
Men	21.3	28.5	26.7
Women	19.4	26.2	27.0
Total	20.9	27.9	26.8

¹ For employees in Brazil.

Internationalization Journey

As part of our people development strategy, in 2025 CSN continued to pursue an international secondment program aimed at developing talent by providing opportunities to gain practical experience in global business environments. The program was expanded to China, in addition to the United States, Portugal, Germany and Switzerland, providing participants with direct exposure to different technologies, suppliers, operating models and market dynamics.

Participants worked on the development of projects connected to real-world business challenges. More than offering a conventional secondment experience, the program is designed to generate outcomes that can be applied to operations, while helping to build both hard and soft skills including ownership, systems thinking, negotiation, problem-solving, and the ability to represent the Company in international settings.

Since its launch in 2023, the CSN Internationalization Program has benefited 102 employees. As of December 2025, the program had delivered 177 projects. Key outcomes included the development and implementation of internal tools for risk mitigation, strengthened commercial engagement and relationships with strategic suppliers across Cement, Mining and Steel, as well as newly identified technologies and opportunities to improve maintenance processes and operational efficiency.

Diversity, equity and inclusion GRI 405-1

CSN Group is committed to increasing the participation of women, black professionals, persons with disabilities (PwDs) and other historically underrepresented groups across our operations. To achieve this, we aim to ensure that everyone has equal access to development opportunities, career advancement, and leadership positions, fostering a workplace that is more diverse and representative of society.

Leading this agenda is a dedicated Diversity, Equity and Inclusion (DE&I) team, responsible for developing engagement initiatives, training programs, and performance metrics.

As a key milestone in 2025, we achieved our target of doubling female representation in the workforce compared to 14% in 2020. **At yearend, female representation stood at 28%, meeting our target and marking a significant step forward in gender diversity.** More than just a number, this reflects a meaningful expansion of employment, income and career development opportunities for women in a historically male-dominated sector.

CSN has implemented targeted initiatives to support this goal, combining awareness efforts with investment in professional development. One example is our *Capacitar Mulheres* program, in collaboration with Fundação CSN, which prepares women for operational roles. In addition to technical training, the initiative includes tailored

development tracks to support retention and career progression, with dedicated content in CSN's Corporate University and training adapted to this audience. In 2025, more than 500 women were hired through our *Capacitar* program, as part of a strategy for retaining and developing early-career talent.

Another key component of our gender equity efforts is *Empodera*, a program designed exclusively for female employees. The initiative was created to increase female representation in leadership roles after identifying that many women did not apply for opportunities due to lack of confidence, absence of role models, or limited exposure. The program resulted in internal mobility for 30% of active participants, supported by a robust development track.

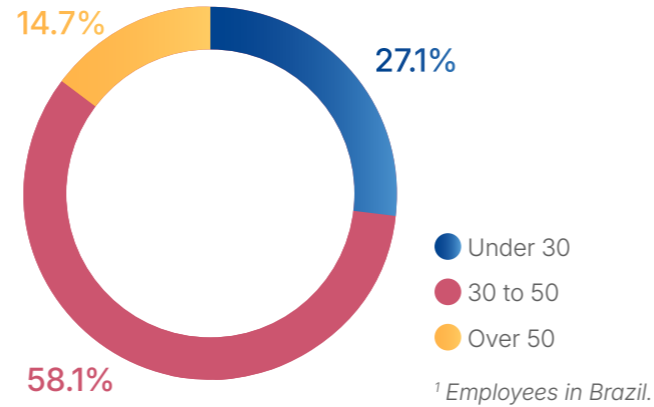
During the year, we also resumed our Women's Training Program for obtaining Category D driver's licenses, offering specialized training for operating mining equipment tailored to this audience. These initiatives expand access to roles historically held by men and help reduce structural barriers to women entering these jobs.

CSN Group's partnership with MOVER—Movement for Racial Equity—was strengthened in 2025 through awareness initiatives, scholarships and career acceleration programs. We made more than 2,500 affirmative-action scholarships available.

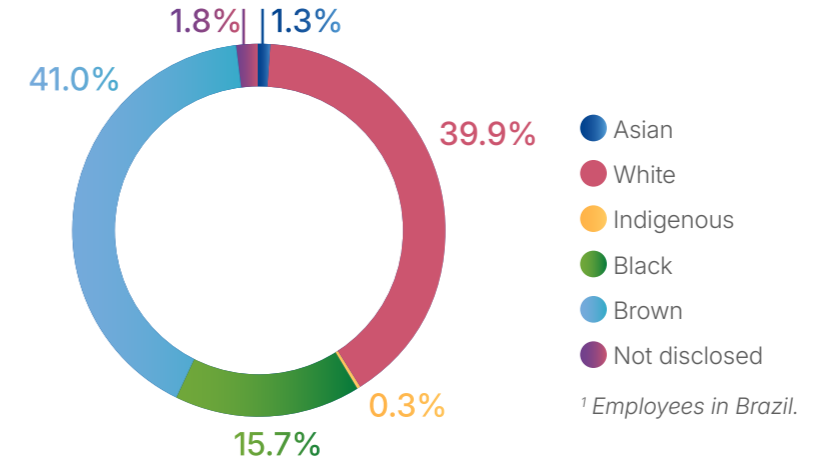
The “*MOVER o Seu Futuro*” campaign, of which CSN is a participant, offered more than 60,000 affirmative scholarships for black individuals, supported by MOVER member companies, expanding the reach and impact of these initiatives. Of these, 415 participants were selected to attend leadership development programs. The MOVER Hello English course, meanwhile, awarded 1,593 scholarships to CSN Group employees in the year, expanding access to strategic skills and professional growth opportunities. Adding to these initiatives, CSN Group held workshops, mentoring sessions and internal training to raise awareness about bias and promote racial and gender equity, encouraging inclusive leadership practices at all levels of the organization.

Our Champions program supplements the training led by the Diversity, Equity and Inclusion team through awareness-building initiatives geared to stakeholders. During the year, employees completed 2,589 training sessions on diversity, equity and inclusion through our Corporate University platform and ESG Week initiatives, strengthening their role as ambassadors of inclusive practices across the Group.

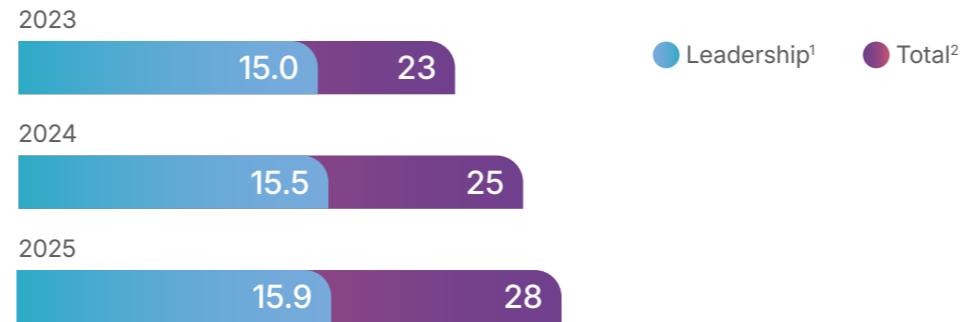
Workforce by age group (%)¹



Workforce by ethnicity (%)¹



Women in the workforce (%)



¹ Includes supervisor, coordinator, middle manager, general manager and executive-level positions.

² Includes direct employees in Brazil as well as participants in the Apprentice, Internship, and Capacitar programs. These figures differ from GRI disclosures, as the GRI data does not cover the Internship Program and includes operations outside Brazil.

The data excludes businesses acquired after the target was set in 2020, such as Services and Energy, as well as roles brought in through insourcing initiatives from 2024 onward, as part of CSN's commitment to preserving the jobs of employees already occupying those roles.

Women's representation in the segments with the highest financial materiality¹ (%)



¹ Includes employees in Brazil in the mining and steel segments, which individually account for more than 15% of CSN's total assets.

HEALTH, SAFETY AND WELL-BEING

GRI 403, 410, 3-3;
SASB EM-IS-320 a.1, EM-CM-320a.1, EM-MM-310a.1, EM-MM-320a.1

- Occupational safety
- Health programs
- Asset Security



Occupational safety

GRI 2-29, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8

At CSN, we view occupational safety as a core principle of the way we operate. We have a robust management system in place to protect the health, well-being and physical integrity of our employees and contractors, and to prevent impacts on surrounding communities and the environment. This system is governed by corporate policies, standards and procedures that outline how each task must be planned and carried out, always with a continuing focus on accident prevention and risk mitigation.

These policies are consolidated in an Occupational Health & Safety Management Manual (available [here](#)) and Supplier Health & Safety Manual (available [here](#)), which establish responsibilities, minimum control standards, and expected behaviors across all Group operations. Safety is monitored via our Occupational Health and Safety Management System (OHSMS), which covers 100% of employees and contractors and is used to track progress on action plans and key performance indicators. The OHSMS is compliant with ISO 45001, Brazil's Regulatory Safety Standards (NRs) from the Ministry of Labor, the National Occupational Health and Safety Policy, and World Health Organization standards. In 2025, we conducted, with the support of an external

auditor, readiness assessments for ISO 45001 certification at our Araucária and Porto Real sites. Both sites received a favorable recommendation, with certification expected in 2026.

Hazard identification and risk assessments follow internationally recognized methods aligned with ISO 31000 and internal policies. These processes enable us to anticipate critical situations before activities begin, establish control measures, and review procedures whenever necessary. This routine is supported by digital tools, such as RISKEX software, which tracks all phases of a new project and procurement due diligence, from planning through operation to decommissioning, ensuring traceability, standardization and consistency in continuous risk management.

Our integrated management system covers **the health, well-being and safety** of both employees and contractors.

→ An employee at the Presidente Vargas Steelworks – Volta Redonda (RJ)



The platform is fully implemented at CSN Mineração and is being deployed at the Presidente Vargas Steelworks.

Safety risk management is focused on identifying, assessing, and classifying the main critical risks in operations. For each critical risk, dedicated working groups are formed to preventively and continuously plan, implement, and monitor robust operational controls aligned with industry best practices and the specific characteristics of our operations.

Critical risks are organized into the following categories:

- Vehicles and mobile equipment
- Exposure to hazardous energy
- Electrical work
- Freight transportation
- Work at heights
- Hot work
- Hazardous chemicals
- Confined space work
- Flammable gases and liquids
- Structural safety

Occupational risks are classified in accordance with Brazilian Regulatory Standard No. 1, which addresses risk management in the workplace. Based on this categorization, we develop solutions to either eliminate or mitigate hazards at the source, such as process adjustments, structural improvements, routine reviews and, when necessary, the use of personal protective

equipment. This hierarchy guides decision-making across our operations and segments, taking into account of local conditions.

Across our international operations, safety management follows the same corporate principles, adapted to local regulatory requirements. Lusosider, in Portugal, has a structured occupational health and safety management system certified to ISO 45001. Risk identification and assessment practices follow internal procedures that include task analysis, document review, and active employee engagement. CSN Lusosider also provides comprehensive on-site occupational health services, including regular appointments with an occupational physician and continuous support through its on-site medical center. All incidents are thoroughly investigated and corrective and preventive actions are implemented.

At SWT, in Germany, workplace safety is ensured through a robust risk identification and auditing program, also certified to ISO 45001. The site's safety management system covers 100% of the workforce, with ongoing tracking of safety data and active team involvement through formal channels that guarantee non-retaliation. Both sites conduct continuous training and awareness initiatives addressing occupational hazards, with a focus on prevention and employee well-being.

Beyond having a set of safety standards and tools, CSN believes that effective safety hinges

on the way tasks are performed, the expectations we communicate, and the day-to-day oversight of team activities. We also believe that building a prevention culture requires tone from the top, with leaders playing a central role in integrating safety practices into operational routines, reinforcing safe behaviors, and helping create more stable and predictable workplace environments.

This preventive approach also guides activities such as daily online readiness tests, which assess

whether workers are in the right physical and emotional condition to perform critical activities before they begin. This tool helps prevent situations where factors such as fatigue, stress or workload may impair attention and decision-making. We closed the year with 3,380 employees performing the test on a daily basis, representing a 30% increase compared to 2024. In addition, all of CSN Mineração's large mobile equipment, such as off-road trucks, has been fitted with operator fatigue detection technology, allowing risks that



could endanger lives to be flagged in advance. CSN Group also uses smart lockout-tagout systems in maintenance areas, preventing the flow of high-voltage energy when necessary.

CSN leverages advanced technologies to strengthen safety management practices. Power Safety 6.0 program, implemented in our steel operations in 2025, integrates and consolidates data into a centralized data lake, accessible through intelligent search using natural language processing (NLP) and integrated with business intelligence (BI) tools. The platform enables automated consolidation of performance indicators, improving data visibility and supporting more effective risk identification and mitigation. In addition, a virtual platform with interactive features—including gamification, a virtual assistant and 3D simulations—is enhancing employee training, making it more engaging and effective.

Continuous training is another pillar of our occupational safety strategy. In 2025, we delivered more than 401 thousand hours of health and safety training, including specialized programs for emergency response. Our approach to training combines in-person activities and digital resources, such as interactive platforms and virtual simulations, which allow workers to experience risk scenarios in a safe and controlled environment. CSN Health and Safety onboarding process has been improved to ensure greater efficiency and standardization, even allowing employee mobility between different Group businesses when training



→ Operations at the Presidente Vargas Steelworks – Volta Redonda (RJ)

requirements are equivalent. In another ongoing initiative, we are including technical qualification information on contractors' ID badges to make it easier to verify fitness for tasks, reduce the need for additional documents, and enable simpler, faster and more reliable fitness checks, including by scanning a QR Code.

We encourage active employee participation in activities like toolbox talks, Internal Accident Prevention and Environmental Awareness Week

(SIPATMA), regular safety meetings, and Internal Accident and Harassment Prevention Committee (CIPAs) sessions, with representatives elected by employees. These spaces provide an opportunity to share experiences, submit suggestions, and identify practical day-to-day improvements in operations.

Safety governance is supported by formal committees. The Executive OH&S Committee meets quarterly to track progress on targets,

analyze performance indicators, and assess significant incidents. Local operational committees, in turn, meet monthly to define incident reduction strategies based on site-specific conditions. These forums have decision-making authority, as established in corporate procedures, which ensures that approved initiatives are effectively implemented.

The Health team supplements these practices with active on-site engagement. Medical professionals closely monitor work environments, the risks associated with each role, and teams' daily routines. This oversight supports more accurate assessments of leaves of absence, rehabilitation processes, and factors influencing absenteeism, including physical and emotional aspects. This broader perspective contributes to more informed decisions and more effective preventive actions.

In terms of performance, we ended 2024 with zero fatalities across the Group. In the first half of 2025, we regret to report three fatal incidents—two at the Presidente Vargas Steelworks and one at ERSA. These events prompted a comprehensive response that included reviewing processes, strengthening controls, refining management structures and conducting root cause analysis, all with a focus on preventing recurrence. Over the remainder of the year, frequency indicators remained stable and high-consequence incidents declined, indicating progress in our ability to anticipate and mitigate critical risks.

OHSMS core elements

COMMITMENT AND LEADERSHIP

Leaders play a central role in the OHSMS, actively promoting a safe work environment. This commitment is expressed through daily example, responsible decision-making, and encouraging organization-wide participation in risk prevention.

COMMUNICATION

Clear and continuous communication is essential so that employees and suppliers have access to the information needed to prevent accidents and reduce risks. This process ensures alignment, understanding of applicable policies, and engagement around safety practices.

STANDARDS AND PROCEDURES

Establishing standards and procedures ensures that all activities, operational and administrative, are carried out safely. This standardization supports greater process predictability and minimizes failures.

BEHAVIORAL DEVELOPMENT

Continuous training and instilling safe behaviors are central to the OHSMS. The focus is on prevention, continuous process improvement, and building a safety culture in day-to-day operations.

RISK MANAGEMENT

Identifying, assessing and controlling the risks associated with processes, activities and facilities. The goal is to eliminate or reduce impacts on people's health and safety.

MANAGEMENT OF CHANGE

Ensures that changes in processes, facilities or the work environment are assessed in advance and implemented in a controlled manner, keeping risks at acceptable levels.

COMPLIANCE WITH LEGAL REQUIREMENTS

Ensures that all legal requirements related to occupational health and safety are met. Ongoing oversight supports regulatory compliance and risk prevention.

PLANNING

Establishing a systematic approach so that strategic, operational, and routine actions are organized in a way that minimizes impacts and keeps risks under control throughout processes.

CONTRACTOR MANAGEMENT

Ensuring contractors implement the same safety standards as CSN. This is achieved via contractual provisions, periodic assessments, and enforcement of our Supplier Health & Safety Manual.

COMPETENCY AND SKILLS MANAGEMENT

Safety briefing and training to ensure that our employees and contractors are fit to perform their activities safely and responsibly.

AGIR: leadership at the heart of prevention

The AGIR program is a strategic CSN initiative designed to reduce the risk of high-consequence events and prevent fatalities. Implemented at all CSN facilities, the program structures and integrates practices to help build a prevention culture and continuously improve occupational safety. The program combines technical methods, structured management and people engagement, reinforcing safety as a non-negotiable value.

In 2025, the AGIR program was further improved based on lessons learned from previous cycles, adding a Leadership lever to the Occupational Health and Safety Culture, Critical Risk Management, and Process Safety pillars. With this change, managers now play an even more central role in mitigation and accident reduction,

becoming directly responsible for decisions that impact safety in day-to-day operations. This includes responsibility for authorizing critical activities, monitoring teams, and analyzing deviations, reducing reliance on formal procedures only. By making direct leaders primarily accountable in the event of an incident, AGIR is helping to integrate safety into management routines, rather than it being the sole responsibility of safety departments.

As a result of these initiatives, in 2025 we achieved a 10% reduction in potential serious injuries and fatalities (PSIF) compared to 2024. In the same period, the rate of lost-time and no-lost-time injuries among employees and contractors remained stable at 1.9 per million hours worked.



→ A strategic leadership meeting as part of the Agir Program

Health and well-being programs GRI 403-3, 403-6

CSN continuously invests in initiatives to expand workers' access to medical and preventive services, fostering well-being and improving quality of life both within and outside the work environment. These services are either sought by employees or provided in emergencies or during occupational exams, with employees also receiving advice on prevention and risks associated with their tasks.

These activities are governed by our Occupational Health Medical Control Program (PCMSO), which establishes health checkup schedules depending on role-specific risks, supports early detection of health changes, informs preventive actions, and helps reduce leaves of absence, contributing to operational continuity and a healthy work-life balance.

On-site clinics provide consultations, urgent care, preventive checkups, and educational actions, delivering comprehensive care. These clinics are staffed by multidisciplinary teams and follow standardized protocols, ensuring safe, confidential, high-quality care. To facilitate access, the clinics are located at strategic points within our operations, serving both employees and contractors.

In 2025, the new edition of Brazilian Regulatory Standard 1 (NR 1) officially came into force in Brazil, expanding the mandatory identification, assessment and recording of psychosocial risks. While we had already been following these developments prior to the regulation—facilitating adaptation—additional initiatives were implemented during the year. These include

CSN maintains programs addressing **disease prevention, mental health, healthy nutrition and physical activity**

→ Employees at Transnordestina – Salgueiro (PE)





the introduction of structured mental health assessment tools, piloted in 2025 and scheduled for rollout across the organization in 2026. Data compiled from these questionnaires will provide a more robust basis for identifying specific needs and, when applicable, expanding or adjusting our practices to promote employees' mental health and well-being.

In addition to clinical care, CSN also runs programs to address non-communicable chronic diseases, such as diabetes and high blood pressure, mental health, balanced nutrition, the need for regular exercise, and the prevention of alcohol, tobacco, and substance abuse. These initiatives are informed by epidemiological indicators and individual health profiles, combining personalized

→ An Occupational Health team member – Porto Real (RJ)

care with educational programs delivered through multiple channels. These matters are addressed in an integrated manner as part of the CSN 10+ program. We also offer our employees TotalPass and WellHub membership, which gives them access to a wide network of fitness clubs as a way to encourage regular exercise and contribute to the physical, emotional and social well-being of both employees and their family members, who can access the platforms as dependents. In addition, employees have access to psychological support for personal or professional situations that require specialized counseling.

Vaccination campaigns are held annually at all operational and administrative sites. In 2025, we carried out our annual Influenza flu immunization campaign, offering the tetravalent vaccine free of charge, which includes protection against the H1N1 strain and other variants. The initiative was conducted with support from Occupational Health teams, ensuring safe and easy access for workers across the country. In total, more than 116 thousand employees were vaccinated, reinforcing individual and collective protection in the workplace.

CSN 10+

1. Alcohol and Substance Abuse Prevention Program
2. *Despertar* Program
3. Ergonomic Management and Workplace Exercise Program
4. *Em Forma* and *Prato Saudável* programs
5. Hearing Protection Program
6. Mobile medical unit
7. *Saudavelmente* program
8. Skin Health Program
9. Anti-smoking Program
10. Medical Leave Management



→ An employee at the Presidente Vargas Steelworks – Volta Redonda (RJ)

Asset Security

GRI 410-1

CSN's Asset Security department is tasked with mitigating risks and ensuring that personal and property security operations are compliant with applicable laws and respect human rights requirements. The department is structured to ensure that security measures are effective, proportionate and aligned with the needs of each operation, without interfering with operational activities. CSN does not employ armed security,

as part of a commitment to responsible security practices.

Our approach to security is based on three main pillars. The first is Organic Security Management, which ensures compliance with the laws governing private security activities and defines standardized procedures for protecting assets, facilities, and equipment through clear guidelines

on responsibilities, workflows, and incident response protocols.

The second pillar is Access Control and Monitoring, involving software-based control of site entries and exits. This system monitors the movement of people, vehicles, and cargo, supporting loss prevention and movement traceability. CSN operations have monitoring centers that operate 24 hours a day, equipped with technology resources that integrate surveillance images into a single platform and enable intelligent monitoring of objects and sensitive areas.

The third pillar is Security Risk Management, in which CSN applies a standardized methodology to identify vulnerabilities, assess scenarios and define control measures. This approach takes into account the specific characteristics of each site, enabling tailored measures that maintain security without compromising operational efficiency.

Established in 2024, the Corporate Security Committee further strengthened its role throughout 2025 as a governance body dedicated to enhancing risk management and standardizing security practices across the CSN Group. The Committee also provides an opportunity for teams to share experience, encourages alignment on practices, and strengthens integration across departments.

Security activities are carried out by duly qualified professionals who have completed training

All security personnel are required to comply with CSN's **Code of Conduct** and complete mandatory compliance training

programs at specialized institutions accredited by the Federal Police. Training covers key areas such as asset protection, applicable legislation, self-defense, first aid, fire prevention and response, crisis management, electronic security, and human rights, among other essential topics required for the role.

Brazilian regulations require mandatory refresher training every two years, as well as maintaining an up-to-date National Security Guard Identification Card (CNV) within the Federal Police system. At CSN Mineração, security teams also receive training in the use of non-lethal equipment, delivered by specialized accredited providers, addressing topics such as applicable legislation, human rights, workplace relations and ethics.

In addition, all security personnel annually acknowledge our Code of Ethics and complete mandatory compliance training, which establishes operational guidelines and reiterates our commitment to human rights, accountability, and respect in professional relationships.

SUPPLY CHAIN MANAGEMENT

GRI 204, 308, 407, 408, 414, 3-3;
SASB EM-IS-320a.1, EM-IS-430a.1, EM-CM-320a.1, EM-MM-320a.1

- Supplier relations



Supplier relations

GRI 2-6, 2-29, 204-1, 308-1, 407-1, 408-1, 409-1 e 414-1

In 2025, CSN transacted R\$ 35.1 billion in spending on 5,326 suppliers of different sizes and sectors. Our supplier network comprises local, national, and international suppliers that provide products, services, raw materials, and a wide range of inputs, in addition to logistics partners, subcontractors, and third-party service providers. Overall, 47% of our supplier spend went to material suppliers, while 53% went to service providers. Significant procurement categories included reductants, transportation services, metallurgy, fuels, and various ores and minerals.

CSN helps to strengthen local economies where we operate by sourcing from local suppliers whenever possible. In 2025, 42.4% of supplier spend went to in-state suppliers, especially for service provision. In some cases, however, certain applications require suppliers with a high degree of specialization or proprietary technologies, which are not always available regionally. Even so, CSN maintains initiatives to develop and expand the participation of local suppliers, supporting livelihoods and strengthening regional value chains. Our supplier management practices are guided by rigorous standards of ethics, compliance, and transparency. All suppliers undergo a formal onboarding and screening

process, and commit to comply with our [Code of Conduct](#), [Anti-Corruption Policy](#) and notarized [General Terms and Conditions for the Provision of Services and Materials](#). Signed contracts include specific clauses related to compliance with environmental, labor, and integrity requirements. Depending on the nature of the procurement, certifications such as ISO 9001 (quality management) and ISO 14001 (environmental management) may also be required, in addition to applicable licenses and permits. This set of guidelines and controls helps ensure that, across CSN Group's operations, there are no activities classified as at risk of violating workers' rights to freedom of association or collective bargaining, or practices involving the exploitation of children, adolescents and women. Our General Terms and Conditions of Service Provision and Supplier Health and Safety Manuals reiterate the importance of these rights and promoting labor relations grounded in legality, respect, and integrity.

In 2025, our Procurement team made further progress in incorporating sustainability criteria into procurement processes, following ISO 20400 guidelines on good practices in responsible procurement. An initial assessment showed that



→ Employees at CSN Faria Lima - São Paulo (SP)

CSN already meets 86% of these requirements. The assessment was supported by in-person and remote evaluations, audits based on recognized methodologies for reviewing supplier processes and performance, site visits to critical suppliers, and the implementation of stricter controls for essential materials and services or those involving a higher level of risk.

For 2026, we plan to expand our supplier audits, especially in those segments that are more sensitive or exposed to reputational risks. This initiative supports our strategy of continuously strengthening our supply chain, fostering more transparent and responsible relationships aligned with our sustainability and integrity standards.



→ An employee at the Itá - Itá hydroelectric dam (SC)

ESG questionnaires were applied to more than one thousand suppliers classified as high risk

Supply chain ESG risk matrix

CSN's ESG Supply Chain Risk Matrix, initially developed in 2024, will be updated in 2026 in line with market best practices, which recommend reviews every two years. The review, conducted by the Procurement department in collaboration with the Sustainability department and *CSN Inova Bridge*, will identify, classify and ensure continuous oversight of environmental, social, governance, and reputational risks associated with suppliers, informing preventive and structured actions.

The matrix organizes our suppliers into 48 high-level categories based on the type of procurement, the level of exposure to risks and strategic relevance to operations. This framework offers a clear view of significant ESG risks in the supply chain, informing priority-setting, corrective actions, and efforts to develop partners over time.

Throughout 2025, we made continued progress in implementing an approach that is even more focused on risk management, based on the lessons learned from the ISO 20400 assessment initiated in the previous cycle. This process deepened our understanding of the most critical supplier categories, supported a review of internal procedures, and enhanced control and governance mechanisms, laying the groundwork for the ESG Risk Matrix review planned for 2026.

As another highlight, we introduced an ESG questionnaire based directly on the Ariba platform and applied to more than one thousand new suppliers classified as high and very

high risk. New weights, scores and automation features have enhanced due diligence and information traceability, supporting more consistent data analysis. This has improved our ability to compare performance, identify weaknesses, and design targeted actions for each supplier profile.

As a result, CSN has developed a more robust supplier onboarding model, which now incorporates detailed analyses, systematic screening, and deep diligence, both in person and remote. This process is supported by a new monitoring dashboard, which allows real-time tracking of the status of each active supplier, including documentation, compliance, and any pending issues.

In 2025, we began implementation of a Supplier Control Tower designed to integrate the supplier's entire life cycle within the Company into a single view. The control tower will allow analysts to consolidate information such as qualification, ESG risks, performance, compliance, documentation, audits and external data, creating a 360° view of our supply chain. The goal is to enable continuous and proactive risk monitoring, anticipate supply issues, monitor reputational exposures, and support strategic decisions related to supplier development, recovery or discontinuation. Implementation will be phased throughout 2026.

Compliance assessments during supplier onboarding

GRI 205-1, 407-1, 408-1, 409-1

Compliance assessments are carried out as part of supplier onboarding to ensure that all business partners are aligned with the ethical, legal and human rights principles we have adopted in our operations. These assessments are designed to prevent risks associated with practices such as child labor, forced or compulsory labor, degrading conditions and other violations that may compromise the integrity of our value chain.

Before onboarding, each supplier undergoes integrity due diligence including compliance and anti-corruption background checks and Know Your Customer (KYC) assessments, verifying the prospective business partner's history, reputation, and structure. These analyses consider factors such as the type of activity, country of operation, ownership structure, ultimate beneficial owners, any sanctions and litigation, as well as negative media exposure. The due diligence process is supported by a compliance risk matrix, which classifies suppliers according to their level of criticality and defines the degree of depth required in each case, with reference to the National Classification of Economic Activities (CNAE) to identify more sensitive segments.

Critical suppliers undergo a more in-depth background check, led by the Investigation

and Compliance team, to identify any potential misconduct. All supplier contracts include anti-corruption clauses and formal commitments to minimum standards of conduct and management of conflicts of interest, reinforcing the requirement for compliance throughout the business relationship.

CSN has not identified any suppliers at risk for degrading labor practices, including child labor or forced labor. We recognize that there may be potential risks to freedom of association and collective bargaining among suppliers and contractors in our operations. To mitigate this exposure, we have implemented a zero-tolerance policy, specific procedures, regular document reviews, ongoing monitoring, and audits. All business partners must formally agree to CSN's principles and guidelines when entering into or renewing their contracts.

Oversight of labor and social security obligations is carried out by our Third-Party Management Unit (NGT), linked to our Integrated Management Center (CIG), which reviews supplier and service provider documentation monthly, ensuring compliance with legal labor requirements. Where irregularities are identified, any further payments are withheld or the contract is terminated. In 2025, the NGT made further progress in digitalizing document control and expanding analytics capabilities, resulting in improved control through greater standardization and process automation on the Supplier Management Portal.

In 2025, we expanded the scope and efficiency of due diligence analyses and contract reviews. During the period, 1,768 suppliers were screened, involving the review of 5,326 individuals and legal entities across the CSN Group.

→ An employee at the Sepetiba Tecon terminal - Itaguaí (RJ)



COMMUNITY ENGAGEMENT AND LOCAL DEVELOPMENT

GRI 203, 411, 413, 3-3; SASB EM-MM-210a.1

- Engagement practices
- Fundação CSN





→ "Art Meets Steel," a graffiti workshop at an SWT partner school in Germany

Engagement practices

GRI 2-25, 2-26, 2-29, 203-1, 203-2, 413-1, 413-2, SASB EM.MM-210b.1

CSN engages closely and in a structured manner with neighboring communities, continuously assessing and monitoring both potential and actual impacts that may affect them. We conduct location-specific assessments to identify and characterize impacts based on criteria such as intensity, duration and reversibility. These assessments inform mitigation measures and the design of engagement mechanisms, including dialogue, grievance handling and community feedback processes, supporting a proactive and integrated approach to social management.

Our engagement with communities is supported by structured relationship channels. One example is our Green Line, a platform that receives reports, complaints, suggestions, and inquiries regarding environmental and social matters. In 2025, the Green Line received 49 submissions, all reviewed by specialized teams, with responses provided within 15 days. Consolidated case information is reported to senior management and discussed in governance forums, supporting risk identification, process improvements and stronger community relationships.

During the reporting period, our Green Line channel began a modernization process to expand its reach and effectiveness, transitioning from a manual system to an automated platform. This includes a significant expansion in coverage and diversified access channels, such as WhatsApp, phone, digital forms, local channels and a dedicated website that allows for fully anonymous reporting. Reports via this channel are handled by an independent team, ensuring confidentiality and the protection of the reporting party, if desired. These enhancements will strengthen the channel's capillarity and expand community access to our grievance and engagement mechanisms in 2026.

Green Line

Telephone and WhatsApp:
0800 282 4440

Website: www.linhaverdecsn.com.br

E-mail: meio.ambiente@csn.com.br

Alongside the “Green Line,” CSN Mineração operates a Community Support Center near the Casa de Pedra Mine, managed by *Fundação CSN* (CSN Foundation). This facility serves as a permanent center for engagement, orientation and clarification, including on topics such as dam safety and job opportunities. In 2025, the Community Support Center handled 1,540 community inquiries, most of them related to job openings and recruitment processes, including 254 interviews conducted based on resumes submitted on site. In 2026, CSN Mineração will expand community engagement through a new Support Center in the Santa Quitéria neighborhood. This initiative will enhance responsiveness and expand access to information, particularly for more remote communities.

CSN Mineração's community engagement efforts are further supported by a Community Committee composed of 23 local representatives, including community leaders and civil society organizations. The Committee meets quarterly to discuss community needs, assess impacts and the status of Company-led initiatives.

In parallel with operational activities, CSN runs Environmental Education Programs (PEAs) across our areas of operation to raise awareness about social and environmental issues, strengthen engagement with communities and stakeholders, and help mitigate environmental and social risks. In 2025, the program expanded its geographic reach with new initiatives in Itaguaí and Pinheiral (RJ).

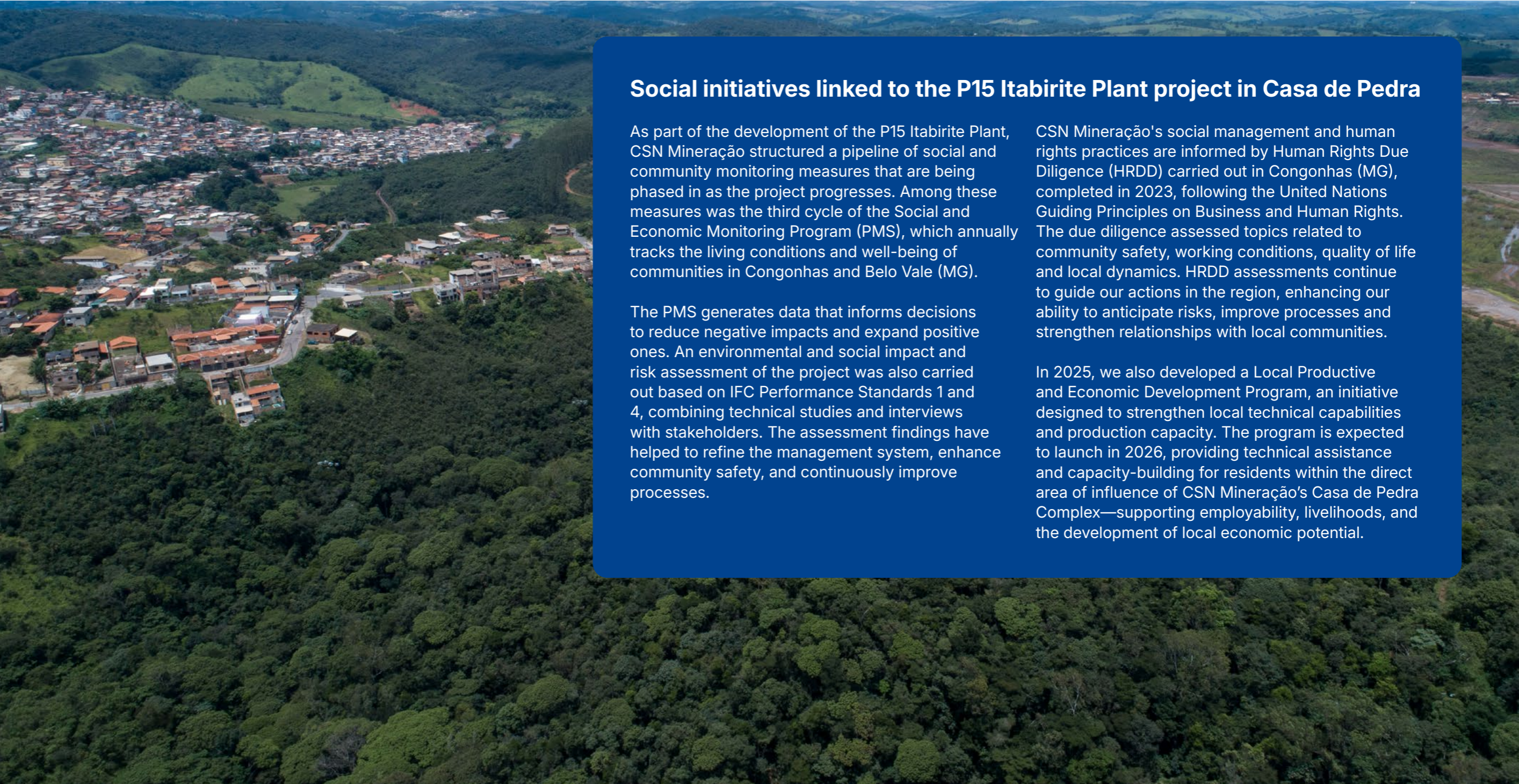


→ CSN Open Doors Program – Barroso (MG)

These initiatives are governed by corporate standards and aligned with the United Nations Sustainable Development Goals (SDGs), combining education, civic engagement and sustainable practices. In 2025, these programs included a broad range of activities, such as school-based initiatives, workshops, lectures, cultural programs and public events. Highlights included Environment Week initiatives, which

engaged employees, contractors, students and local partners in activities such as seedling donations, environmental fairs, discussion forums, educational hikes and training for waste pickers, reaching more than 2 thousand participants. In total, environmental education initiatives reached 29,634 people through 1,186 activities, underscoring the scale and relevance of these programs across CSN Group's operating regions.

Approximately
2 thousand
environmental
education activities
conducted in local
communities



Social initiatives linked to the P15 Itabirite Plant project in Casa de Pedra

As part of the development of the P15 Itabirite Plant, CSN Mineração structured a pipeline of social and community monitoring measures that are being phased in as the project progresses. Among these measures was the third cycle of the Social and Economic Monitoring Program (PMS), which annually tracks the living conditions and well-being of communities in Congonhas and Belo Vale (MG).

The PMS generates data that informs decisions to reduce negative impacts and expand positive ones. An environmental and social impact and risk assessment of the project was also carried out based on IFC Performance Standards 1 and 4, combining technical studies and interviews with stakeholders. The assessment findings have helped to refine the management system, enhance community safety, and continuously improve processes.

CSN Mineração's social management and human rights practices are informed by Human Rights Due Diligence (HRDD) carried out in Congonhas (MG), completed in 2023, following the United Nations Guiding Principles on Business and Human Rights. The due diligence assessed topics related to community safety, working conditions, quality of life and local dynamics. HRDD assessments continue to guide our actions in the region, enhancing our ability to anticipate risks, improve processes and strengthen relationships with local communities.

In 2025, we also developed a Local Productive and Economic Development Program, an initiative designed to strengthen local technical capabilities and production capacity. The program is expected to launch in 2026, providing technical assistance and capacity-building for residents within the direct area of influence of CSN Mineração's Casa de Pedra Complex—supporting employability, livelihoods, and the development of local economic potential.

Our Cement segment also maintained a structured stakeholder engagement program focused on active listening, mitigating local impacts and strengthening relationships with the communities where we operate. Each operation maintained an updated Stakeholder Engagement Plan (SEP), providing guidance on stakeholder mapping, impact identification and engagement strategies. The plans included initiatives such as guided visits through our Open Doors Program, community engagement committees and direct communication channels.

CSN's Open Doors Program remained one of the main tools for engaging with communities, supporting transparency around our operations and direct engagement. Throughout the year, 70 visits were hosted, bringing together 2,144 visitors. Meanwhile, our corporate volunteering program supported CSN's social commitments, encouraging employee engagement in initiatives around local development. In 2025, 424 volunteers participated in these initiatives, contributing a total of 1,651 hours and benefiting 2,672 people in communities surrounding operations. In addition, three donation drives collected more than 3,169 toys and clothing items, which were distributed to 25 charities.

In logistics, the TLSA and FTL railway lines traverse 53 and 42 municipalities, respectively, across the states of Ceará, Piauí, Pernambuco, and Maranhão. Since 2024, we have been mapping potential social impacts associated with railway

operations, including noise, safety risks and disruptions to local mobility, particularly at level crossings. In response, we have implemented measures to enhance communication with nearby communities, improve signaling and reduce response times, resulting in 1,474 community interactions along the rights-of-way.

As part of its socio-environmental initiatives, Transnordestina continued its Sustainable Rural Economic Inclusion Program (PINAPS). This program supports rural economic inclusion through agroforestry practices and family farming, benefiting more than one thousand families. During the year, training sessions and workshops reached 436 participants across 22 communities in Ceará.

CSN Group's international operations also have structured management models and conduct ongoing assessments to ensure responsible operations, minimize impacts and build transparent and sustainable stakeholder relationships. At Lusosider, risks and opportunities are identified through internal procedures that assess both internal and external factors. This includes mapping community expectations and assessing their relevance to define appropriate actions. At SWT, this approach is applied in greater detail. The facility conducts SWOT analyses across all departments, enabling systematic identification of risks and opportunities. Social engagement activities focus on local community development, and include investments in education and

sports. This includes sponsorship of SV Stahl Unterwellenborn e.V., with a focus on programs for children and youth.

SWT also supports ten local sports clubs, fostering social inclusion through sports. In addition, the

company also invests in educational programs for schools and daycare centers, expanding access to learning and personal development opportunities. It also offers vocational training programs for apprentices, recognizing and rewarding outstanding performance.



→ A running event at Rudolstadt organized by SWT employees – Germany

Fundação CSN

(CSN Fundation)

GRI 203-1, 203-2, 413-1

The Fundação CSN acts as a link between CSN and the communities surrounding our operations. Foundation activities are organized into four complementary fronts—Education, Culture, Institutional Support, and Curation. In each of these fronts, long-term initiatives are developed that are designed to expand opportunities, strengthen local capabilities, and empower the communities served.

In 2025, the Foundation invested R\$ 48 million in social responsibility initiatives and scholarships, directly benefiting 6,200 young people in the areas where we operate. The year was one of expansion and institutional strengthening for the Foundation, with the completion of structuring projects, improvements in working methodologies, and increasing integration with CSN Group's corporate strategies.

The Foundation's operating model is based on the view that operational growth must come in tandem with social value creation in line with the needs of each community. Throughout the year, the Foundation also continued to perfect its impact measurement and monitoring processes, incorporating more consistent metrics and tools to continuously assess the impacts of its initiatives in the medium and long term.



→ Participant in Fundação CSN 's Garoto Cidadão program

Education

Education is a core pillar of Fundação CSN's activities. We invest in the development of youth and adults through educational initiatives, vocational training programs and employability-focused initiatives.

R\$ 48 million invested in social responsibility initiatives and education grants, **benefiting 6,200 people**

Flagship schools:

- Pandiá Calógeras Technical School (ETPC), Volta Redonda (RJ): offers lower and upper secondary education, trades programs, vocational training, short courses and corporate training. In 2025, ETPC trained 294 women for entry into CSN's workforce, in addition to graduating 273 students from secondary and technical education programs.
- Technological Education Center (CET), Congonhas (MG): serves students in lower and upper secondary and technical education, with programs aligned with local labor market needs and regional economic priorities. The center also supports vocational training for youth and adults, strengthening employability and economic inclusion. In 2025, CET students achieved national recognition at the National Energy Efficiency Olympiad (ONEE), earning a silver medal, a bronze medal and an honorable mention. The school enrolled 419 students during the year, including 148 scholarship recipients.

Both schools provide scholarships to individuals in need identified in social and economic assessments. In 2025, 257 out of 692 students received scholarships.

University scholarships

- Arts and education development: This initiative targets standout participants in the *Garoto Cidadão* program's theater track. In partnership with the Célia Helena School of Arts in São Paulo and Prada CSN, the program offers full scholarships for undergraduate degrees in Theater, along with the opportunity to join CSN's Young Apprentice program. In 2025, five participants pursued their studies at the Célia Helena School of Arts while working at Prada Embalagens CSN.
- Partnerships with higher education institutions: In 2025, Fundação CSN maintained its partnership with Centro Universitário de Barra Mansa (Nova UBM) to provide academic grants. During the year, 10 members of the *Tambores de Aço* ("Drums of Steel") group received full scholarships to pursue undergraduate degrees in Music.

Capacitar Hotelaria & Serviços

- This initiative delivers professional training to socially vulnerable youth aged 16 to 29 in the southern region of Rio de Janeiro State. Training is conducted at Hotel-Escola Bela Vista and Vila Business Hotel—both managed by Fundação CSN. Since its launch in 2006, the program has benefited 1,851 participants, including 52 in 2025, offering training in areas such as front desk operations, event organization, catering, food service, maintenance and customer service.

Capacitar para Crescer

- This initiative supports the social development of young people aged 14 to 17 in vulnerable communities. In 2025, 192 participants engaged in the program in Congonhas (MG) and Volta Redonda (RJ), receiving technical training, life skills development and career guidance.

Conexão Aprendizagem

- *Conexão Aprendizagem* prepares young people for entry into the workforce through a combination of in-company practical experience and online theoretical training in their chosen field. The program is delivered in partnership with 207 companies across 33 municipalities. This geographic reach expands access to vocational learning opportunities and enhances collaboration with industry. In 2025, 1,595 young people participated in the initiative.

Mentoria Cidadã

- CSN's *Mentoria Cidadã* program, a partnership with Fundação CSN, supports the transition of participants from the *Garoto Cidadão* program into the workforce. The initiative is designed as a strategic tool to support participants' educational and career pathways, improving employability and developing the skills required for successful workforce integration. In 2025, 57 participants took part in the mentoring cycle, from *Garoto Cidadão* units in Araucária (PR), Alhandra (PB), Arcos (MG), Barroso (MG), Congonhas (MG), São Paulo (SP), Volta Redonda (RJ) and Itaguaí (RJ).

Environmental Education Programs (EAPs)

- CSN's Environmental Education Program (PEA) runs social and environmental initiatives in the communities where we operate, with a focus on environmental awareness and sustainable solutions. In 2025, the program ran initiatives across CSN Cimentos, CSN Mineração, Minérios Nacional and our steel operations, engaging 29,634 people through 1,186 activities conducted in the municipalities of Arcos (MG), Belo Vale (MG), Congonhas (MG), Moeda (MG), Ouro Preto (MG), Pains (MG) and Rio Acima (MG), as well as Pinheiral (RJ), Volta Redonda (RJ) and Itaguaí (RJ). In 2025, we also formalized a partnership with the Mato Grosso State Environment to support Watershed Committees (CBHs) for the Cabaçal River, Sepotuba River (Upper and Lower) and Upper Paraguay River.



→ Participants in the *Capacitar Hotelaria* program (Fundação CSN)



→ Participants in Fundação CSN Garoto Cidadão program

In 2025, the *Garoto Cidadão* program received national recognition through the Hugo Werneck Environment & Sustainability Award, in the “National Best in the Year” category. This recognition demonstrates the project’s consistent contribution to human development, equity and social sustainability in the communities where it is present.

Culture

Fundação CSN views culture as a powerful driver of social development and inclusion. Inspired by this belief, it provides cultural experiences for children, youth, adults and seniors, expanding access to culture, fostering artistic development and strengthening connections with the communities where CSN operates.

- Garoto Cidadão:** the program serves children and adolescents referred by Social Assistance Referral Centers (CRAS) in partner municipalities, offering activities in music, theater, dance and visual arts outside regular school hours. This initiative supports life skills development in young people aged 9 to 18 in vulnerable communities. In 2025, the program directly engaged 4,076 young participants and reached a broader audience of 71,925 people through 360 cultural activities, including performances and public events. The year was also marked by geographic expansion, with the launch of the first *Garoto Cidadão* unit in the state of Piauí, in the municipality of Paulistana, in partnership with Transnordestina Logística S/A.
- Tambores de Aço:** the musical troupe tours across Brazil, expanding access to cultural experiences in diverse regions. In 2025, the group delivered 63 touring performances across 19 cities, reaching 251,269 people. The year also saw the debut of the “*EU SOUL – Tudo que re existe*” tour, first presented during the 71st anniversary celebrations of Volta Redonda (RJ).
- Fundação CSN Cultural Center:** the Fundação CSN Cultural Center invests in initiatives to expand access to culture and drive the creative economy. In 2025, the center hosted 342 activities, engaging 101,736 participants. These initiatives included exhibitions, outdoor screenings, discussions on identity and art, as well as programs supporting artists and creative entrepreneurs. Among the highlights from the year, Fundação CSN participated in the 11th LGBTQIAPN+ Pride Parade in Volta Redonda—reaffirming our commitment to inclusion, representation and human rights—and hosted the R21 Theater Festival, which promotes performing arts through training and artistic exchange.
- Histórias que Ficam:** this program supports the Brazilian audiovisual sector through advisory services, training and content distribution. A highlight from the year was the documentary *Aqui não entra luz*, directed by Karol Maia, which won the *Campanha de Impacto* Award and received R\$ 1,100 thousand to support its distribution strategy, expanding its reach and potential for social impact.
- Os Bailes da Vida:** this initiative, focused on the elderly, promotes social inclusion through ballroom dance classes, social engagement and intergenerational activities. In 2025, the initiative was further developed into a structured program, expanding its participant base. A total of 176 participants engaged in the program over the course of the year.

Institutional Support

Fundação CSN recognizes institutional engagement as a key lever to strengthen relationships with the public sector, the CSN Group and civil society organizations, and to support local development aligned with the specific needs and priorities of each region. As part of this approach, the Foundation works to align agendas, foster dialogue and support solutions developed collaboratively with communities.

- Capacity building for local organizations:** to strengthen civil society organizations and expand their impact, Fundação CSN delivers capacity-building on institutional development and project management capabilities. In 2025, Fundação CSN delivered training and institutional capacity-building initiatives focused on public programs, social protection networks and local organizations across CSN Group's regions of operation. A total of 312 participants from 100 organizations were engaged in initiatives around technical capacity-building, improved access to resources and strengthened local governance. Activities were conducted in the municipalities of Barroso, Congonhas, Pedro Leopoldo and Matozinhos (MG), as well as Caaporã, Alhandra and Pitimbu (PB).
- Sustainable Rural Economic Inclusion Program (PINAPS)** PINAPS is a CSN Group initiative in partnership with TLSA, with technical coordination by *CSN Inova* and Fundação CSN. In 2025, activities continued to focus on project structuring, technical support for participating families and coordination with local partners.



→ Participants in the Nadando com Thiago Pereira program (CSN Foundation)

Curation

Fundação CSN supports CSN Group in curating, tracking and managing projects implemented by partner organizations through tax incentive mechanisms. It helps expand the reach of our social investments and ensure alignment with local needs and the Group's strategic priorities.

The curation process includes a technical review of proposals submitted by partner institutions, considering criteria such as alignment with Group guidelines, social impact and feasibility. Supported initiatives span areas such as culture, sports, youth development, the elderly, and health.

Within the projects funded in 2024 and executed in 2025, 279,640 people were directly impacted, while cultural events reached an estimated audience of 494,925. In total, these initiatives covered 64 municipalities across 18 Brazilian states.

These initiatives were aligned with community needs and the Sustainable Development Goals (SDGs), particularly SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 10 (Reduced Inequalities) and SDG 16 (Peace, Justice and Strong Institutions).

In 2025, Fundação CSN allocated funding to 106 projects through tax incentive mechanisms, covering 41 cities across 13 Brazilian states, with implementation planned for 2026. By managing the curation process, the Foundation helps ensure that our investments support initiatives that are responsive to actual community needs, strengthening local networks, expanding access to services, and promoting social development opportunities in an integrated and responsible way.

Private social investment and support for the Sustainable Development Goals (SDGs)

Project	Impact achieved	Brazilian states	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS
Scholarships at Fundação CSN schools	257 children and adolescents	MG RJ				✓					
Theater Scholarships	5 young people	SP				✓	✓	✓			
Music Scholarships	10 youth	RJ				✓	✓	✓			
Environmental Education Program	29,634 people impacted in 1,186 initiatives	MG RJ				✓			✓	✓	
<i>Conexão Aprendizagem</i>	1,595 young people	MG RJ SP				✓	✓	✓			
<i>Capacitar Hotelaria e Serviços</i>	52 young people	RJ	✓			✓	✓	✓			
<i>Capacitar para Crescer</i>	192 adolescents	MG RJ				✓	✓	✓			
<i>Mentoria Cidadã</i>	57 young people	MG PB PR RJ SP	✓			✓	✓				
<i>Garoto Cidadão</i>	4,076 children and adolescents	MG MS PB PI PR RJ SP	✓			✓		✓			
<i>Tambores de Aço</i>	63 performances held audience of 251,269 reached	MG PR RJ SP				✓	✓	✓			
<i>Histórias que Ficam</i>	4 documentaries developed					✓					
Community Support Center	1,540 beneficiaries	MG									✓
Fundação CSN Cultural Center	101,736 people	RJ				✓	✓				✓
Local Economic Development	-	PI RJ	✓	✓		✓	✓	✓	✓		
<i>Os Bailes da Vida</i>	176 elderly people	RJ			✓	✓		✓			
<i>Resgatando Saberes</i>	108 elderly people	RJ			✓	✓		✓			

TAILINGS DAMS AND CO-PRODUCTS

GRI 3-3; SASB EM-MM-540a.2, EM-MM-540a.3

- Tailings recovery
- Dam decommissioning



Tailings recovery

Mining activities generate two primary mineral byproducts: waste rock, consisting of overburden with no economic value for mining, and tailings, which result from iron ore beneficiation. Reducing the volume of these materials while increasing their reuse are a core part of our strategy both to improve operational efficiency and reduce risks, supporting a sustainable production model. In addition to mitigating environmental impacts, tailings recovery creates value for the business by enabling the use of resources that were previously discarded as waste.

As part of these efforts, CSN Mineração has been investing in the implementation of high-intensity magnetic separator technology that enables the recovery of iron content in tailings. The B4 magnetic separator plant will process the material deposited in the B4 Dam and Casa de Pedra Dam, with operations expected to begin in 2027. The project will build plants with a production capacity of up to 3.3 million annual metric tons of premium pellet feed.

In addition to the magnetic separator plants, CSN Mineração is also developing other material recovery fronts. In 2025, we brought online a third flotation stage, a process that separates fine ore particles. This addition increased the capacity of this circuit by about 20% and enabled the recovery of some of the iron that had previously been disposed of as tailings, relieving pressure on filtering systems and accommodating a production increase.

CMIN currently has an installed tailings filtration capacity of approximately 9 million metric tons per year. Through a series of process improvements, this capacity increased to approximately 10.5 million metric tons. Some of the key changes as part of these efforts included adjustments to filtration equipment, such as reversing conveyor belt direction, upgrading components to higher-capacity specifications and optimizing the automation parameters of the filters. We also reduced filtration cycle times, improving overall process efficiency. These initiatives enhanced both operational efficiency and system stability. Improvements at this stage also improve reliability for upstream stages, which now operate with higher throughputs and a lower risk of stoppages. In 2025, the performance gains in tailings filtering systems were one of the factors behind the new production record we achieved in the year.

Concurrently, CSN is assessing the feasibility of using tailings as pozzolan material in our Cement operations, expanding applications for reuse of these materials in other value chains. This initiative adds to our efforts to advance circular models, helping to extend the useful life of natural resources and reduce the need for raw material extraction.

→ A CSN Mineração tailings filtration plant – Congonhas (MG)



Dam decommissioning

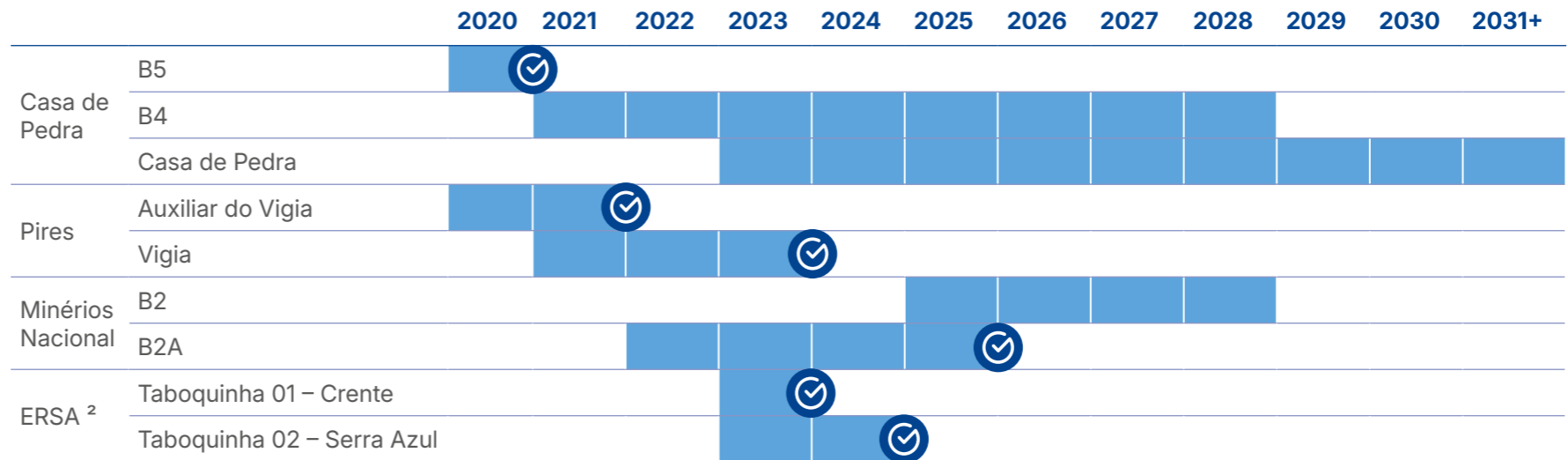
Since 2020, CSN Group has adopted dry stacking as the standard method for tailings disposal, eliminating the need for new dams and significantly improving safety levels in our operations. In this method, tailings are filtered and then stacked as solids, reducing geotechnical risks, minimizing environmental impacts and improving reliability in the production process.

As part of this commitment, we are following a strict decommissioning schedule for our dams, regardless of the construction method used, as approved by the appropriate authorities. To date, decommissioning has been completed for the Vigia, Auxiliar do Vigia, B5, Taboquinha 1 and Taboquinha 2 dams. The Vigia Dam, operated by CSN Mineração, has been officially accepted as decommissioned by the state environmental authority, FEAM, and has entered a period of passive monitoring, the stage that precedes its definitive removal from the National Mining Agency (ANM) database. The Taboquinha 1 and 2 dams, operated by ERSA, remain under monitoring in accordance with applicable regulatory requirements. Decommissioning works on the B2 and B4 dams are underway and on schedule. At Minérios Nacional, we advanced the submission of the deregistration request for the B2A dam to FEAM and ANM ahead of the originally planned schedule.

→ The Vigia and Vigia Auxiliar dams, both now fully decommissioned – Ouro Preto (MG)



Dam decommissioning schedule¹



¹Dams B1 and B2, located at the Água Preta mine in Conselheiro Lafaiete (MG), were successfully decommissioned in 2020.

² The Taboquinha 1 and Taboquinha 2 dams are currently subject to passive monitoring.

Managing risks associated with tailings containment structures is an absolute priority for the CSN Group. Even without any record of previous incidents involving our dams, we remain focused on dam safety as a fundamental imperative for ensuring the integrity of our operations, environmental protection, and the well-being of surrounding communities. All dams hold stability certification issued by independent external auditors, renewed in September 2025, which means they remain in a safe and stable condition.

Our dam monitoring process includes visual inspections every two weeks, carried out with the support of drones equipped for georeferencing, which allows a detailed assessment of the facilities. Engineering documents and technical reports also undergo peer review to identify opportunities for improvement. In addition, external audits are carried out every six months, ensuring conformity to industry best practices.

CSN Mineração continuously invests in state-of-the-art technology to achieve even greater precision in dam monitoring. Data is collected online and in real time through automated instruments installed on the structures. This information is analyzed with the support of specialized software and data analytics tools, which enable engineers to detect any variations and anticipate potential risks. Endoscopic inspections are also carried out to measure pressures and water levels, ensuring reliable measurements and a rapid response to any change.

Safety management is supported by a structured process for inspection, monitoring and anomaly tracking. State-of-the-art monitoring instruments support continuous assessment of structural conditions, sound engineering design, and rapid response to potential adverse events. Readings are performed on a strict schedule aligned with field inspections and are supplemented by regular visual inspections to identify cracks, fissures, or structural shifts. All data is stored in specialized systems, ensuring a detailed historical record of structural behavior over time.

We maintain Dam Safety Plans and Mining Dam Emergency Action Plans (PAEBM) for 100% of tailing storage facilities, prepared in accordance with current legislation and made available to the public on the [Group website](#). The plan is built with active community participation, using forms to identify areas that could be potentially affected. We also organize orientation seminars, drills and other preparedness activities annually to ensure readiness for any emergencies.

These activities are led by the Inspection and Risk Assessment Group, under the oversight of the PAEBM Safety Management Committee. The process includes compiling technical data, external consulting reports and independent audit records, supporting continuous assessment of structural stability.



→ CSN Mineração employees - Congonhas (MG)

BIODIVERSITY

GRI 3-3, 101, 302;
SASB EM-CM-160 a.1, EM-MM-160 a.1

- Managing impacts on biodiversity
- Conserving native vegetation



Managing impacts on biodiversity

GRI 101-1, 101-2, 101-3, 101-4, 101-6, 101-7, 101-8

Recognizing our operational dependence on natural resources and ecosystem services, we have developed a governance framework to identify, assess and manage biodiversity-related risks and opportunities. This approach is guided by the [CSN Group Biodiversity Guidelines](#), which outline principles for the sustainable management of the ecosystems hosting our operations, taking into account the key drivers of biodiversity loss, including land-use change, resource extraction, climate change, pollution, and the introduction of invasive species.

Biodiversity governance is supported by a dedicated structure, which we have strengthened since 2021 with the creation of a Biodiversity and Ecosystem Services Thematic Group under the ESG Committee. This group is responsible for consolidating assessments, recommending action plans and monitoring the implementation of measures to mitigate impacts and enhance positive contributions from our operations. In 2022, we publicly committed to adopting the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), and in 2024 we joined the group of early adopters. Consolidated TNFD disclosures are available in our databook ([here](#)).

In conducting assessments of risks, impacts and dependencies, we apply recognized frameworks, including IFC Performance Standard 6, GRI 101 – Biodiversity, and environmental risk assessments aligned with ISO 31000 and the LEAP (Locate, Evaluate, Assess and Prepare) methodology. In 2025, this was supplemented by market research and methodologies from the World Resources Institute (WRI), resulting in a roadmap with action plans and innovation targets focused on risk mitigation and improved environmental performance.

We manage biodiversity impacts in accordance with the mitigation hierarchy, prioritizing impact avoidance wherever possible. This includes evaluating alternative siting and technologies, as well as revising or, where necessary, not proceeding with certain projects. Where avoidance is not feasible, we focus on minimizing impacts by reducing their intensity and duration. We then implement rehabilitation and restoration measures for affected areas. Where residual impacts remain, we implement environmental offsets aimed at achieving no net loss of biodiversity and, where possible, a net gain.

→ A CSN-managed protected area - Eliseu Martins (PI)



To standardize biodiversity monitoring and reporting across Group operations, we have developed a Biodiversity Index for Operations (BIO). Modeled after the Biodiversity Indicator and Reporting System (BIRS) of the International Union for Conservation of Nature (IUCN), BIO assesses biodiversity condition through a “Condition Class” score on a scale from 1 to 10. This score considers habitat extent and type, ecological condition—including identified threats and improvements—and its relevance within the regional context. The use of georeferenced data, combined with quantitative and qualitative indicators, supports historical comparisons and ongoing monitoring of changes in biodiversity over time.

In 2024, we completed the application of the BIO index across all applicable sites, achieving 100% coverage ahead of the original 2025 target. This provides a corporate baseline for biodiversity management and marks the start of a new program cycle, with reassessments planned every five years. These cycles will enable trend analysis, measurement of improvements in ecological condition and objective evaluation of the effectiveness of conservation, restoration and mitigation measures.

Our mining operations present the highest potential impacts within the Group due to vegetation clearing and stripping required to access mineral resources. The Casa de Pedra operation in Congonhas (MG) is a primary focus of these assessments. Since 2021, CSN Mineração has

conducted a comprehensive biodiversity survey at this site aligned with IFC Performance Standard 6 (PS6), which addresses biodiversity conservation and the sustainable management of living natural resources. This survey informed the development of key instruments, including a Biodiversity Action Plan (BAP) and the Biodiversity Monitoring and Evaluation Plan (BMEP).

To further refine this approach, CSN Mineração has continued to build on its Biodiversity Master Plan, incorporating baseline assessments and ongoing and new initiatives into a single, cohesive strategy. Structured into phases—including geospatial assessments, action planning and

monitoring, and definition of complementary measures—a Biodiversity Master Plan enhances environmental governance, ensures alignment with PS6 and supports evidence-based management and continuous improvement.

All mine sites are supported by Reclamation Plans and Mine Closure Plans, which are periodically reviewed to ensure adequate funding and resources for rehabilitation. Reclamation is carried out progressively as mine faces and supporting areas are decommissioned, integrating environmental restoration into the mine’s life cycle.

In addition to operational measures, we maintain

partnerships with universities and civil society organizations to advance applied research in biodiversity conservation. This includes species distribution modeling for threatened species, validation of environmentally suitable areas, development of native flora propagation protocols and planting offset programs followed by field monitoring. We are also a member of the FIEMG Environmental and Sustainable Development Council’s (CEMA) Biodiversity and Protected Areas Working Group, where we provide inputs into technical discussions and the development of conservation guidelines.

CSN Mineração adopts the principles of no net loss of biodiversity and, where feasible, net gain as guiding commitments. Performance is monitored against an impacted area versus protected area metric, with a minimum offset ratio of two times the affected area. Between 2017 and 2025, our mining developments resulted in the clearing of 502.37 hectares, offset by 1,445.59 hectares of protected areas within the same biome. Annual changes in cleared and offset areas will continue to be reported, maintaining a minimum ratio of twice the impacted area.

In the logistics and cement segments, operations also interact with natural areas and sensitive ecosystems. Accordingly, the same corporate guidelines for risk assessment, impact mitigation and biodiversity monitoring are applied, ensuring consistency across the Group.



Nature preservation

GRI 101-2, 101-5

The CSN Group currently has 90 thousand hectares of conservation sites under management across ten Brazilian states and the Federal District. This portfolio includes native vegetation remnants, areas under restoration, protected areas, legal reserves and Private Natural Heritage Reserves (RPPNs). These areas represent a significant natural capital asset, supporting essential ecosystem services such as climate regulation, water resource protection, biodiversity conservation and soil stability.

Among them, the Cicuta Forest in Volta Redonda (RJ) stands out as a vital remnant of the Atlantic Forest biome. Classified as an Area of Relevant Ecological Interest (ARIE), it is one of the last remaining fragments of its kind in the state of Rio de Janeiro. In addition to its environmental significance, the area hosts environmental education initiatives led by Fundação CSN through its Environmental Education Program (PEA), raising awareness among local communities about the importance of conservation.

We also maintain two Private Natural Heritage Reserves (RPPNs) on a CSN Cimentos property in Arcos (MG) and a CSN Mineração property

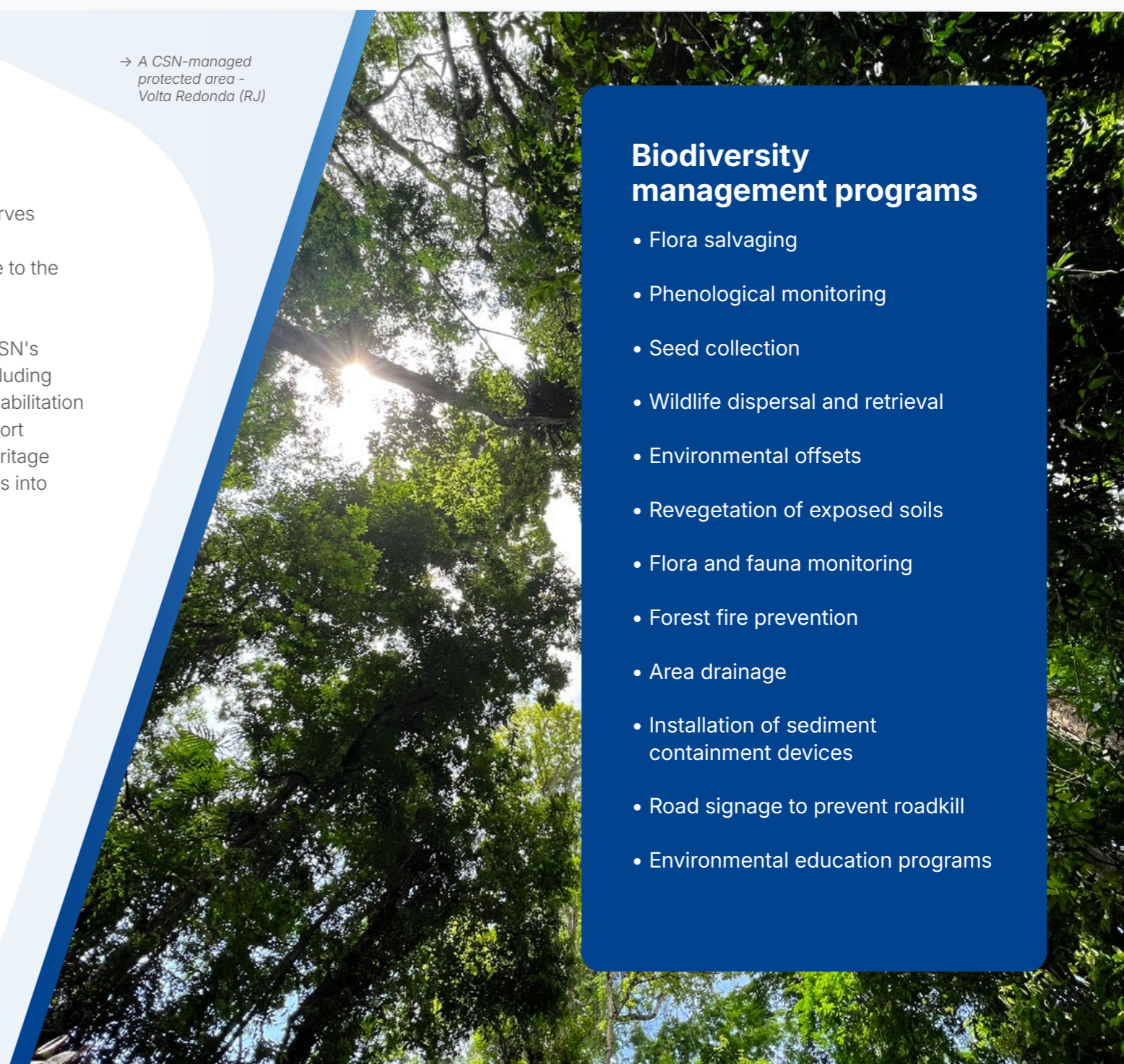
in Conselheiro Lafaiete (MG). These reserves are designed to protect key ecosystems, support scientific research and contribute to the preservation of regional biodiversity.

Conservation sites are managed under CSN's environmental strategy, with activities including monitoring, habitat protection and the rehabilitation of degraded areas. These initiatives support our commitment to conserving natural heritage and integrating biodiversity considerations into operational decision-making.

→ A CSN-managed protected area - Volta Redonda (RJ)

Biodiversity management programs

- Flora salvaging
- Phenological monitoring
- Seed collection
- Wildlife dispersal and retrieval
- Environmental offsets
- Revegetation of exposed soils
- Flora and fauna monitoring
- Forest fire prevention
- Area drainage
- Installation of sediment containment devices
- Road signage to prevent roadkill
- Environmental education programs



Areas preserved and under recovery



TOTAL
90,391.7
HECTARES

Protected Areas:

5,260.6
HECTARES

Private Natural Heritage Reserve (PNHR):

530.3
HECTARES

Legal reserve (LR) areas:

28,410.2
HECTARES

Areas undergoing restoration:

1,010.0
HECTARES

CLIMATE CHANGE

GRI 102, 103, 3-3;
SASB EM-IS-110a.2, EM-CM-110a.2, EM-MM-110a.2

- Climate governance
- Climate strategy



Climate change

GRI 102-4, 103-1, 3-3

The transition to a low-carbon economy poses structural challenges for the steel, cement and mining sectors—industries that are essential to infrastructure, mobility, energy and economic development. While enabling this transition, these sectors are also among the most emissions-intensive, requiring technological innovation, efficiency gains and significant changes to production processes. In this context, CSN has consistently integrated climate considerations into the Group's business strategy, advancing initiatives focused on consistent emissions reductions, improved energy efficiency and enhanced operational resilience to climate-related risks.

In 2025, the CSN Group published its second Climate Action Report, issued biennially. The report outlines the evolution of our climate strategy, our assessment of climate-related risks and opportunities, and progress on action plans to mitigate impacts and adapt operations to a changing environment. We also published the CSN Group Climate Change & Decarbonization Guidelines, which outline principles, responsibilities and decision-making processes related to climate management. Both documents are available on our [ESG website](#), reinforcing transparency with stakeholders.

→ CSN Cimentos operations
– Barroso (MG)

We maintain a dedicated climate governance structure to **support delivery of our decarbonization strategy**



Climate governance

CSN's climate governance structure is designed to ensure that the decarbonization strategy is implemented in an integrated manner, with well-defined roles and coordination among different decision-making levels. At the top of this structure, the Board of Directors is advised by the CSN Group ESG Committee, which is responsible for monitoring key aspects of the climate agenda and ensuring alignment with corporate commitments and international standards. The Climate Change and Air Thematic Group serves in a technical advisory capacity under the ESG Committee, supporting priority setting, risk monitoring, and progress tracking against targets.

Initiatives are led by the Decarbonization and Climate Change Management team, which is responsible for integrating related initiatives Group-wide. This team ensures strategic guidelines are implemented at operational sites, and that objectives are translated into structured projects, consistent metrics, and clear processes. The team reports to the Chief Sustainability Officer, who in turn reports directly to the CSN Group CEO, ensuring that sustainability is meaningfully embedded in corporate decision-making.

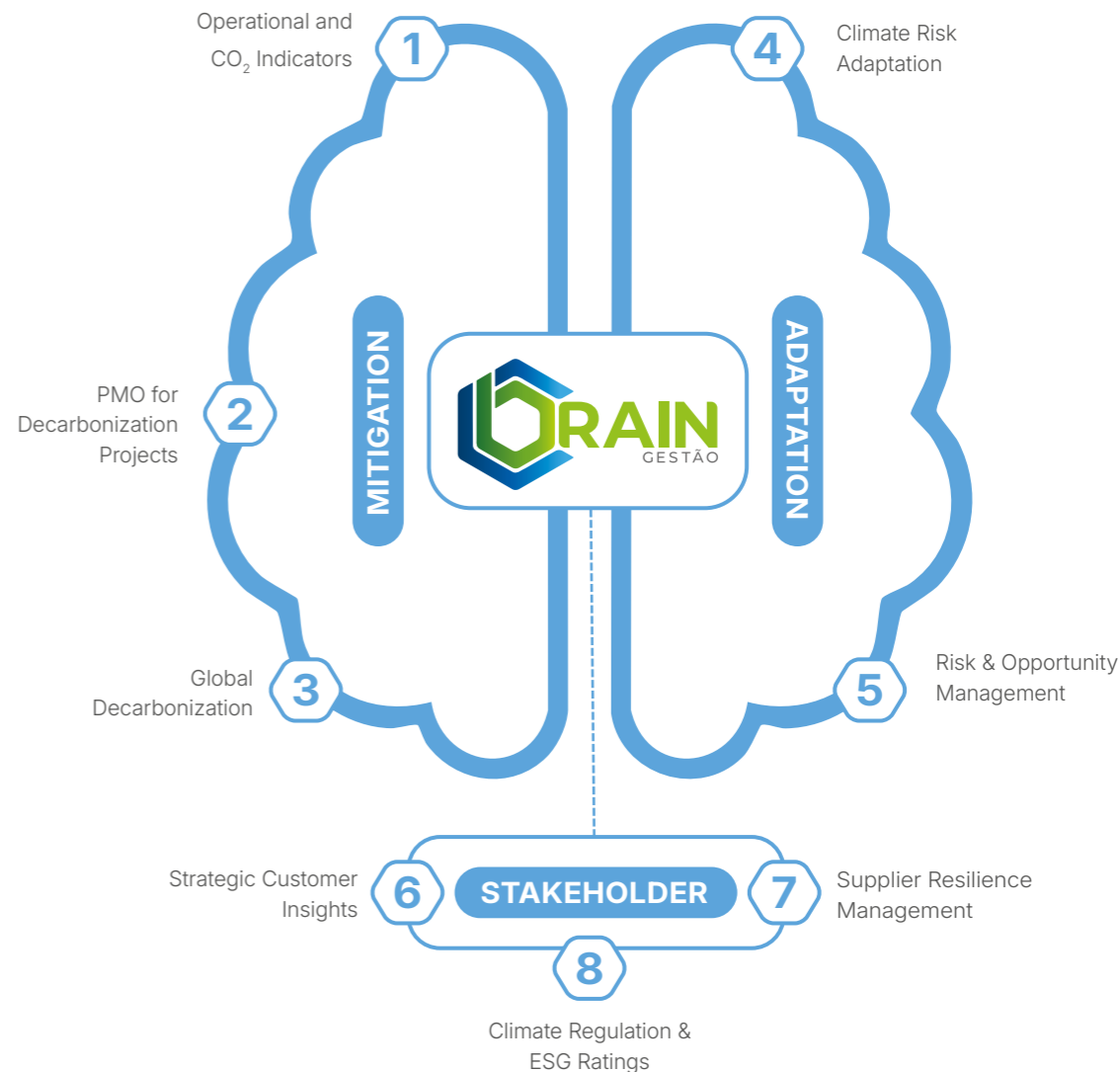
To support strategy implementation, CSN also has specialized sub-working groups, including groups dedicated to Mining Decarbonization and Climate

Risk and Opportunity Management. These working groups are responsible for detailing guidelines into action plans, monitoring project progress, structuring performance metrics, and making ongoing adjustments to operational processes. This ensures our climate agenda is advanced in a disciplined manner, addressing critical business risks and the priorities of the departments responsible for delivery.

In 2024, this structure was enhanced with the creation of CBRAIN, an internally developed management tool that centralizes data, standardizes metrics and offers a systemic view of the climate agenda by combining process management tools, a structured database, systematized research, and artificial intelligence resources. This ensures greater reliability and traceability of information.

Throughout 2025, CBRAIN incorporated new performance indicators, both for mitigation and adaptation, and became the main tool used in prioritizing, monitoring and evaluating decarbonization projects. The tool includes eight modules directly connected to the three pillars of CSN's climate strategy: mitigation, adaptation, and stakeholder engagement.

CBRAIN pillar overview



Climate strategy

GRI 102-1, 102-4, 102-5, 102-6, 102-7, 102-9, 103-1, 103-5; SASB EM-IS-110a.2, EM-CM-110a.2, EM-MM-110a.2

CSN Group's climate strategy is advancing a gradual transformation of our assets toward a low-carbon economy. Our approach is structured around three pillars—mitigation, adaptation and stakeholder engagement—through which we address climate-related risks and opportunities.

To operationalize this strategy, we have developed a Climate Action Plan (CAP) comprising 30 strategic initiatives and approximately 180 underlying actions. These actions address both emissions reduction and operational preparedness for the impacts of a changing climate. The plan also supports ongoing engagement with stakeholders while strengthening governance and embedding climate considerations into business decision-making.

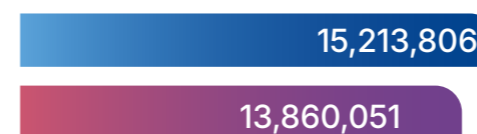
Mitigation

The mitigation pillar encompasses initiatives to advance the decarbonization pathways of our businesses. CSN Group has developed sector-specific roadmaps and targeted projects for emissions reduction, with a strong focus on methodological consistency and data quality. This approach provides a robust technical foundation to guide action plans and track progress against our climate commitments.

Since 2013, we have actively tracked our emissions through an annual greenhouse gas (GHG) inventory prepared in accordance with ISO 14064, the international standard for emissions quantification and reporting, and the Brazilian GHG Protocol Program (PBGHGP), the country's leading standard for corporate emissions accounting and disclosure. Since 2014, our inventory has been independently assured and has consistently been rated with the program's Gold Badge. Calculations follow the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC AR5) for Global Warming Potential (GWP) and apply recognized industry methodologies, including those of the World Steel Association (WSA) for steel and the Global Cement and Concrete Association (GCCA) for cement. Data is collected and processed through a dedicated digital platform, using emission factors and datasets from widely recognized sources, including IPCC, PBGHGP, Brazil's National Energy Balance (BEN) and the UK Department for Environment, Food and Rural Affairs (DEFRA).

CSN Group GHG emissions (tCO₂e)¹

Scope 1



Scope 2 (market based)²



Scope 3



● 2024 ● 2025

¹ Includes only CSN Group emissions, excluding CSN Mineração.

² Refers to Lusosider emissions, the only operation where scope 2 emissions from purchased electricity are not zero.

CSN Mineração GHG emissions (tCO₂e)¹

Scope 1



Scope 3



● 2024 ● 2025²

¹ Includes only emissions from CSN Mineração (Casa de Pedra, Pires and TECAR Port).

² CSN generates zero Scope 2 emissions as its electricity supply is 100% renewable.

Since 2014, CSN Group's emissions inventory has been audited and rated with the Brazilian GHG Protocol Program's **Gold Badge**



→ *The Itá Hydropower Plant reservoir – Aratiba (RS)*

Based on this data, we define specific emissions reduction pathways for our key operational processes. CSN's decarbonization roadmaps are continuously updated, following an iterative cycle of development, implementation, evaluation and continuous improvement. One of the core tools in this process is the MAC (Marginal Abatement Cost) Curve, which assesses each project or technology based on the relationship between emissions abatement potential and implementation cost. This tool supports investment prioritization and resource allocation

toward solutions with the highest potential environmental and operational efficiency.

The CSN Group's decarbonization strategy is structured into three phases, each aligned with the time horizons and specific goals of our business units. The Blue phase, through 2030, is focused on maintaining operational continuity while improving process efficiency—delivering gradual emissions reductions through optimization, incremental technological upgrades and productivity gains. This phase is designed to prepare operations for

more structural changes while delivering near-term results. The second phase, referred to as Olive and covering the period from 2030 to 2035, is focused on acceleration of mitigation efforts. During this phase, efforts will be directed to deploying technological pathways and advancing large-scale projects capable of delivering more significant reductions in greenhouse gas emissions. This is a transition phase in which proven solutions are scaled up, resulting in meaningful reductions in process carbon intensity. From 2035 onward, our strategy will shift to

the Green phase. This phase focuses on the potential adoption of emerging and disruptive technologies that are still under development or at early stages of maturity. The goal is to drive more transformative changes to production models, creating the conditions required for long-term decarbonization and alignment with global net zero pathways.

Decarbonization in steelmaking GRI 102-8, 103-5

CSN has set a target to reduce CO₂e emissions per metric ton of crude steel by 10% by 2030 and 20% by 2035, in line with the World Steel Association (WSA) approach. This commitment covers our Presidente Vargas Steelworks (UPV), located in Volta Redonda (RJ), and Stahlwerk Thüringen (SWT), in Germany.

This pathway is structured into six strategic levers that steer progress toward lower-carbon steel production: (1) Operational and energy efficiency; (2) Use of renewable electricity; (3) Use of biofuels, hydrogen, and alternative raw materials; (4) Charge optimization; (5) Carbon capture and utilization; and (6) Alternative technology routes.

In 2025, operational improvements enabled the steel business to achieve emissions intensity levels already aligned with our 2030 target in August and September, representing a 10% reduction from the baseline level of 1.89 tCO₂e per metric ton of steel. This performance was driven by a combination of factors, including the use of higher-quality ore, improved blast furnace stability, enhanced recovery of steelmaking off-gases and consistent production through electric arc furnace (EAF) routes in our operations in Brazil and Germany. In 2025, average CO₂e emissions intensity was 1.95 tCO₂e per metric ton of steel, keeping us on track to reach our 2035 target of 1.68 tCO₂e per metric ton.

In energy efficiency and digitalization, we are expanding the use of artificial intelligence-based systems to optimize resource consumption and reduce process losses in steel operations. Digital platforms developed and tested within the *CSN Inova* ecosystem enable real-time analysis of operational data, supporting decision-making, reducing process variability and preventing failures. These systems have already delivered measurable improvements in operational efficiency and offer strong scalability potential across other Group operations.

In terms of breakthrough technologies, *CSN Inova*, working with our CSN Paraná operation, is developing Selene, a facility to produce green hydrogen through water electrolysis powered by renewable electricity. In 2025, the project reached an advanced development stage, with civil works substantially completed, equipment delivered on site and erection activities underway. The facility is expected to begin operations in 2026, initially supplying hydrogen to internal industrial processes, with potential for future commercialization. This project will further diversify our energy mix and contribute to scope 1 emissions reductions by expanding low-carbon alternatives for use in production processes.

In 2025, we achieved significant improvements in the utilization of steelmaking off-gases, substantially reducing flared volumes and making

consistent overall progress compared to prior years. Optimization of gas recovery systems across basic oxygen furnace, blast furnace and coke oven operations reduced the need for flaring, reflecting improvements in equipment reliability, enhanced process controls and stronger integration across operations. These advances delivered significant emissions reductions, improved energy efficiency and further supported our commitment to continuous improvement in environmental performance.

Internationally, SWT, our steel operation in Germany, is a benchmark in green steel production. The plant uses 100% scrap metal as feedstock, is fully powered by renewable electricity and utilizes electric arc furnace (EAF) technology. This configuration delivers one of the lowest carbon intensities in the sector, at 194 kg CO₂e per metric ton of steel produced, based on the World Steel Association methodology.

Our decarbonization journey in steelmaking GRI 102-4





Decarbonization in mining GRI 102-8, 103-5

Our mining decarbonization efforts are grounded in five key levers: (1) Fleet electrification; (2) Use of alternative fuels; (3) Operational and energy efficiency; (4) Renewable electricity; and (5) Premium product portfolio (learn more on page [27](#)). This combination supports incremental progress including solution testing, scaling and the preparation of operations for a lower-carbon iron ore production mode, with a goal of achieving net zero by 2044.

In practical terms, the mitigation strategy is achieved through a combination of technological innovation with continuous process improvements. We are evaluating alternatives to diesel for heavy equipment, which remain under study, and are conducting trials with electric haul trucks that, when powered by renewable electricity, offer significant potential to reduce Scope 1 emissions. CSN Mineração has achieved meaningful progress through operational efficiency initiatives. Key actions include the implementation of decentralized in-field refueling, which has significantly reduced vehicle travel distances. A tool for optimizing ramps and haul roads based on machine learning has also reached full implementation, avoiding approximately 447 thousand kg of CO₂ emissions and generating estimated savings of about 160 thousand liters of diesel. The solution has reduced unnecessary travel, improved road conditions, and contributed to greater fuel efficiency, while also increasing

operational productivity. While relatively targeted in scope, these adjustments have a direct impact on emissions intensity and have already delivered meaningful reductions in diesel intensity compared to the baseline year.

Another key component of these efforts is automation and ongoing mine sustainability projects that are enhancing both productivity and operator safety. In this context, we plan to trial a new technology for remote operation of bulldozers under real operating conditions at CMIN. We then plan to incrementally expand this technology to other equipment and operational areas, improving safety, efficiency, and operations management.

Our decarbonization journey in mining GRI 102-4



Decarbonization in the cement business GRI 102-8, 103-5

With an emissions intensity of 492 kg CO₂e per metric ton of cementitious materials, CSN Cimentos outperforms both the Brazilian average of 565 kg CO₂e/t (SNIC/ABCP) and the global average of 620 kg CO₂e/t, demonstrating superior climate efficiency relative to industry peers.

Our target to reduce CO₂ emissions per metric ton of cementitious materials by 23% by 2030—reaching 392 kg CO₂e/t—has been validated by the Science Based Targets initiative (SBTi) and continues to guide our decarbonization journey. This commitment positions the business among the top global performers in emissions intensity and represents one of the most ambitious targets among cement companies with SBTi-validated targets. To achieve this, we are directing investments toward innovation, energy efficiency and production process transformation.

Our decarbonization efforts span five strategic levers: (1) Thermal substitution through biomass and co-processing; (2) Reduction of the clinker-to-cement ratio; (3) Energy and operational efficiency; (4) Renewable electricity use; (5) Carbon capture and utilization.

A key driver of this strategy is expanding the use of alternative fuels in kilns, supported by CSN's Revalora waste co-processing platform, which reduces reliance on fossil fuels. Revalora is a

strategic CSN initiative to expand energy recovery from waste and industrial by-products, making a structural contribution to reducing greenhouse gas emissions. By increasing the use of alternative fuels and improving operational efficiency, the platform is reducing dependence on conventional fossil inputs and advancing the transition to a lower-carbon energy mix. We also conduct studies and projects for in-house production and use of biomass in clinker kilns, as well as biomethane across different stages of the logistics chain, expanding circular economy practices and contributing to lower greenhouse gas emissions in the production process.

CSN Cimentos has improved the accuracy of emission factors associated with alternative fuels, resulting in more robust and reliable metrics. We conducted a joint effort with refuse-derived fuel (RDF) suppliers and the Revalora platform to quantify the biomass content of these inputs, enabling a more precise characterization of their renewable carbon emission factors.

Initially tested at the Cantagalo (RJ) and Pedro Leopoldo (MG) plants, this initiative demonstrated significant potential for emissions reductions through fossil fuel substitution, while strengthening circular economy practices and integrated management of the Cantagalo (RJ) and Pedro Leopoldo (MG) plants.

Another key lever is reducing clinker factor, a core strategy for emissions mitigation in the cement segment. Clinker is produced in rotary kilns through limestone calcination, a process that releases carbon dioxide (CO₂) both from the chemical reaction and from intensive thermal energy use. As a result, lower clinker content generally leads to lower emissions intensity. CSN

has implemented strict clinker quality controls and introduced additives that enhance the reactivity of supplementary cementitious materials, enabling clinker reduction without compromising product performance. As a result, we achieved an approximate 2% reduction in the clinker-to-cement ratio and a clinker utilization rate of 59.7% in the second quarter of 2025—our lowest level to date.

Our decarbonization journey in cement GRI 102-4



Adaptation GRI 102-2

The Adaptation pillar guides CSN's approach to identifying, assessing and managing climate-related risks and opportunities, with a focus on strengthening asset resilience and ensuring long-term operational continuity. We recognize that the increasing frequency and severity of extreme weather events—such as intense rainfall, heatwaves, and high winds—are already impacting infrastructure and production processes, requiring updated engineering standards and a more preventive approach to asset management.

To support this approach, we have integrated our climate risk and opportunity assessment model with our framework for evaluating nature-related impacts and dependencies. This has resulted in a unified climate and environmental risk matrix, enabling a holistic view of both physical and transition risks and enhancing our ability to anticipate potential impacts. Integrating climate and nature considerations also improves decision-making by jointly assessing impacts on ecosystems, natural resources, and operational infrastructure.

Since 2021, we have been developing a structured process to map climate vulnerabilities across our assets, applying recognized methodologies and climate scenarios to support decision-making. In 2023, we launched a Climate Vulnerability Study to identify and assess the key physical risks associated with each operation. In 2024, the study was completed for 49 assets, providing a strategic

view of those most exposed to changes in climate patterns.

In total, eight climate threats were assessed, grouped into two categories. Chronic threats include: (1) increased frequency of rainy days; (2) reduced rainfall; (3) sea level rise; and (4) increased frequency of extreme temperature days. Acute threats include: (5) flooding; (6) extreme rainfall events; (7) wildfires; and (8) changes in wind patterns. This analysis provided an understanding of how different types of events may affect safety, operational availability and asset integrity.

Based on this assessment, in 2025 we developed a roadmap of initiatives that will form part of CSN Mineração's Climate and Nature Adaptation Plan, aligned with ISO 14090, an international standard providing guidance on adaptation to climate change. The plan sets priorities, defines responsibilities, and outlines governance and monitoring mechanisms at the leadership level, supporting the coordinated implementation of initiatives and their periodic review. The overarching goal is to enhance operational resilience and reduce exposure to the physical impacts of climate change, in integration with CSN's broader process risk management framework.

Among the initiatives are enhancements to rainfall management plans, including upgrades to drainage systems and sediment containment structures,

→ An employee at UHE Itá - Itá (SC)



the continuation of B4 decommissioning works, projects to increase water recirculation, and the deployment of autonomous mining operations.

A key pillar of this effort is the *CMIN Resiliente* program, scheduled for implementation in 2026. The initiative is designed to strengthen our ability to prevent and manage critical operational events that may affect production, asset integrity, employee safety, the environment, or our reputation. The program will establish an integrated risk analysis and management approach, linking climate vulnerability assessments with process risk management. This will include identifying Material Unwanted Events (MUEs), mapping risk impact

pathways, and assessing the effectiveness of existing control measures.

Through technical workshops and cross-functional assessments involving operational teams, the program will consolidate controls, define key performance indicators, and structure mitigation and adaptation initiatives, culminating in the development of a Climate Resilience Plan aligned with ISO 14090 and integrated into CSN Mineração's strategic and financial planning processes. This approach will further strengthen operational resilience and enhance our ability to respond to adverse climate events.

Stakeholder engagement

The Stakeholder Engagement pillar aims to continuously integrate external factors into CSN's climate strategy, enhancing decision-making quality and increasing alignment with ongoing global economic shifts. This includes monitoring market trends, incorporating emerging technologies, and engaging with public policymakers to align operations with leading practices and evolving societal expectations.

In addition to capturing external signals, we also seek to ensure that stakeholders have access to clear, consistent, and up-to-date information regarding our commitments, targets, and progress on our climate agenda. CSN's commitment to transparency is reflected in the regular disclosure of information and analysis through voluntary reporting, enabling stakeholders to track progress in governance, risk management, and initiatives supporting the transition to a low-carbon economy.

Within the supply chain, engagement also plays a strategic role in advancing the climate agenda. As described on page 115 in this report, we have incorporated environmental and climate criteria into supplier screening, qualification and monitoring processes, supported by tools such as our Supply Chain ESG Risk Matrix. This matrix maps environmental, social and governance risks by procurement category, with a particular focus on greenhouse gas emissions, energy consumption and exposure to climate risks.

Our strategy also includes specific targets on mitigating Scope 3 emissions across the supply chain, indirectly reducing Scope 1 emissions through the procurement of more efficient inputs and systematically mapping suppliers' climate exposure.

As part of these efforts, CSN implemented a Supplier Climate Resilience Program, supported by a Resilience Management module within our ERP systems. This program assesses suppliers' climate maturity based on five criteria: CDP Climate Change performance; mitigation management and emissions inventory; adaptation management and risk exposure; decarbonization solutions portfolio; and strategic climate partnerships.



CSN Cimentos was named to the **CDP Climate Change A List**



→ An employee at CSN Faria Lima - São Paulo (SP)

ECO-EFFICIENCY

GRI 303, 306;
SASB EM-IS-120a.1, EM-CM-120a.1, EM-MM-120a.1

- Air quality
- Water stewardship
- Waste management



Air quality

GRI 3-3, SASB EM-IS-120a.1, EM-CM-120a.1, EM-MM-120a.1

Air emissions of particulate matter and substances such as nitrogen oxides (NOx) and sulfur dioxide (SOx) represent potential environmental impacts across our operations, particularly in the steel and cement segments. To mitigate these impacts, we implement a set of guidelines, procedures and tools as part of our Environmental Management System (EMS), with a particular focus on continuous air quality monitoring, source control and compliance with regulatory standards.

In the steel segment, air emissions are controlled through particulate abatement systems—including filters, gas scrubbers and electrostatic precipitators. At the Presidente Vargas Steelworks (UPV) in Volta Redonda (RJ), we are investing R\$ 750 million in the modernization of particulate control systems in sintering units, including equipment replacement and upgrades scheduled for completion by 2026. The filter upgrades in Sintering Units 2 and 4, completed in 2025, increased treatment capacity to approximately 3.9 million m³ of gas per hour and improved the capture of settleable particles or “black dust.” These upgrades have improved operational stability and environmental control across the process. The impact of these investments is already evident: particulate emissions per

metric ton of steel produced decreased by 39% compared to 2023, the baseline year for the upgrade program. The upgrade of the third and final system is scheduled for completion in 2026, concluding this upgrade cycle.

At UPV, emissions control is complemented by a continuous emissions monitoring system (CEMS), with in-stack analyzers. Data is captured in real time and automatically transmitted to the environmental regulator. The facility also operates a network of 11 air quality monitoring stations across the municipality of Volta Redonda (RJ), including three automated stations, seven semi-automated stations and one weather station. This data is consolidated by the state environmental authority, which publishes a publicly available Air Quality Index (AQI).

UPV uses a range of preventive measures to reduce fugitive emissions and dust dispersion associated with raw material handling and storage. These include the application of polymers on stockpiles, forming a protective layer that reduces wind-borne dispersion. The facility also operates a network of 22 mist cannons installed in areas such as stockyards and sintering facilities to suppress airborne particulate matter.



→ A new sintering plant environmental control system comes online – Volta Redonda (RJ)

In 2025, we implemented an Automatic Particulate Monitoring Network (RAMP) across raw material and coal yards, consisting of 17 monitoring stations that automatically calculate particulate emission rates. The system continuously monitors particulate concentration and dispersion from stockpiles. Integrated with meteorological data—including wind direction and speed, temperature and precipitation—this system can anticipate conditions that could increase dust dispersion and supports timely deployment of control measures to reduce emissions.

In our mining operations, controls are primarily focused on reducing diffuse particulate emissions. We use fixed spraying systems across roads, yards and mining areas to maintain continuous surface wetting. These controls are supplemented by mobile water trucks, particularly during dry periods or in high-traffic areas. We also apply targeted solutions to stabilize exposed surfaces. On pit slopes, nylon mesh and polymer application via trucks and drones help reduce wind-entrained particle dispersion. On product stockpiles, laterite application improves compaction and reduces dust emissions. In waste rock and tailings areas, hydroseeding is applied as a long-term solution to promote vegetation cover and soil stabilization. During the year, dedicated dust-control drones were deployed, alongside a 40% increase in investment in polymer application across mining areas, further strengthening particulate containment efforts. These investments and operational measures resulted in a significant

reduction in dust levels in the Congonhas region, directly addressing community concerns and reinforcing our commitment to continuously improving environmental performance.

In the cement segment, since 2023, CSN has invested in upgrading filters and electrostatic precipitators at integrated cement mills, resulting in a reduction of nearly 5% in particulate emissions compared to 2023. We have also expanded the use of alternative fuels through co-processing, reducing reliance on fossil fuels and contributing to lower NOx emissions. All integrated plants currently have co-processing capabilities.

Across CSN, air quality management is integrated into our innovation agenda. Projects developed through *CSN Inova* and *CSN Conecta* have contributed to fleet optimization, improved logistics routing, reduced fuel consumption and supported greater process predictability—resulting in lower emissions of particulate matter and flue gases.

In Volta Redonda (RJ), CSN operates **the third-largest air quality monitoring network in Brazil**



Water stewardship GRI 303-1, 303-2

Our operations withdraw surface and groundwater for multiple purposes, including human consumption, industrial processes, and cooling systems. To ensure responsible water use, we have structured practices in place to optimize consumption and compliantly treat effluents generated in our operations, supporting enhanced water security, business continuity and minimizing environmental impacts. Guided by our Sustainability Policy, Environmental Management System (EMS) and [Corporate Water Resources Management Guidelines](#), water stewardship practices at CSN are led by the Sustainability function and overseen by the Board of Directors, with support from the ESG Committee.

CSN invests in state-of-the-art technologies to reduce water withdrawals and increase recycling and reuse across production processes

We continuously invest in technology, water efficiency projects and monitoring systems to reduce freshwater demand and increase water recycling and reuse across production processes. These initiatives reduce reliance on external water sources and strengthen operational resilience to climate risks and water scarcity.

In the steel segment, our operations require significant volumes of water, particularly in our steelworks. The Presidente Vargas Steelworks (UPV) in Volta Redonda (RJ) withdraws water from the Paraíba do Sul River for multiple stages of the production process and maintains strict controls to ensure efficient use. The facility uses automated systems for continuous monitoring of water withdrawals and effluent discharges, supported by performance indicators that inform decision-making and improve water management. In 2017, UPV became the first steelworks in Brazil to conduct a water footprint assessment, a practice that was later extended to CSN Mineração and the cement plant in Arcos (MG). This assessment has since guided the development of local water efficiency projects to increase water recycling and reduce water intensity.

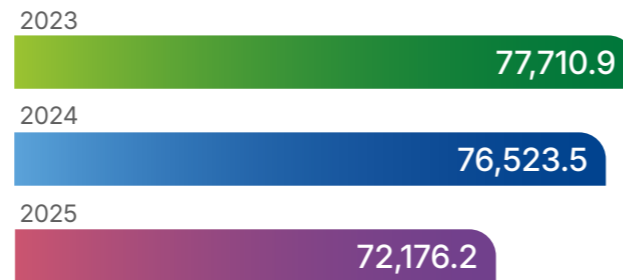
→ The reservoir of the Sacre Small Hydropower Plant (SHP) – Brasnorte (MT)



At UPV, we upgraded the Water Clarification Plants (WCS), introducing automatic pH neutralization and automated chemical dosing systems. These upgrades reduced treatment variability, prevented peak chemical dosing events and improved overall process stability. As a result, chemical consumption declined significantly, generating savings of approximately R\$ 6.5 million in one year, alongside environmental benefits from reduced waste generation and more efficient water treatment.

As a result of these efforts, UPV's water withdrawal intensity is below the global average for the steel sector. In recent years, the facility has recorded a consistent reduction in withdrawal volumes, reflecting investments in system upgrades and process improvements. In 2025, UPV achieved a water recycling rate of 94.5%. We also reduced our permitted water withdrawal from the Paraíba do Sul River by 30%, supporting more balanced resource use and enhancing water security and availability for downstream communities, while also benefiting regional ecosystems.

Water withdrawals at UPV (in ML)



In the mining segment, we take an integrated water management approach that combines consumption reduction, reuse and strict control of water withdrawals and discharges. At our Casa de Pedra and Pires sites, we operate 63 control systems and 35 monitoring stations.

As part of our long-term strategy, we have set a target to maintain water intensity below 0.45 m³ per metric ton of ore produced through 2032. In addition, CSN Mineração has committed to achieving a 94% water recirculation rate by the same year. In 2025, we achieved a water intensity of 0.20 m³ per metric ton of ore and a water recirculation rate of 92.8%, reflecting process improvements such as increased water recycling at the central plant and reuse of water from tailings filtration, later directed to dry stacking.



→ The Itá Hydropower Plant reservoir – Aratiba (RS)

In the cement segment, we have also continued to improve water efficiency. Key initiatives include expanding recirculation systems, optimizing closed-loop circuits and enhancing effluent control in order to reduce reliance on freshwater and increase resilience to water shortages. In 2025, the Caaporã (PB) plant implemented improvements

to the water recirculation systems at the clinker plant, resulting in a 43% reduction in freshwater withdrawals. As a result, CSN Cimentos achieved a water intensity of 0.20 m³ per metric ton of cementitious material produced, a 9% reduction compared to 2024.



→ ERSA Mineração operations
- Ariquemes (RO)

Reflecting high recycling rates across CSN Group operations, **total water recycling in 2025 reached 1,335.37 ML.**

CSN Group conducts ongoing water risk assessments in the regions hosting our operations, using tools such as the World Resources Institute's Aqueduct Water Risk Atlas. These analyses help identify areas more exposed to water stress and guide investment prioritization in efficiency, recirculation and reuse initiatives.

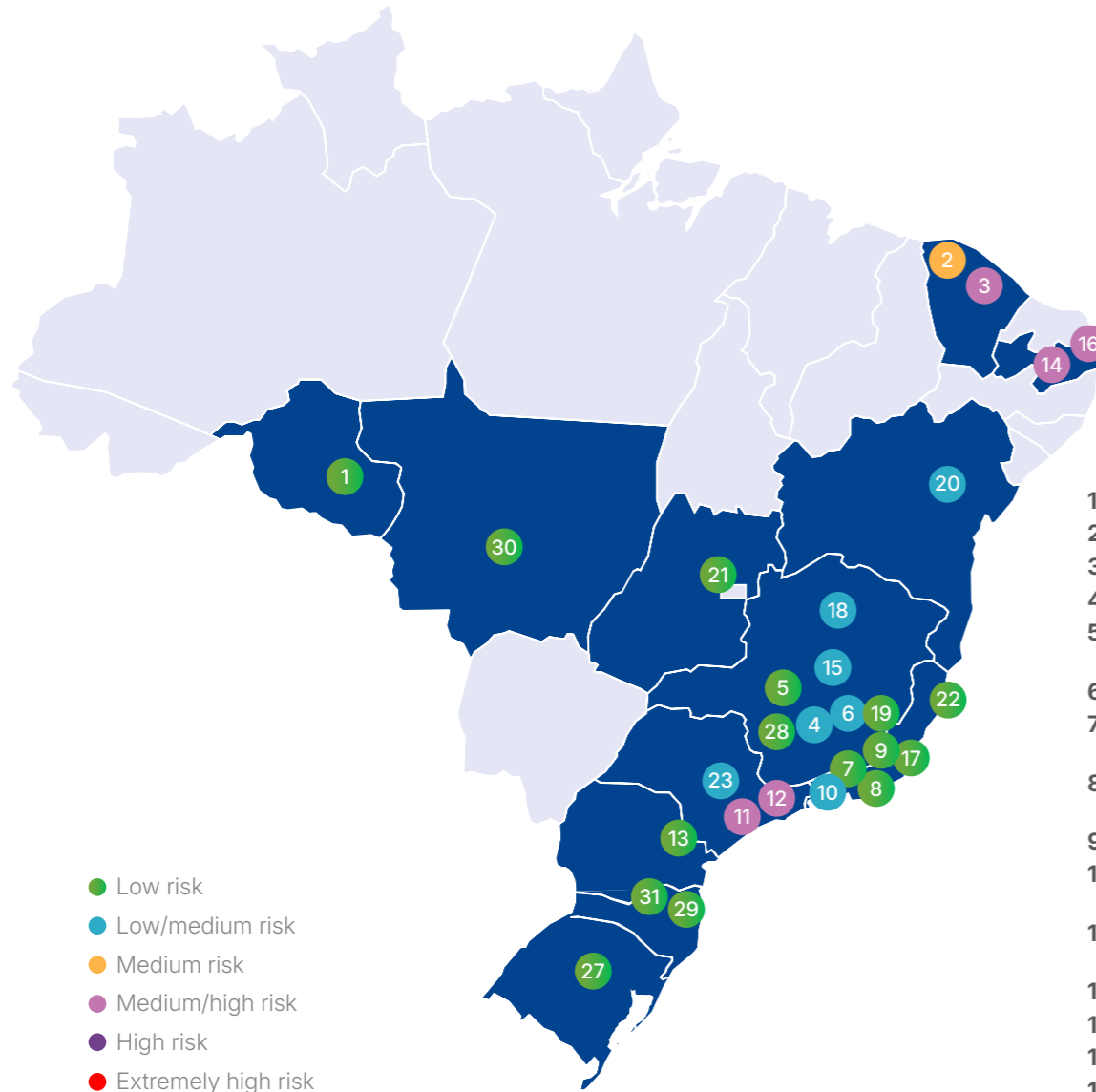
In 2025, updated assessments indicated that most of our operations are located in regions classified as low to medium water stress risk. Exceptions include SWT in Germany and Lusosider in Portugal, which operate in regions with higher water scarcity and therefore require more rigorous control and planning measures.

Water management at Lusosider and SWT is conducted responsibly and in full compliance with

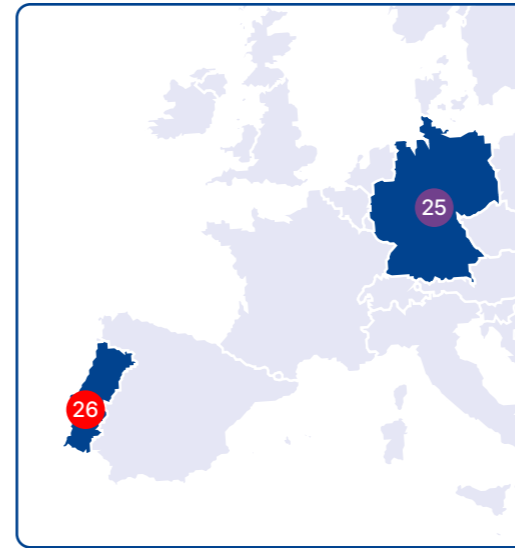
local environmental regulations. At Lusosider, the entire water cycle—from groundwater withdrawal through consumption to surface discharge—is strictly controlled, ensuring that 100% of water used is treated before being returned to the environment. At SWT, water management is supported by a well-structured monitoring system that tracks all stages—from withdrawal through consumption, treatment and discharge—ensuring compliance with regulatory limits. These practices demonstrate CSN's commitment to operational efficiency, effective effluent treatment and robust water governance, particularly in water-stressed regions.

In 2025, we met our target to standardize and transparently disclose permitted, withdrawn and discharged water volumes across our operations, and to intersect this data with water scarcity risks in the watersheds hosting our operations. As a result, we developed an interactive water balance dashboard that consolidates data on withdrawals, consumption, discharge, permitted volumes and risk indicators. This tool strengthens integration between environmental management and our sustainability strategy, while providing clear visibility into impacts and water-use efficiency. To view the dashboard, [click here](#).

WATER STRESS ASSESSMENT



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



We also actively participate in watershed committees and forums, in coordination with civil society representatives, to strengthen our practices and continuously improve our performance in water resource management:

- **Arcos (MG):** Upper São Francisco Watershed Committee (CBH SF1)
- **Barroso (MG):** Rio Grande Tributaries Watershed Committee (CBH GD1 and GD2)
- **Congonhas (MG):** Paraopeba Watershed Committee (CBH SF3)
- **Montes Claros (MG):** Verde Grande Watershed Committee (CBH SF10)
- **Pedro Leopoldo (MG):** Ribeirão da Mata Watershed Committee (SCBH Ribeirão da Mata)
- **Caaporã (PB):** Paraíba South Coast Watershed Committee (CBHLSPB)
- **Cantagalo (RJ):** Dois Rios Watershed Committee (CBHR2R)
- **Volta Redonda (RJ):** Middle Paraíba do Sul Watershed Committee (CBH/MPS) and Paraíba do Sul Watershed Integration Committee (CEIVAP)
- **Rio Grande do Sul (RS):** Upper Jacuí Watershed Management Committee (COAJU), Sinos Watershed Management Committee (COMITESINOS), Caí Watershed Management Committee (Comitê Caí)



→ *Revalora operations – Pedro Leopoldo (MG)*

Waste management GRI 306-1, 306-2, 3-3, SASB EM.MM.150a.10

Waste management practices across the CSN Group are guided by circular economy principles and focused on maximizing value from materials and co-products across our value chains. This is supported by the integration of our mining, steel and cement businesses, allowing us to connect different stages of industrial processes and create synergies that reduce waste generation and increase reuse.

We follow the waste management hierarchy established by Brazil's National Waste Policy (PNRS), prioritizing prevention, reuse, recycling, co-processing and, only when no viable alternatives exist, environmentally sound disposal. For hazardous waste, we apply specific procedures for traceability, control and disposal, including co-processing in cement operations and disposal at licensed industrial landfills.

To strengthen these practices across the organization, we encourage operations to develop integrated solutions, share best practices across businesses and accelerate waste and co-product reuse initiatives at scale through the Circular Economy Working Group under the ESG Committee.

We also have a dedicated team for marketing co-products and surplus materials. Our Special

Sales Team (GVS) identifies reuse opportunities both within and outside the Group, helping reduce landfill disposal and create value from materials that would otherwise be discarded. In 2025, material reuse generated net revenue of R\$278.5 million. Thanks to these initiatives, 96% of the waste generated by CSN Group operations was sustainably treated and disposed of in 2025, underscoring our commitment to efficient materials management and advancing the circular economy.

Each operational site has site-specific routines for waste monitoring, segregation and temporary storage, supported by dedicated teams for organizing and controlling different waste streams. These processes are tracked through internal indicators that support environmental performance assessments and the identification of continuous improvement opportunities.

In the steel business, waste management is directly integrated into the production model. Pig iron production generates blast furnace slag, which is fully reused by CSN Cimentos as an input in cement manufacturing. This integration reduces the need for external disposal and converts a co-product into a valuable raw material. Another key material is steel aggregate, produced from the processing of steelmaking slag. This material is used in applications such as rural road surfacing,

soil conditioning in agriculture, railway ballast and as a substitute for natural aggregates in construction, increasing material utilization and reducing demand for natural resources. Steel production also enables the reuse of various types of scrap metal, which are recycled back into the production process as inputs, supporting circular economy principles and reducing demand for primary raw materials.

In 2025, we reduced landfill disposal of Class II (non-hazardous) waste by 6%, instead using these materials for reclamation at properly licensed sites. In this approach, non-hazardous operational waste materials are used in environmental rehabilitation, supporting erosion control and soil improvement under environmentally controlled conditions.

Circular economy principles guide our waste management approach, with a **focus on maximizing the use of materials** and co-products across value chains

In the cement segment, waste management performance is enhanced by co-processing operations, which enable the use of industrial waste as substitutes for raw materials and fossil fuels in the production process. This reduces natural resource consumption, lowers emissions associated with conventional fuel use and enables environmentally sound disposal for waste from other value chains. Integration with the steel segment is a key driver of this strategy, particularly the use of blast furnace slag as an input in cement production, closing material loops within the Group.

Adding to our internal initiatives is the Circula+ platform, created by CSN Inova as the Group's first spin-off. This platform operates as a circular economy hub, connecting companies interested in buying and selling co-products and surplus materials. Since its launch in 2022, the platform has expanded through a digital marketplace and consulting services, helping other organizations develop more efficient waste management models. In 2025, Circula+ continued to advance its innovation strategy, delivering tailored solutions that help businesses optimize material reuse, minimize waste, and comply with evolving environmental regulations.



→ A Revalora employee – Pedro Leopoldo (MG)

Revalora: CSN Cimentos' waste-to-value platform

Revalora is a strategic waste-to-value platform within CSN Cimentos that is helping to advance circular economy principles and CSN Group's CO₂ emissions reduction targets. The platform converts industrial and municipal waste into alternative fuels and materials for cement production, partially replacing fossil fuels in clinker kilns—thus supporting emissions mitigation and more efficient materials management.

In 2025, Revalora continued its expansion strategy, with a portfolio of more than 30 waste co-processing projects. These projects range from expanding operational capacity to improving the quality of refuse-derived fuels (RDF), with a focus on increasing material consistency and process stability.

The platform is supported by logistics infrastructure designed to optimize material flows and expand waste-to-value throughput capacity.

The Pedro Leopoldo (MG) facility remains the primary hub for preparing alternative fuels, supplying the Arcos, Barroso and Montes Claros plants. In 2025, the expansion of this facility was completed, enabling an approximately 20% increase in RDF production capacity, including from municipal waste.

Throughout the year, Revalora also focused on improving fuel quality through equipment upgrades and process adjustments to particle size and material homogeneity, while advancing new projects and partnerships to support CSN's medium- and long-term strategic targets. These efforts are expected to support increased thermal substitution rates at plants in upcoming operational cycles. In 2025, CSN Cimentos' average thermal substitution rate remained at approximately 27%, with an expected increase of about five percentage points in 2026, driven by initiatives already implemented.

APPENDICES

- GRI content index
- SASB content index
- Assurance Report



GRI content index

Statement of use	Companhia Siderúrgica Nacional S.A. has developed its report in accordance with the GRI Standards for the period from January 1 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
General disclosures						
The organization and its reporting practices						
GRI 2: General disclosures 2021	2-1 Organizational details	4 , 16 , 49				
	2-2 Entities included in the organization's sustainability reporting	4				
	2-3 Reporting period, frequency and contact point	4				
	2-4 Restatements of information	ESG Databook				
	2-5 External assurance	4				
Activities and workers						
GRI 2: General disclosures 2021	2-6 Activities, value chain and other business relationships	16 , 19 , 114 , ESG Databook				
	2-7 Employees	97 , ESG Databook				8, 10
	2-8 Workers who are not employees	97 , ESG Databook				8

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
Governance						
	2-9 Governance structure and composition	49 , 75				5, 16
	2-10 Nomination and selection of the highest governance body	49				5, 16
	2-11 Chair of the highest governance body	49				16
	2-12 Role of the highest governance body in overseeing the management of impacts	49 , 68				16
	2-13 Delegation of responsibility for managing impacts	49 , 68 , 70				
	2-14 Role of the highest governance body in sustainability reporting	4 , 75				
GRI 2: General disclosures 2021	2-15 Conflicts of interest	56				16
	2-16 Communication of critical concerns	49 , 57 . In 2025, no material cases of misconduct or inappropriate risk exposures were identified that required reporting to the Audit Committee or the Board of Directors.				
	2-17 Collective knowledge of the highest governance body	49 , 67 , 68				
	2-18 Evaluation of the performance of the highest governance body	55				
	2-19 Remuneration policies	55				
	2-20 Process to determine remuneration	55				
	2-21 Annual total compensation ratio	ESG Databook				

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
Strategy, policies and practices						
GRI 2: General disclosures 2021	2-22 Statement on sustainable development strategy	6 , 8				
	2-23 Policy commitments	68 , 91				16
	2-24 Embedding policy commitments	68 , 91				
	2-25 Processes to remediate negative impacts	91 , 93 , 118				
	2-26 Mechanisms for seeking advice and raising concerns	93 , 118 , ESG Databook				16
	2-27 Compliance with laws and regulations	ESG Databook				
	2-28 Membership associations	ESG Databook				
Stakeholder engagement						
GRI 2: General disclosures 2021	2-29 Approach to stakeholder engagement	96 , 97 , 98 , 105 , 114 , 118				
	2-30 Collective bargaining agreements	97				8
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	74 , 75				
	3-2 List of material topics	76 , 77				
Ethics, integrity and compliance						
GRI 3: Material Topics 2021	3-3 Management of material topics	84 , 90				
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	47 , 80				8, 9

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	80, 116				16
	205-2 Communication and training on anti-corruption policies and procedures	91, ESG Databook				16
	205-3 Confirmed incidents of corruption and actions taken	91				16
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG Databook				16
GRI 207: Tax 2019	207-1 Approach to tax	95				1, 10, 17
	207-2 Tax governance, control and risk management	95				1, 10, 17
	207-3 Stakeholder engagement and management concerns related to tax	95				1, 10, 17
	207-4 Country-by-country reporting	ESG Databook				1, 10, 17
Supply chain management						
GRI 3: Material Topics 2021	3-3 Management of material topics	80, 133				
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	114, ESG Databook				8
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	114, ESG Databook				

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 308: Supplier environmental assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	-		Information unavailable/incomplete	This disclosure has not been reported in the current reporting cycle as a new approach has been implemented for supplier environmental assessments, as described in the Supply Chain Management chapter. During the reporting period, the model remained under development and validation, preventing the disclosure of consistent and consolidated data.	
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	114 , 116				8
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	114 , 116				5, 8, 16
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	114 , 116				5, 8
	414-1 New suppliers that were screened using social criteria	114 , ESG Databook				5, 8, 16
GRI 414: Supplier social assessment 2016	414-2 Negative social impacts in the supply chain and actions taken			Information unavailable/incomplete	This disclosure has not been reported in the current reporting cycle as a new approach has been implemented for supplier social assessments, as described in the Supply Chain Management chapter. During the reporting period, the model remained under development and validation, preventing the disclosure of consistent and consolidated data.	

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
Talent acquisition, development and retention						
GRI 3: Material Topics 2021	3-3 Management of material topics	88 , 89 , 96 , 98				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	ESG Databook				4, 5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	99				3, 5, 8
	401-3 Parental leave	99 , ESG Databook				5, 8
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	101 , ESG Databook				4, 5, 8, 10
	404-3 Percentage of employees receiving regular performance and career development reviews	100 , ESG Databook				5, 8, 10
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	102 , ESG Databook				5, 8
	405-2 Ratio of basic salary and remuneration of women to men	ESG Databook				5, 8, 10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	ESG Databook				5, 8
Health, safety and well-being						
GRI 3: Material Topics 2021	3-3 Management of material topics	86 , 87 , 104				

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	105				8
	403-2 Hazard identification, risk assessment, and incident investigation	105				8
	403-3 Occupational health services	105, 110				8
	403-4 Worker participation, consultation, and communication on occupational health and safety	105				8, 16
	403-5 Worker training on occupational health and safety	105				9
	403-6 Promotion of worker health	105, 110				3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	105				8
	403-8 Workers covered by an occupational health and safety management system	105				8
	403-9 Work-related injuries	ESG Databook				3, 8, 16
	403-10 Work-related ill health	ESG Databook				3, 8, 16
Community engagement and local development						
GRI 3: Material Topics 2021	3-3 Management of material topics	81, 117				
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	81, 118, 122				5, 9, 11
	203-2 Significant indirect economic effects	118, 122				

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	ESG Databook				2
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	118, 122 . 70% of the CSN Group's operations have established processes for community engagement, social impact assessments and/or local community development programs.				
	413-2 Operations with significant actual or potential negative impacts on local communities	118				
Climate change						
GRI 3: Material Topics 2021	3-3 Management of material topics	77, 78, 137, 138				
	102-1 Transition plan for climate change mitigation	140				
	102-2 Climate change adaptation plan	60, 145				
GRI 102: Climate change 2025	102-3 Just transition	-		Information unavailable/incomplete	This disclosure was not reported as we are in the process of developing our Just Transition approach, integrated with our assessment of climate-related risks and opportunities. During the reporting period, there were no conclusive data available to support the definition of a structured model on this topic.	
	102-4 GHG emissions reduction targets and progress	138, 140, 142, 143, 144				
	102-5 Scope 1 GHG emissions	140, ESG Databook				

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 102: Climate change 2025	102-6 Scope 2 GHG emissions	140, ESG Databook				
	102-7 Scope 3 GHG emissions	140, ESG Databook				
	102-8 GHG emissions intensity	142, 143, 144, ESG Databook				
	102-9 GHG removals in the value chain	140 . We remove greenhouse gas emissions through biomass and forest carbon sinks, primarily by planting native seedlings in protected areas and reserves. In 2025, these initiatives resulted in the removal of 63.09 tCO ₂ e within Scope 1, excluding any carbon credit transactions or offsets from the calculation.				
	102-10 Carbon credits	We do not use carbon credits in our decarbonization strategy.				
GRI 103: Energy 2025	103-1 Energy policies and commitments	138, 140				
	103-2 Energy consumption and self-generation within the organization	ESG Databook				
	103-3 Upstream and downstream energy consumption	ESG Databook				
	103-4 Energy intensity	ESG Databook				
	103-5 Reduction in energy consumption	140, 142, 143, 144				
GRI 201: Economic performance 2026	201-2 Financial implications and other risks and opportunities due to climate change	60, 77				13
Eco-efficiency						
GRI 3: Material Topics 2021	3-3 Management of material topics	82, 83, 147, 148, 154				

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 305: Emissions 2016 ¹	305-6 Emissions of ozone-depleting substances (ODS)	ESG Databook				
	305-7 NOX, SOX, and other significant air emissions	ESG Databook				3, 12, 14, 15
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	154				3, 6, 11, 12
	306-2 Management of significant waste-related impacts	154				3, 6, 8, 11, 12
	306-3 Waste generated	ESG Databook				3, 6, 11, 12
	306-4 Waste diverted from disposal	ESG Databook				3, 11, 12
	306-5 Waste directed to disposal	ESG Databook				3, 6, 11, 12, 15
Tailings dams and co-products						
GRI 3: Material Topics 2021	3-3 Management of material topics	85, 128				
Biodiversity and ecosystems						
GRI 3: Material Topics 2021	3-3 Management of material topics	79, 132				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	133				
	101-2 Management of biodiversity impacts	133, 135				
	101-3 Access and benefit-sharing	133				
	101-4 Identification of biodiversity impacts	133				

¹ GRI disclosures 305-1 through 305-5 have been incorporated into the new GRI 102: Climate Change (2025) Standard under the updated GRI framework.

GRI Standard/Other source	Disclosure	Location/Response	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 101: Biodiversity 2024	101-5 Locations with biodiversity impacts	135, ESG Databook				
	101-6 Direct drivers of biodiversity loss	133				
	101-7 Changes to the state of biodiversity	133				
	101-8 Ecosystem services	133, ESG Databook				
Additional disclosures not included in the materiality topics but maintained in the report for greater transparency and comparability						
GRI 202: Market presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	ESG Databook				5, 8
GRI 301: Materials 2016	301-1 Materials used by weight or volume	ESG Databook				8, 12
	301-2 Recycled input materials used	ESG Databook				8, 12
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	150				6, 12
	303-2 Management of water discharge related impacts	150				6
	303-3 Water withdrawal	ESG Databook				6
	303-4 Water discharge	ESG Databook				6
	303-5 Water consumption	ESG Databook				6
GRI 410: Security practices	410-1 Security personnel trained in human rights policies or procedures	112				

SASB content index

Iron & Steel Producers 2023

SASB Disclosure	SASB Code	SASB Metrics	Location/Response
Greenhouse gas emissions	EM-IS-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	77 , ESG Databook
	EM-IS-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	77 , 137 , 140
Air quality	EM-IS-120a.1	Air emissions for the following pollutants: (1) CO, (2) NO _x (excluding N ₂ O), (3) SO _x , (4) particulate matter (PM10), (5) manganese (MnO), (6) lead (Pb), (7) volatile organic compounds (VOCs), and (8) polycyclic aromatic hydrocarbons (PAHs)	82 , 148 , ESG Databook
Energy management	EM-IS-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	77 , ESG Databook
	EM-IS-130a.2	(1) Total fuel consumed, (2) percentage coal, (3) percentage natural gas, (4) percentage renewable	77 , ESG Databook
Water management	EM-IS-140a.1	(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	ESG Databook
Waste management	EM-IS-150a.1	Amount of waste generated, percentage hazardous, percentage recycled	82 , ESG Databook
Workforce health and safety	EM-IS-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for: (a) full-time employees and (b) contract employees.	86 , 113 , ESG Databook
Supply chain management	EM-IS-430a.1	Discussion of the process for managing iron ore and/or coking coal sourcing risks arising from environmental and social issues	80 , 113 , ESG Databook
Activity metrics	EM-IS-000.A	Raw steel production, percentage from: (1) basic oxygen furnace processes, (2) electric arc furnace processes	ESG Databook
	EM-IS-000.B	Total iron ore production	ESG Databook
	EM-IS-000.C	Total coking coal production	ESG Databook

Metals & Mining 2023

SASB Disclosure	SASB Code	SASB Metrics	Location/Response
Greenhouse gas emissions	EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	77, ESG Databook
	EM-MM-110a.2	Description of long-term and short-term strategy or plan to manage Scope 1 emissions, emission-reduction targets, and an analysis of performance against those targets	77, 137, 140
Air quality	EM-MM-120a.1	Air emissions for 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)	82, 148, ESG Databook
Energy management	EM-MM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	77, ESG Databook
Water management	EM-MM-140a.1	(1) Total water withdrawn and (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	ESG Databook
	EM-MM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	ESG Databook
Waste & hazardous materials management	EM-MM-150a.4	Total weight of non-mineral waste generated	82, 85, ESG Databook
	EM-MM-150a.5	Total weight of tailings produced	ESG Databook
	EM-MM-150a.6	Total weight of waste rock generated	85, ESG Databook
	EM-MM-150a.7	Total weight of hazardous waste generated	ESG Databook
	EM-MM-150a.8	Total weight of hazardous waste recycled	ESG Databook
	EM-MM-150a.9	Number of significant incidents associated with hazardous materials and waste management	ESG Databook
	EM-MM-150a.10	Description of waste and hazardous materials management policies and procedures for active and inactive operations	154
Biodiversity impacts	EM-MM-160a.1	Description of environmental management policies and practices for active sites	79
	EM-MM-160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation	ESG Databook
	EM-MM-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	ESG Databook

SASB Disclosure	SASB Code	SASB Metrics	Location/Response
Security, human rights & rights of indigenous peoples	EM-MM-210a.1	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	81, 117, ESG Databook
	EM-MM-210a.2	Percentage of (1) proved and (2) probable reserves in or near indigenous land	81, ESG Databook
	EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	81, ESG Databook
Community engagement	EM-MM-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	81, 118
	EM-MM-210b.2	Number and duration of strikes and lockouts	ESG Databook
Labor relations	EM-MM-310a.1	Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees	88, 104 . 100% of employees and contractors are covered by union representation and have the right to freedom of association
	EM-MM-310a.2	Number and duration of non-technical delays	88, ESG Databook
Workforce health and safety	EM-MM-320a.1	(1) MSHA all-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	80, 86, 104, 113, ESG Databook
Business integrity and ethics	EM-MM-510a.1	Description of the management system for prevention of corruption and bribery throughout the value chain	84, ESG Databook
	EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	84, ESG Databook
Tailings storage facilities management	EM-MM-540a.1	Tailings storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10) material findings, (11) mitigation measures, (12) site-specific EPRP	85, ESG Databook
	EM-MM-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	85, 128
	EM-MM-540a.3	Approach to development of Emergency Preparedness and Response Plans (EPRPs) for tailings storage facilities	85, 128
Activity metrics	EM-MM-000.A	Production of (1) metal ores and (2) finished metal products	ESG Databook
	EM-MM-000.B	Total number of employees, percentage contractors	88, ESG Databook

Construction Materials 2023

SASB Disclosure	SASB Code	SASB Metrics	Location/Response
Greenhouse gas emissions	EM-CM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	77 , ESG Databook
	EM-CM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	77 , 137
Air quality	EM-CM-120a.1	Air emissions for the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs) and (7) heavy metals	82 , 148 , ESG Databook
Energy management	EM-CM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative and (4) percentage renewable	77 , ESG Databook
Water management	EM-CM-140a.1	(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	ESG Databook
Waste management	EM-CM-150a.1	Amount of waste generated, percentage hazardous and percentage recycled	ESG Databook
Biodiversity impacts	EM-CM-160a.1	Description of environmental management policies and practices for active sites	79
	EM-CM-160a.2	Terrestrial acreage disturbed, percentage of impacted area restored	ESG Databook
Workforce health and safety	EM-CM-320a.1	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	86 , 104 , 113 , ESG Databook
	EM-CM-320a.2	Number of reported cases of silicosis	ESG Databook
Product innovation	EM-CM-410a.1	Percentage of products that qualify for credits in sustainable building design and construction certifications	ESG Databook
	EM-CM-410a.2	Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production	80 , ESG Databook
Pricing integrity and transparency	EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities	84 , ESG Databook
Activity metrics	EM-CM-000.A	Production by major product line	ESG Databook

assurance letter



(Free translation from the original issued in Portuguese. In the event of any discrepancies, the Portuguese-language version shall prevail.)

Independent auditor's limited assurance report on the non-financial information included in the Integrated Report

Grant Thornton Auditores Independentes Ltda.
 Av. Eng. Lutz Carlos Benini, 105 - 12th floor, Itaim Bibi, São Paulo (SP) - Brazil
 T +55 11 3886-6100
www.grantthornton.com.br

To the Shareholders, Board Members and Management of **Companhia Siderúrgica Nacional** São Paulo - SP

Introduction

We have been engaged by Companhia Siderúrgica Nacional (the Company) to issue our independent auditor's limited assurance report on the non-financial information included in the Integrated Report 2025 of the CSN Group and its respective supplementary contents from attachment ESG Databook, hereinafter collectively referred to as the "Integrated Report 2025" of Companhia Siderúrgica Nacional for the year ended December 31, 2025.

Our limited assurance does not cover information relating to prior periods or any other information disclosed in conjunction with the Integrated Report 2025, including any embedded images and audio or video files.

Responsibilities of the Company's management

The Company's management is responsible for the following:

- Selecting and establishing appropriate criteria for preparing the information included in the Integrated Report 2025;
- Preparing the information in accordance with the criteria and guidelines provided by the Global Reporting Initiative (GRI - Standards), with the indicators for the Iron & Steel Producers (EM-IS), Metals & Mining (EM-MM), and Construction Materials (EM-CM) sectors from the Sustainability Accounting Standards Board (SASB) and Guideline CPC 09 - Integrated Reporting, related to Integrated Reporting Framework prepared by the International Integrated Reporting Council (IIRC);
- Designing, implementing and maintaining internal control over information considered relevant for preparing the information included in the Integrated Report 2025 that is free from material misstatement, whether due to fraud or error.



Responsibility of the independent auditor

Our responsibility is to express a conclusion on the non-financial information included in the Integrated Report 2025 based on the limited assurance engagement conducted in accordance with Technical Communication CTO 07/2022, issued by the Federal Accounting Council (CFC), and based on NBC TO 3000 - Assurance Engagements Other than Audits or Reviews of Historical Financial Information, also issued by the CFC, which is equivalent to the international standard ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that the auditor comply with ethical and independence requirements and other related responsibilities, including as to the application of the Brazilian Standard on Quality Management (NBC PA 01) and, therefore, the maintenance of a comprehensive quality management system that encompasses documented policies and procedures for compliance with ethical requirements, professional standards and legal and regulatory requirements applicable.

Moreover, the aforementioned standards require that we plan and perform our engagement to obtain limited assurance that the non-financial information included in the Integrated Report 2025, taken as a whole, is free from material misstatements.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000 Revised) primarily consists of making inquiries of the Company's management and other individuals in the entity involved in the preparation of information, as well as applying analytical procedures to obtain evidence that enables us to issue a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires that we perform additional procedures in the event matters come to our attention that cause us to believe that the information disclosed in the Integrated Report 2025, taken as a whole, may contain material misstatements.

The procedures selected were based on our understanding of the aspects relating to the compilation, materiality and presentation of the information included in the Integrated Report 2025 and other circumstances of our engagement and our consideration of the areas and processes associated with the material information disclosed in the Integrated Report 2025 which could contain material misstatements. Our procedures comprised, among others, the following:

- Planning the work, considering the relevance, volume of quantitative and qualitative information and the operating systems and internal controls based on which the information included in the Integrated Report 2025 was prepared;
- Understanding the calculation methodology and the procedures for the compilation of the indicators through inquiries with the managers responsible for the preparation of the information;
- Applying analytical procedures on the quantitative information and making inquiries regarding the qualitative information and its correlation with the indicators disclosed in the information included in the Integrated Report 2025; and
- For those cases where there is a correlation between the non-financial data and indicators having a financial nature, match such indicators to the financial statements and/or accounting records.

The limited assurance engagement also included the analysis of the compliance with the guidelines and criteria provided in the framework Global Reporting Initiative (GRI Standards), the Sustainability Accounting Standards Board EM-IS, EM-MM and EM-CM (SASB) and Guideline CPC 09 - Integrated Reporting (related to the Integrated Reporting Framework prepared by the IIRC) applicable to the preparation of the information included in the Integrated Report 2025.

We believe that the evidence we have obtained during our work is sufficient and appropriate to provide a basis for our limited assurance conclusion.



Scope and limitations

The procedures applied in a limited assurance engagement vary in nature and timing and are less in scope than an engagement to obtain reasonable assurance. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the level that would be obtained if a reasonable assurance engagement had been performed. If we had performed a reasonable assurance engagement, we might have identified other matters and possible misstatements in the information included in the Integrated Report 2025. Therefore, we do not express an opinion on this information.

Non-financial data is subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate such data. Qualitative interpretations of materiality, relevance and accuracy of the data are subject to individual assumptions and judgments. Furthermore, we neither conduct any work based on prior-period information nor in relation to future projections and goals.

The preparation and presentation of sustainability indicators have followed the GRI Standards criteria and, therefore, their objective is not to assure that social, economic, environmental or engineering regulations and laws were complied with. Such criteria prescribe, however, the presentation and disclosure of any events of noncompliance with such regulations when significant sanctions or fines are imposed. Our assurance report should be read and understood in this context, inherent to the criteria selected (GRI Standards).

Conclusion

Based on the procedures performed, described in this report, and on the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in Companhia Siderúrgica Nacional's Integrated Report for the year ended December 31, 2025 has not been prepared, in all material respects, in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI Standards), the Sustainability Accounting Standards Board EM-IS, EM-MM and EM-CM (SASB) and Guideline CPC 09 - Integrated Reporting, correlated to the Integrated Reporting Framework prepared by the IIRC.

São Paulo, April 29, 2026

Grant Thornton Auditores Independentes Ltda.
 CRC 2SP-025.583/O-1

Clayton da Silva Codo
 Accountant CRC ISP-234-906/O-1

Credits

BOARD OF DIRECTORS

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CSN Inova

Alessandra Steinbruch
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Carlos Miranda Lima
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PROJECT MANAGEMENT, DISCLOSURES CONSULTING, CONTENT, DESIGN AND PROOFREADING

Grupo Report

PHOTO CREDITS

CSN image archives
CEDOC - Research and Documentation Center

TRANSLATION

Latin America Translations - Ivan van Rheenen

We would like to thank all individuals who were directly or indirectly involved in preparing the 2025 Integrated Report.

We would especially like to thank the managers, operational teams, and corporate departments whose assistance and collaboration in collecting and reviewing the information contained herein were essential in developing this report.

Published April 2026.