2024 Sustainability Report

rumo

Somos o Brasil em movimento

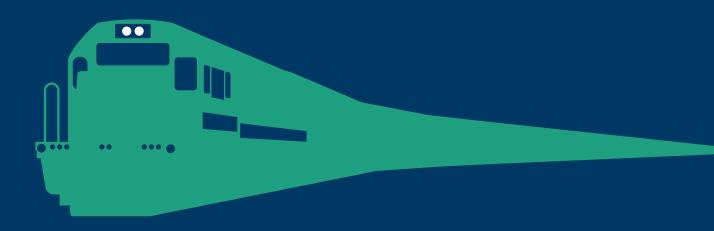
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About the Report

Welcome to Rumo's 2024 Annual Sustainability Report!

This report, which was released on March 25, 2025, summarizes Rumo's key accomplishments and developments as well as our performance from January 1 to December 31, 2024, in the areas of governance, economy, social, and the environment. **GRI 2-3**

It was prepared in accordance with the main international reporting guidelines, based on transparency and responsible governance, cornerstones of our management model. This document reflects our work with employees, customers, suppliers, communities, investors and business partners, reinforcing our mission to boost Brazil's logistics infrastructure with efficiency and sustainability.

The Report and the Company's material themes were reviewed and approved by the Board of Directors and the Executive Board, following a recommendation from the Sustainability Committee, as well as all the information having been assessed by Rumo's responsible executives. **GRI 2-14** This report has also been subject to external verification by an independent third party commissioned by Rumo, which ensures the truthfulness of the information, the limited assurance of the indicators, sustainability commitments with quantifiable targets attached and materiality. The responsible institution has issued an opinion on the non-financial information contained in this Report, in accordance with NBC TO 3000 issued by the Federal Accounting Council (CFC). See page 128. **GRI 2-5**

If you have any comments or questions about Rumo's Sustainability Report, please contact us by e-mail: ir@rumolog.com. GRI 2-3

Have a good read!

1-

READING TOOLS

Indicators reported in this document are listed at the beginning of topics or at the end of each paragraph and are identified with the acronyms of the following guidelines: Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Task Force on Climate-related Financial Disclosures (TCFD).



In the **Reading Tool** (page 110) chapter you will find the GRI, SASB and TCFD content indexes, which provide references to the pages on which each indicator is mentioned.

INDICATOR CENTRAL



To discover the history of the data reported and the complementary content, access the <u>Indicator Central document</u> <u>via the link</u>. ABOUT GOVERNANCE RUMO ON THE TRACKS STRATEGIC MANAGEMENT AND OPERATIONS

RELATIONSHIPS THAT MOVE US

RUMO TOWARDS **ENVIRONMENT**

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STANDARDS AND METRICS



This report has been prepared in accordance with the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) standards, of the Value Reporting Foundation, which are international benchmarks in sustainability reporting.



We also follow the Task Force on Climate-related Financial Disclosures (TCFD), initiative aimed at providing recommendations for organizations to measure and disclose climate-related financial information.

INTEGRATED REPORTING (IR)

We report following the partial structure of the Integrated **Reporting (IR),** focusing on the integration of information, conciseness, strategy and the organization's performance.



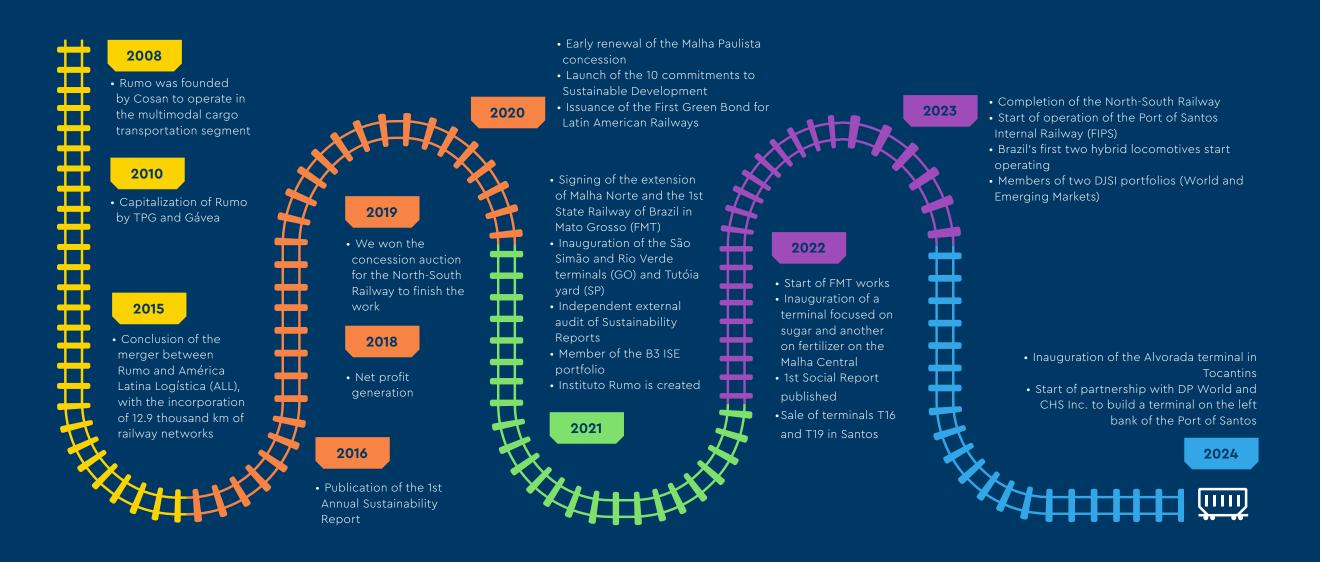
We are signatories to the United Nations (UN) Global **Compact** and therefore we refer to its Ten Universal Principles and the Sustainable Development Goals (SDGs).

The content covered in this document was based on the Dual Materiality Process. Read more on the next page.



MILESTONES IN OUR JOURNEY

Presenting the highlights of our history, which shape who we are today and act as a support for us to continue aiming far with sustainability.



READING

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READING

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Materiality

GRI 3-1

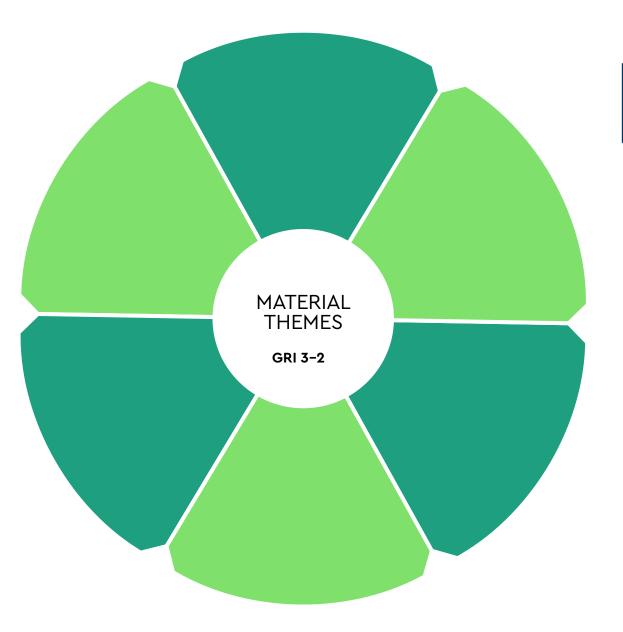
The themes covered in this Sustainability Report were defined on the basis of Rumo's Materiality Matrix, which is defined and/or revised annually to ensure alignment with the Company's most relevant risks and opportunities.

The Dual Materiality review considered both the impacts of the business on the environment and society and the external factors influencing our operations. This process was conducted in the following stages:

1. ANALYSIS OF ESG DRIVERS

- **2. SECTOR BENCHMARKING**
- 3. WEIGHTING RUMO'S STRATEGY
- 4. EVALUATION WITH INTERNAL AND EXTERNAL STAKEHOLDERS

Find out the details of this process on page 03 of the <u>Indicator Central</u>.





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STRATEGIC MANAGEMENT

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Message from the Leadership

GRI 2-22

We conclude 2024 with the assurance that we have made progress toward sustainable growth, enhancing Rumo's position as a key player in the infrastructure revolution in Brazil and propelling the nation's growth with investments that boost connectivity, competitiveness and decarbonization.

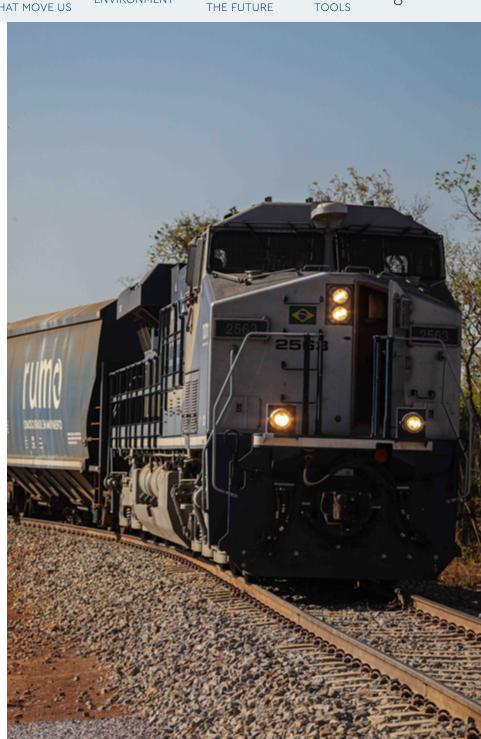
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We remained steadfast in our strategy, driving the railway's capacity and efficiency, despite major challenges during the year, such as extreme weather events in Rio Grande do Sul, crop failures in the Midwest and an uncertain and challenging macroeconomic environment.

We saw growth in transported volume, reaching 79.8 billion RTKs and a record adjusted EBITDA of BRL 7.7 billion, an increase of 37%. Adjusted net profit reached BRL 2.1 billion, almost three times the amount recorded in the previous year.

Investments of BRL 5.5 billion made during the year, besides building a legacy in our operating fields, have strengthened national rail logistics. We stepped up the construction of the Mato Grosso Railway, expanded the capacity and safety of the Malha Paulista and consolidated our strategic position in the Port of Santos, with works on rail access and agreements to build a new port terminal that will handle grain and fertilizers.

Safety remains a non-negotiable value. Although we have made progress in personal safety, the incidents have increased in frequency and we have recorded more serious rail accidents. We are not satisfied and we will continue to strengthen our safety culture.



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In yet another year, we ensured that Rumo remained in the Dow Jones Sustainability Indexes (DJSI) and B3 Corporate Sustainability Index (ISE) portfolios, a market recognition confirming that we are on the right track.

Brazil's transportation matrix is still highly dependent on road transport. As a more sustainable alternative, rail plays a key role in reducing carbon emissions. We continue to push the logistics chain forward by offering capacity for migrating cargo from more polluting modes and continually improving the efficiency of our operations.

In 2024, we made further progress on this agenda, reducing our specific emissions by 3.3% and avoiding the release of 6.9 million tons of CO₂, when comparing the same amount of cargo to road transportation.

On the social dimension, we have intensified our commitment to the communities along the railway, promoting initiatives that have a direct impact on people's quality of life. We have strengthened partnerships with local authorities and organizations, investing in education and professional training projects. Achieving 30% female representation in senior roles is another step forward in our diversity and inclusion program. We are still dedicated to creating a more diverse and inclusive atmosphere, making equality and respect for individuals the cornerstones of our development.

With an emphasis on enhancing corporate integrity, ethics, and compliance procedures, we strengthened the development of our governance system. Furthermore, by publicly committing to the UN Global Compact's 100% Transparency Movement, we increased the theme's significance.

Thanks to all our rail workers, investors, clients and partners who have been with us on this journey.

We continue to connect markets and drive Brazil forward.

In 2025, we will continue to grow and increase our impact on Brazil's development. Our focus will be on expanding rail capacity, updating our operations and further improving the efficiency and safety of our network.

Pedro Palma Rumo's CEO

TOOLS

Highlights from 2024



Since 2021 in the ISE portfolio.



Modernization and expansion of the rail infrastructure at the Port of Santos.



BRL 5,523 million of total CAPEX investment.

RUMO TOWARDS

THE FUTURE



First and only Brazilian logistics company in the World and Emerging Markets portfolios of the **Dow Jones Sustainability** Index (DJSI), for the second year in a row.



3.3% reduction in specific greenhouse gas (GHG) emissions.



Inauguration of the Alvorada Terminal, in Tocantins, Rumo's first operation in the state, in partnership with CHS.



A **3.2%** increase in the volume transported in 2024,

reaching four annual records in a row.

A rise of **13.52%** in the total number of female employees. **30.23%** female leadership.



Progress on Rumo's expansion works in the state of Mato Grosso, where 162 km of railway are under construction.



33% increase in customer NPS compared to the previous period.

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CAPITALS:

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Financial

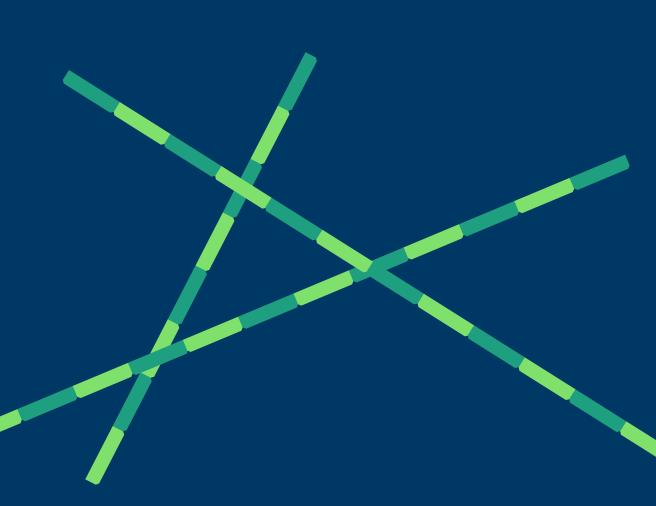
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MATERIAL THEMES:

• Governance & Ethics

SDGS IN THE CHAPTER:





ABOUT GOVERNANCE RUMO ON THE TRACKS

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STRATEGIC MANAGEMENT AND OPERATIONS

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Who we are

GRI 2-1 2-2

RUMO S.A.

With administrative headquarters in São Paulo (SP) and operational headquarters in Curitiba, we are Brazil's largest rail and multimodal logistics solutions company, with over 13,500 km of railway lines in nine Brazilian states. We offer transport, transshipment and storage services for a variety of sectors that promote agribusiness and the export of commodities such as grains, fertilizers and sugar, connecting the country's main production hubs to the most strategic ports in the South and Southeast: Santos (SP), Paranaguá (PR), São Francisco do Sul (SC) and Rio Grande (RS). GRI 2-6

We are a publicly traded company, listed on B3's Novo Mercado since 2015, with a high corporate governance standard that meets the requirements of Brazilian law and the Brazilian Securities and Exchange Commission (CVM). We believe in movement as a transformation engine, connecting Brazil and the world through logistics solutions that promote development and evolution for people, clients, society and the environment. GRI 203-2

With mobility solutions that support sustainable corporate development, we have finished ten years of innovation and beneficial effect.

integrity



OUR FIGURES IN 2024 GRI 2-6 | 2-8

7,993 direct employees **33** thousand railway cars

9,993 **indirect** employees

509 municipalities

We cross

1,708 suppliers

70,192 million tons transported

109 customers

13,592 km of railway lines

1,200 locomotives BRL 13,936

million in net operating revenue

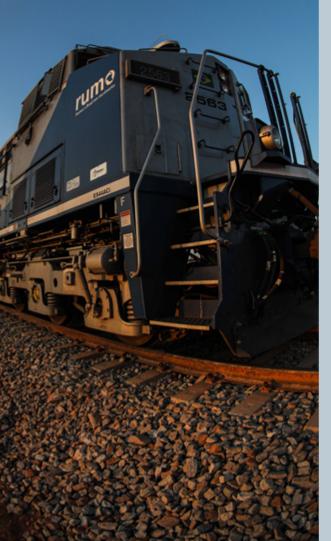
BRL 7,713 million adjusted EBITDA

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Corporate Structure

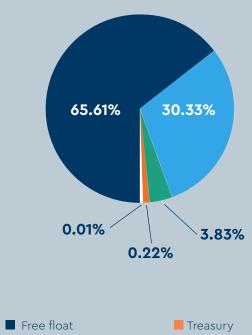


SHAREHOLDER COMPOSITION

Rumo S.A. is a publicly traded company, listed on B3's Novo Mercado under the ticker RAIL3, with shares priced at BRL 17.59 at the end of 2024. **GRI 2-1**

Here's our shareholder structure:

Cosan



Treasury Managers

CONTROLLED OPERATIONS

Our railways are managed under long-term concession and subconcession contracts, ensuring efficiency and continuity of operations. We have consolidated a robust portfolio of rail assets through our own investments in infrastructure, strategic partnerships and logistics collaborations, which drive our operations in the Brazilian logistics sector. In 2024, we had the following assets: **GRI 2-1** | **2-2**

NORTHERN OPERATION				
MALHA CENTRAL	100%	GUARUJÁ MARITIME TERMINAL (TERMAG)	20%	
MALHA PAULISTA	100%	IOO% CLI SUL		
MALHA NORTE	99.74%	GUARUJÁ BULK TERMINAL (TGG)	10%	
SÃO SIMÃO TERMINAL	51%	PORT OF SANTOS		
LOGISPOT	51%	INTERNAL RAILWAY LINE (FIPS)	ASSOCIATION	
MULTIMODAL GRAIN AND FERTILIZER TERMINAL	50%	SOUTHERN OPER	ATION	
		MALHA SUL	100%	
SANTOS XXXIX 50%		MALHA OESTE	100%	
ALVORADA TERMINAL 50%		CONTAINER OPERATION		
		BRADO	77%	

Our Operations

GRI 2-1 | 2-2 | 2-6

Organized into three business units: Northern, Southern and Container Operations, our activities include transhipment terminals and storage.

NORTHERN OPERATION

— Malha Norte

..... Mato Grosso

— Malha Central

- Malha Oeste

Malha Sul

Expansion

Malha Paulista

SOUTHERN OPERATION

ADMINISTRATION

- Administrative Headquarters
- Operational Headquarters
- Corporate Offices

TERMINALS

- Own multimodal terminals
- Terminals under construction
- Ports

CONTAINER OPERATION

GOVERNANCE

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Intermodal in parts of the Paulista, Northern and Southern networks



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NORTHERN OPERATION

Covers the subsidiaries Rumo Malha Norte, Rumo Malha Paulista and the sub-concession of Rumo Malha Central.

MALHA NORTE

Length: 741 km, travels through eight municipalities between Aparecida do Taboado (MS) and Rondonópolis (MT) Concession period: 2079 (renewable for another 90-year period) Products transported: grains and fertilizer

MATO GROSSO EXPANSION

Phase: installation Length: 740 km of railway in 16 municipalities between Rondonópolis and Lucas do Rio Verde Progress: 162 km of railway with construction activities

More on the implementation of the railway on page 51.

MALHA PAULISTA

Length: 2,118 km in 117 municipalities in the state of São Paulo Concession period: 2058 Products transported: grains, fertilizers, fuels and industrialized products

MALHA CENTRAL

Length: 1,544 km in 50 cities in the states of Goiás, São Paulo, Minas Gerais and Tocantins Concession period: 2049 Products transported: grains

SOUTHERN OPERATION

Made up of Malha Oeste and Malha Sul.

MALHA OESTE

Length: 1,974 km in 58 municipalities, connecting the waterway terminals of Porto Esperança (MS) and Ladário (MS) to the network operated by Rumo Malha Paulista, in Bauru (SP), and Corumbá (MS) Concession period: 2026 Products transported: iron ore

MALHA SUL

Length: 7,224 km in 276 municipalities in the states of Mato Grosso do Sul, São Paulo, Paraná, Santa Catarina and Rio Grande do Sul Concession period: 2027 Products transported: grains and industrialized products

SOUTHERN OPERATION MANAGEMENT

Aimed at strengthening Southern Operation, maximizing results and renewing the concession, which expires in 2027, we have reallocated Rumo's leaders to dedicate themselves exclusively to the operation. This initiative aims to improve business management and identify short-term opportunities that can boost the concession's performance during this period.

TERMINALS

We manage ten multimodal terminals, located in Rondonópolis, Alto Araguaia and Alto Taquari (MT), Chapadão do Sul (MS), Rio Verde (GO), São Simão (GO), Itirapina, Sumaré and Jaú (SP) and Maringá (PR).

CONTAINER OPERATION

The Container Operation is responsible for the Commercial Management, Maintenance, Storage and Execution of intermodal container logistics, service managed by Brado Logística at terminals, storage facilities and ports in Brazil.

PORTS

The port terminals we operate are located:

MALHA PAULISTA

Santos (SP): TERMAG, TGG S.A., Terminal XXXIX S.A. and CLI (T16 and T19)

In 2024, we started building new terminals in the Port of Santos to improve circulation efficiency and transportation capacity. Built in partnership with DPW and CHS, the terminals are scheduled to be delivered 36 months after licensing.

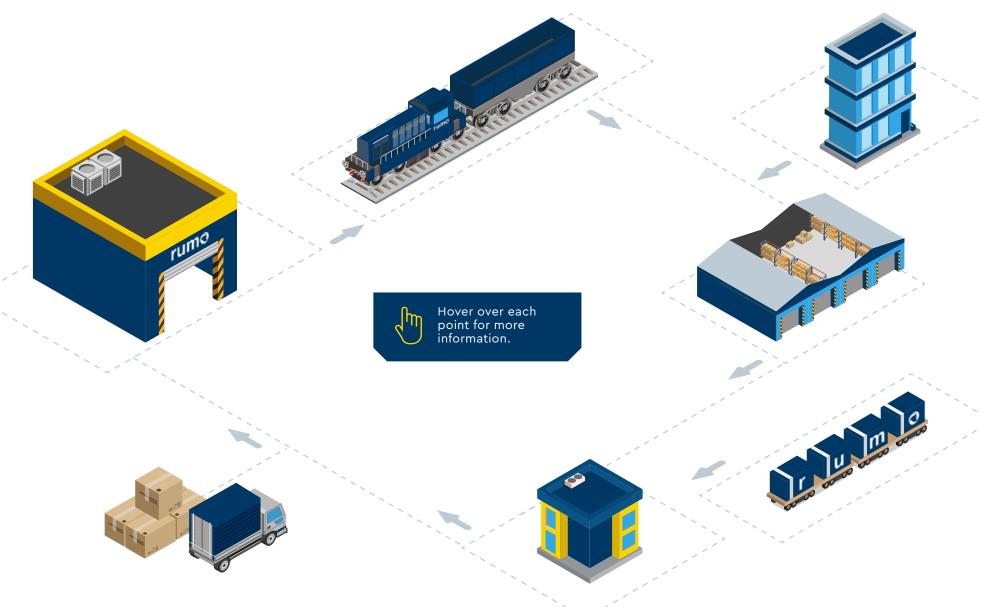
We are part of the association of the Internal Railway of the Port of Santos (FIPS), responsible for managing 100 km of railways until 2058, which ensures their continuity and stability in the long term.

MALHA SUL Paranaguá (PR): KM5

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ON TRACK: HOW WE OPERATE



WE MANAGE AROUND 44% OF THE NATIONAL RAIL NETWORK

ABOUT GOVERNANCE RUMO ON THE TRACKS STRATEGIC MANAGEMENT AND OPERATIONS RELATIONSHIPS THAT MOVE US

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Operations Results

OPERATIONAL BUSINESS PERFORMANCE

Notwithstanding the difficulties in the socioeconomic and production backdrop of 2024, particularly the crop failure and severe weather in Rio Grande do Sul, the rail mode grew its market share and solidified its position as the primary logistical route during that time.

Grain transportation, which accounts for most of the volume of cargo transported by Rumo, was impacted by lower agricultural production and a reduction in exports. Even so, the record financial performance for the year was due to margin expansion, thanks to the competitiveness of the modal and the early contracting of logistics.

As a measure to mitigate risks and strengthen the efficiency and resilience of this transport, we continue to invest in expanding rail capacity, upgrading the fleet and improving the infrastructure.

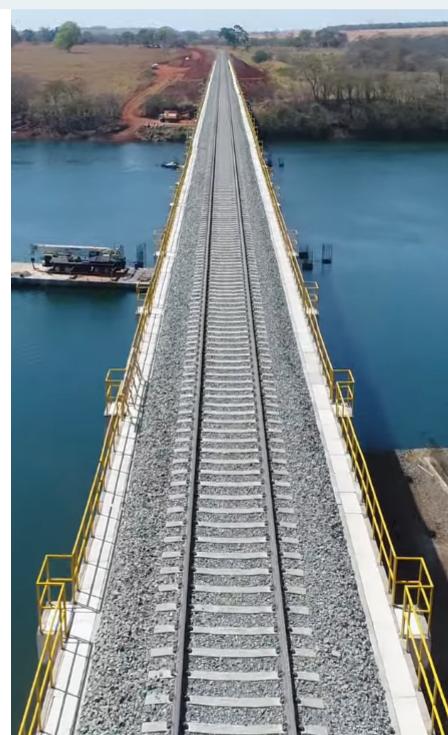


In 2024, Rumo transported 79.8 billion RTK¹, a 3% increase over the previous year, with growth spread across the main portfolios.

¹ Tons transported per useful km.

TOTAL VOLUME TRANSPORTED IN THE YEAR (BILLION OF RTK)





ABOUT GOVERNANCE RUMO ON THE TRACKS STRATEGIC MANAGEMENT AND OPERATIONS

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NORTHERN OPERATION

Northern Operation transported 63.6 billion RTK, an increase of 4.9% over the previous year.

Although performance was affected by the smaller soybean harvest and the reduction in corn exports, the railway won market share and delivered a margin expansion that sustained the growth in results.

79.6% OF THE VOLUME TRANSPORTED

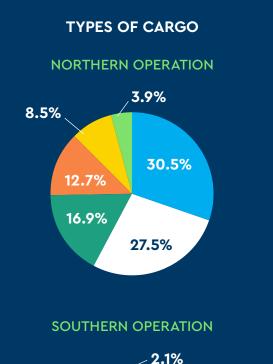
SOUTHERN OPERATION

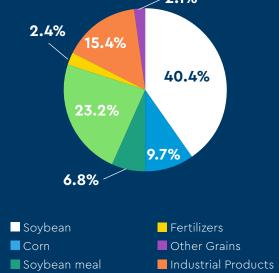
In 2024, we transported 12.1 billion RTK, a decline of 5.6% compared to the previous year. Apart from the lower volume of sugar transported and the reduction in corn exports, the downturn is a direct consequence of the extreme weather events in Rio Grande do Sul.

The damage to rail assets and infrastructure reduced operational capacity and led to the indefinite stoppage of the Southern Trunk, which connects the three states of the southern region, impacting fuel and industrial product transportation.

15.1%

OF THE VOLUME TRANSPORTED





📕 Sugar

CONTAINER OPERATION

The container unit posted growth, driven by increased demand for rail transportation in strategic logistics corridors. The volume of the Container Operation grew by 9% compared to 2023, reaching 4.1 billion RTK, with progress in higher value-added portfolios in the paper, pulp and wood segments.

5.3% OF PARTICIPATION IN VOLUMES



AWARDS

RUMO WAS AWARDED IN THE FOLLOWING 500 LARGEST IN THE SOUTH CATEGORIES:

- 8th position in the General Ranking of the 500 Largest in the South;
- 4th position in the Top 100 in Paraná; and
- 2nd place in the Transportation and Logistics sectors in shareholders' equity.

ABOUT GOVERNANCE RUMO ON THE TRACKS STRATEGIC MANAGEMENT AND OPERATIONS

RELATIONSHIPS THAT MOVE US READING

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FINANCIAL PERFORMANCE, CAPITAL STRUCTURE AND DEBT

In 2024, Rumo's **net revenue** reached **BRL 13.9** billion, a growth of **27% over 2023**, driven by the increase in transported volume and the 24% rise in the average annual tariff.

Adjusted EBITDA of BRL 7.7 billion represents growth of 37% in the year. Adjusted net profit amounted to

BRL 2.1 billion, more than double that of the previous year. This growth was the result of expanding margins and an increase in contracted volumes.

CAPEX **investments** totaled **BRL 5.5** billion in 2024, with a focus on expanding the infrastructure and upgrading the rail network, as well as maintaining operating costs. The capital structure remained balanced, with financial leverage at 1.4 times, down from 1.8 in the previous year.

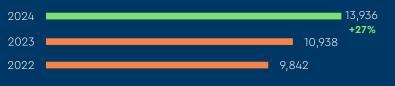
We have optimized our debt profile by raising new funds on the capital markets, ensuring an appropriate average term and more competitive financial costs.



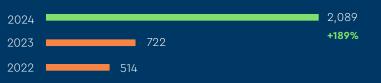


Access the detailed results and Financial Statements <u>here</u>.

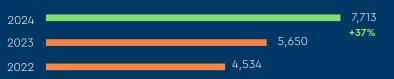
NET OPERATING REVENUE (BRL MILLION)



NET PROFIT¹ (BRL MILLION)



EBITDA¹ (BRL MILLION)



EBITDA and Adjusted Net Profit.

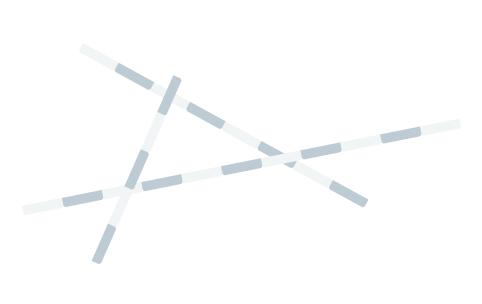
ABOUT GOVERNANCE **RUMO** ON THE TRACKS STRATEGIC MANAGEMENT AND OPERATIONS

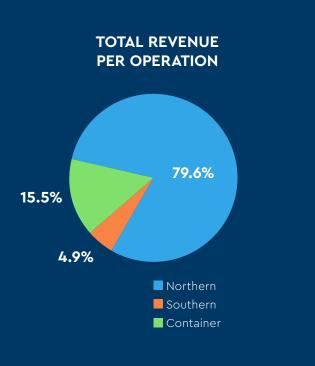
RELATIONSHIPS THAT MOVE US

Northern Operation was responsible for the main portion of the year's revenue, driven by the transportation of agricultural commodities such as soybeans, corn and soybean meal, which continue to account for the majority of the volume handled. This performance reflects its strategic position in our business by connecting the main producing regions to export ports, especially the Port of Santos.

Southern Operation has maintained its relevance in the transport of industrial and agricultural cargo, including sugar, fertilizers, paper and pulp. The portfolio diversification of products transported on this network ensures resilience against agricultural market fluctuations.

The Container Operation showcases the integration of rail and road transportation, offering flexible and efficient solutions for clients in different sectors by connecting production hubs to the domestic market and export ports.







VALUE ADDED STATEMENT (DVA) **GRI 201-1**

	2022	2023	2024		
Direct economic value generated (BRL Millions)					
Revenue	11,452	11,692	14,662		
Economic value distributed (BRL Mill	ions)				
Operational costs	4,595	4,028	4,664		
Depreciation/Amortization and Impairment	1,967	2,176	5,453		
Personnel and charges	1,045	1,164	1,260		
Third Party Capital Remuneration	3,580	3,843	3,782		
Equity Capital Remuneration	514	722	-949		
Taxes, fees and contributions	901	1,029	1,588		
Total	12,602	12,960	15,797		
Economic value retained (BRL Millior	ıs)				
"Direct economic value generated" minus "economic value distributed"	-1,149	-1,268	-1,135		
Economic value distributed (%)	I	· · · · · · · · · · · · · · · · · · ·			
Operational costs	36.5%	31.1%	29.5%		
Depreciation	15.6%	16.8%	34.5%		
Personnel and charges	8.3%	9.0%	8.0%		
Third Party Capital Remuneration	28.4%	29.6%	23.9%		
Equity Capital Remuneration	4.1%	5.6%	-6.0%		
Taxes, fees and contributions	7.2%	7.9%	10.1%		
Total	100%	100%	100%		

THE FUTURE

GOVERNANCE ON THE TRACKS

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CAPITALS:

С С	Human	Natural
	Financial	Control Contro
ţĴ}	Manufactured	R Intellectual

MATERIAL THEMES:

- Governance and Ethics
- Climate Change and Emissions Management
- Human Rights

SDGS IN THE CHAPTER:



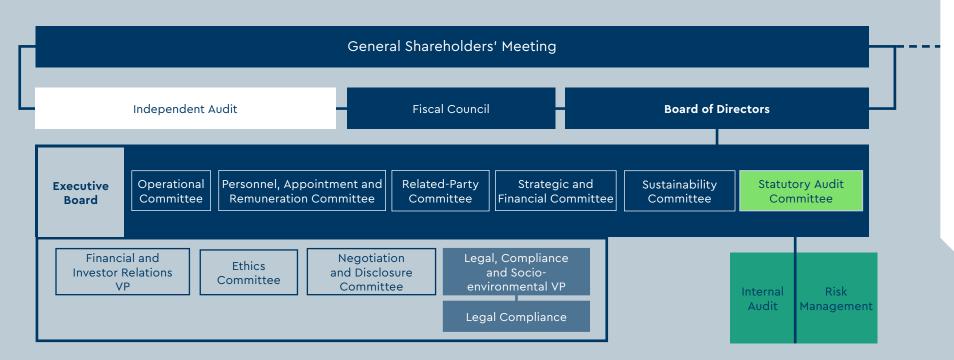
Governance

GOVERNANCE STRUCTURE

Rumo's governance is set up to guarantee integrity, transparency, and effectiveness in decision-making, in accordance with B3's Novo Mercado principles and best market practices. Guidelines that ensure ethical oversight and an ongoing process of enhancing compliance and risk management procedures are followed in the connection between management bodies. **GRI 2-9**

We have implemented a solid governance model, with Advisory Committees, compliance and auditing areas operating in an integrated manner within the corporate structure. The internal control and risk management structures, together with the robust internal audit system, ensure regulatory compliance and the mitigation of operational and strategic risks. Moreover, the communication tools and channels ensure transparency and accountability to stakeholders. **GRI 3-3**

Our organizational framework is formed by the main corporate governance bodies: the General Shareholders' Meeting, the Board of Directors, the Executive Board and the Fiscal Council. The governance bodies are responsible for corporate decisions and for overseeing the management of impacts on the economy, the environment and people. **GRI 2-9 | 2-13**



The General Shareholders' Meeting approves matters within its competence, under the terms of Rumo's Bylaws and relevant legislation. It meets ordinarily once a year, in the first four months after the end of the fiscal year and, when necessary, to address extraordinary issues. **GRI 2-9**

RELATIONSHIPS THAT MOVE US READING

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BOARD OF DIRECTORS

The Board of Directors (BoD) is the company's primary decision-making body, responsible for defining all strategic guidelines and monitoring the management carried out by the Executive Board. GRI 2-9 | 2-12

Its members are elected by the General Shareholders' Meeting for a two-year term, with re-election permitted. The nomination of candidates follows the <u>Nomination</u> <u>Policy for the Board of Directors of the Internal Regulations</u>, which lays down the requirements set out in the Brazilian Corporate Law and the regulations of the Brazilian Securities and Exchange Commission (CVM). They must also take into account the availability of their members' time to carry out their duties and the diversity of knowledge, experience, behavior, cultural aspects, age group, race and gender. Candidates nominated by shareholders must be notified in writing, giving their full names and qualifications, within the legal deadline. **GRI 2-10 | 2-11 | 2-23**

The composition of Rumo's Board of Directors¹ exceeds the minimum requirements of the Novo Mercado in terms of having independent directors, ensuring a diversity of views for decision-making in line with the interests of shareholders and stakeholders. The body meets ordinarily

¹ In 2024, the BoD had its composition changed: José Leonardo Martin de Pontes, who served from 04/19/2023 to 04/01/2024, was replaced by Nelson Roseira Gomes Neto. every three months, and extraordinarily when needed, to discuss, approve and decide on matters within its competence, and all decisions are formalized in minutes. GRI 2-9 | 2-13

The main duties include: GRI 2-12 | 2-9

- Approval of the Company's strategic and investment planning;
- Defining corporate policies and guidelines linked to risk management;
- Oversight of the Executive Board performance and nomination of its members;
- Evaluation of the Company's performance and recommendation of strategic adjustments;
- The Board's actions follow the Code of Conduct and internal policies, ensuring integrity and alignment with the interests of the Company and its shareholders.

DIVERSITY IN THE BOD GRI 405-1

TTTTTT TTTTTT 7 men 70% 3 women 30% under 30 years old 0% between 30 and 50 years old 20%

older than 50 years old 80%

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BOARD OF DIRECTORS MEMBERS

Rubens Ometto Silveira Mello

Chairman

Participation in meetings in 2024: 100%

Skills: Experience as CEO or Chairman, Experience in the sector, Administration and Finance, Operations and Industry and Corporate Governance. **Election date:** 04/19/2023

Marcelo Eduardo Martins

Vice-President

Participation in meetings in 2024: 100%

Skills: Experience as Vice-President, Experience in the sector, Administration and Finance and Corporate Governance.

Election date: 04/19/2023

Maria Rita de Carvalho Drummond Member

Participation in meetings in 2024: 100%

Skills: Experience as Vice-President, Experience in the sector, International experience, Administration and Finance, Corporate Governance and Legislation. **Election date:** 04/19/2023

Nelson Roseira Gomes Neto

Member

Participation in meetings in 2024: Attended 100% ince being elected

Skills: He has worked in leadership positions in several countries, experience as CEO, experience in the fuel, lubricants and convenience store businesses. **Election date:** 04/02/2024

Burkhard Otto Cordes

Member Participation in meetings in 2024: 96%

Skills: Experience as CEO or Chairman, Administration and Finance and Corporate Governance. **Election date:** 04/19/2023

Julio Fontana Neto

Member

Participation in meetings in 2024: 100%

Skills: Experience as CEO or Chairman, Experience in the sector, International Experience, Administration and Finance, Operations and Industry and Corporate Governance.

Election date: 04/19/2023

Riccardo Arduini

Member

Participation in meetings in 2024: 100%

Skills: Experience as CEO or Chairman, Experience in the sector, Administration and Finance, Operations and Industry and Corporate Governance. Election date: 04/19/2023

Maria Carolina Ferreira Lacerda

Member and Independent

Participation in meetings in 2024: 100%

Skills: Experience as CEO or Chairman, International Experience, Administration and Finance and Corporate Governance.

Election date: 04/19/2023

Marcos Sawaya Jank

Member and Independent Participation in meetings in 2024: 100%

Skills: Experience as CEO or Chairman, International Experience, Administration and Finance and Agronomy. Election date: 04/19/2023

Janet Drysdale

Member and Independent Participation in meetings in 2024: 100%

Skills: Experience as Vice-President, Experience in the Sector, International Experience, Administration and Finance, Sustainability, Corporate Governance and Strategic Planning. **Election date:** 04/19/2023

Giancarlo Arduini

Alternate Skills: Administration, Finance and Legislation. Election date: 04/19/2023

The Board's term of office is two years. Elected in April 2023, the term of office of all Board of Directors members ends in April 2025. **GRI 2-9**

Independence: 30% independent members, higher than required by the Novo Mercado regulations and the Company's Bylaws, demonstrating the commitment towards bringing a relevant external perspective to Rumo. **GRI 2-9**

Gender: 30% female members. GRI 2-9

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EXECUTIVE BOARD

The Executive Board is responsible for the routine management of Rumo and for implementing the guidelines established by the Board of Directors, with members elected by the Board for a two-year term of office. **GRI 2-12 | GRI-9**

The Board convenes weekly to deal with operational and strategic issues and each director has specific duties, according to their areas of activity, with the CEO being responsible for leading the execution of the corporate strategy and supervising operations.

The Board's main duties include:

- Operational and financial management of the Company;
- Investment and expansion plan execution;
- Developing initiatives aimed at efficiency;
- Risk management and compliance with applicable regulations.

The Executive Board has permanent communication with the Board of Directors, ensuring alignment in decision-making and accountability to shareholders and other stakeholders.

STATUTORY EXECUTIVE BOARD MEMBERS¹

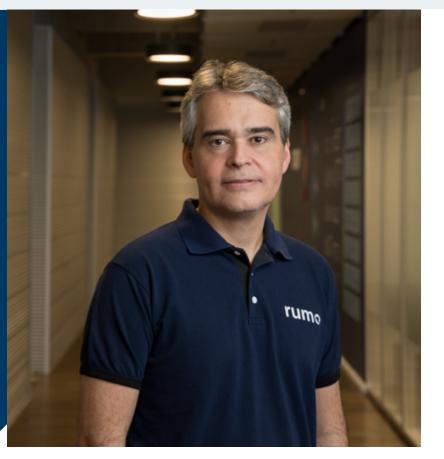
Pedro Marcus Lira Palma CEO

Cristiano Carvalho Brasil Operations VP Guilherme Lelis Bernardo Machado Financial VP and Investor Relationship Director

Valter Pedrosa Barretto Junior Legal, Compliance and Socioenvironmental VP



For details of Executive Board members, click here <u>here</u>.



¹ Changes in Rumo's Senior Leadership in 2024:

In March 2024, João Alberto Fernandez de Abreu resigned as CEO and was succeeded by Pedro Marcus Lira Palma, who had held the position of Commercial Vice-President since 2020.

In October 2024, Rafael Bergman stepped down as Chief Financial and Investor Relations Officer and was replaced by Guilherme Lelis Bernardo Machado.

In November 2024, Daniel Rockenbach left the position of Vice-President of Operations, to be replaced by Cristiano Carvalho Brasil. On November 30, Guilherme Penin Santos de Lima stepped down as Vice President of Regulation and Sustainability, to be replaced by Natalia Marcassa de Souza on January 6, 2025.

On February 19, 2025, Valter Pedrosa Barretto Junior was elected as Legal, Compliance and Socio-environmental Vice-President, in the capacity of statutory director. Valter has been Vice-President of Legal and Compliance since 2021, when he started at Rumo and recently took over the socio-environmental department.

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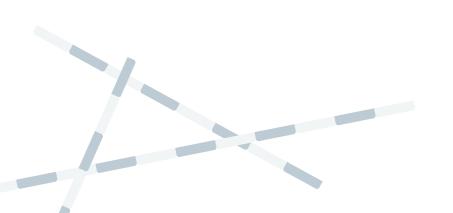
FISCAL COUNCIL

The Fiscal Council acts independently of management, overseeing the Company's financial statements and management acts. It operates on a permanent basis and its members are elected by the General Meeting for a one-year term, with re-election permitted. **GRI 2-9**

Its main responsibilities include:

- Analysis and opinion on financial statements;
- Monitoring accounting and regulatory compliance;
- Supervision of directors' activities and reporting to shareholders;
- Request for information and clarification on administrative activity.

The Fiscal Council members are chosen on the basis of technical and professional criteria, ensuring independence and effective supervisory capacity.



FISCAL COUNCIL MEMBERS

Paulo Clovis Ayres Filho Independent Chairman; Participation in meetings: 100% as of its election in November 2024

Marcelo Curti Independent Member Participation in meetings: 100%

Carla Alessandra Trematore

Independent Member Participation in meetings: 100%

Guido Barbosa de Oliveira Independent Member Participation in meetings: 100% Reginaldo Ferreira Alexandre Independent Member Participation in meetings: 100%

Nadir Dancini Barsanulfo Independent Alternate

Elaine Maria de Souza Funo Independent Alternate

Guilherme José de Vasconcelos Cerqueira Independent Alternate

Vasco de Freitas Barcellos Neto Independent Alternate



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LEADERSHIP COMPENSATION GRI 2-19 | 2-20

Rumo's management compensation aligns the interests of executives and board members with the company's long-term strategies, fostering the creation of sustainable value for shareholders and other stakeholders.

There is a clear and open governance framework in place for the process of determining and reviewing compensation.

......

The <u>Compensation Policy for Managers and the</u> <u>Fiscal Council</u> is reviewed periodically by the People, Nomination and Compensation Committee, which is responsible for evaluating and recommending the values and compensation models in line with the Company's interests. Its subsequent submission to the Board of Directors for approval ensures compliance with regulatory standards and best market practices. **GRI 2-23**

FIXED COMPENSATION

The fixed compensation of the members of the Board of Directors, Executive Board and Fiscal Council is defined annually and approved by the shareholders at the General Meeting. The amount is set based on market benchmarks, considering companies of the same size and sector, ensuring competitiveness in attracting and retaining talent. Board of Directors members are paid fixed monthly fees, with variations for the Chairman and Vice-Chairman, due to the importance of their duties, and directors who sit on committees may receive additional compensation for carrying out these activities.

VARIABLE COMPENSATION

Variable compensation is linked to the achievement of Rumo's strategic and operational goals, with the aim of aligning directors' performance with the sustainable growth of the business. The variable compensation of the Directors is made up of:

• Bonuses and profit-sharing: based on the achievement of Key Performance Indicators (KPIs), defined annually by the Board of Directors, which include financial, operational and ESG metrics, such as reducing greenhouse gas emissions and advancing gender equality; • Share-based compensation plan: we have implemented long-term incentive programs, such as the granting of restricted shares and stock options. This model seeks to ensure alignment with shareholder interests and retention of key executives. The Stock Plan, approved at the General Shareholders' Meeting, provides for vesting criteria linked to tenure at the company and to individual and organizational performance, with specific metrics, such as ESG initiatives aimed at reducing the environmental impacts of operations and promoting transport efficiency.

SEVERANCE PAYMENTS

In the event of employment termination, the employee is paid the amounts legally due or in accordance with the agreement signed.

- In voluntary dismissals, the executive forfeits the amounts awarded for variable compensation and unexercised long-term incentive plans;
- In the case of involuntary dismissals, the Company ensures the proportionality of the variable compensation, according to the time of employment and targets achieved up to the time of dismissal.

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ADVISORY COMMITTEES

The Advisory Committees are consultative bodies of the Board of Directors and the Executive Board, which support economic, environmental, social, operational and corporate governance issues. GRI 2-13

The Advisory Committees to the Board of Directors are elected by the Board of Directors from among its own members, with the exception of three Committees: Operational, Statutory Audit and Negotiation and Disclosure, composed in accordance with the terms of Rumo's Negotiation and Disclosure Policy, which have their own rules for their composition. Operational Committee members are elected from among Board of Directors members, the Executive Board and other operational areas that add value to the topics within their scope; while Statutory Audit Committee members are chosen for their independence and technical knowledge, and report their actions bimonthly. GRI 2-9

RELATED-PARTY COMMITTEE

A statutory governance body, it advises the Board of Directors, evaluates transactions involving related parties of the Company, and should be composed of three to five Board of Directors members, with a majority of independent directors. It ensures that contracts are signed under market conditions, recommending the approval of transactions or seding a justified unfavorable opinion. GRI 2-9

Members: 3, with 2-year terms Meetings in 2024: 04

PERSONNEL, APPOINTMENT AND COMPENSATION COMMITTEE

A non-statutory body, it provides input for decision-making on strategic Human Resources issues, including fixed and variable compensation for managers and employees; diversity; development and leadership. This Committee sets and monitors targets and reports on performance to the Board of Directors on a quarterly basis. GRI 2-9 | 2-12

Members: 5, with 2-year terms Meetings in 2024: 06

OPERATIONAL COMMITTEE

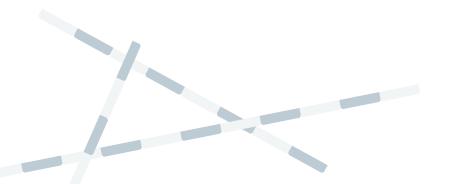
A non-statutory body with an advisory function, it defines and controls operational indicators, looking for opportunities to achieve the stated objectives. **Members:** 3, with 2-year terms **Meetings in 2024:** 04

SUSTAINABILITY COMMITTEE

A non-statutory body, it works on sustainability, ESG and strategy issues¹. It is also responsible for monitoring compliance with legal attributions and the implementation of policies, strategies, actions and projects for the sustainable development of the business, including social and environmental performance, governance and communication. It participates in the assessment of documents issued by regulatory bodies on the company, on matters that may have an impact on its sustainable development. GRI 2-9 | 2-12 | 2-17

It reports guarterly on sustainability strategy, socio-environmental and governance impacts and the approval of the company's Sustainability Report. GRI 2-12 **Members:** 3, with 2-year terms **Meetings in 2024:** 04

¹ Up until February 2025, the sustainability theme was linked to the Strategic Committee, which is now jointly constituted with the Finance Committee.



STRATEGIC AND FINANCIAL COMMITTEE

A non-statutory body with an advisory role in merger and acquisition strategies, investment allocation, strategic associations and partnerships and business opportunities (investments or divestments). It is also tasked with assessing cash flow (liquidity), investments of available financial resources, fundraising opportunities, capital structure and capital market opportunities. **GRI 2-9**

Members: 3, with 2-year terms Meetings in 2024: 04

STATUTORY AUDIT COMMITTEE

It contributes to monitoring and controlling the quality of the Financial Statements, Internal Controls and Risk Management and Compliance, acting in accordance with Law 6.404/1976, the Bylaws, the Novo Mercado Listing Regulations, as well as the resolutions and regulations of the Brazilian Securities and Exchange Commission (CVM). With regard to the risk management agenda, it reports bimonthly to the Board of Directors. **GRI 2-9 | 2-12 Members:** 3, with 1-year term **Meetings in 2024:** 08

NEGOTIATION AND DISCLOSURE COMMITTEE

It advises the Investor Relations Department on decisions regarding the disclosure of material facts, information to the market and answering questions regarding the trading of shares by people subject to the Securities Trading Policy and the Information Disclosure Policy, among others. Composed of the two mandatory executives (Investor Relations Director and Chief Executive Officer) and two members of Senior Management, the Committee meets periodically, convened by the Investor Relations Director. **GRI 2-9**

Members: 4, with 2-year terms **Meetings in 2024:** The Committee meets periodically at the request of the Investor Relations Board.



PERFORMANCE EVALUATION

Rumo's performance evaluation is applied to the members of the Board of Directors and Advisory Committees, and is carried out with the support of the People, Nomination and Compensation Committee, with the optional use of external consultants.

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The process evaluates: (i) the frequency of members examining and discussing matters that affect the company's business, verifying their knowledge, competence and experience; (ii) the active contribution of members in decision-making; (iii) the commitment of members in terms of time dedicated to the subjects discussed; (iv) openness to contributing and identifying points for improvement in the work of the Board of Directors and its Advisory Committees. The annual self-assessment is carried out with open questions about performance and opportunities for improvement and, based on the answers, the company draws up an action plan. **GRI 2-18**

In 2024, procedures were improved in activities linked to business objectives and to transparency in corporate governance.



Ethics in business

HUMAN RIGHTS GRI 3-3

Guided by solid values, respect for and promotion of human rights are crucial to our business success. We have a specific Human Rights policy, which lays down general guidelines and principles for our actions, applicable to our service providers. **GRI 2-23 | 3-3**

We respect each individual's rights and do not tolerate any form of discrimination, whether based on cultural differences, origin, physical or mental abilities, ideas, race, color, ethnicity, religion, national origin, sexual orientation, economic status, gender identity or academic background.

We abide by labor standards throughout the entire chain of service providers and follow the best international human rights practices and standards, such as: We have a consent clause on the Human Rights Policy, Sustainability Policy and Code of Conduct in the contracts of our own employees, and we require the same of our service providers in relation to their workers. Moreover, our Human Rights Policy is available on Rumo's and the Suppliers' websites. **GRI 2-23**

We do not tolerate child labor or any practices analogous to forced labor, human trafficking or any type of modern slavery, such as those that use overt surveillance and the direct or indirect seizure of workers' personal belongings or documents. **GRI 2-23**

All our contracts include strict clauses relating to compliance with labor obligations and the protection of human rights. Our Supplier Manual contains requirements related to combating child labor and forced or compulsory labor. Compliance with these requirements can be audited without prior notice by any of our employees and the use of labor in conditions analogous to slavery by contractors grants Rumo the right to suspend activities or immediately terminate the contract, without any formality. **GRI 408-1 | 409-1**

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We also have the continuous presence of specialized occupational safety technicians inspecting all the locations where Rumo operates. We have a checklist that is filled in by these professionals, which monitors the lodgings, living areas, toilets, the provision of basic food, the safety of transport vehicles, among other items. All these elements must comply with the standards established by the Company, and are inspected both in Rumo's own facilities and in those provided by service providers. **GRI 409-1**



Universal Declaration of Human Rights



United Nations Guiding Principles on Business and Human Rights



United Nations Global Compact



Learn more about our Human Rights Policy by clicking <u>here</u>.

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HUMAN RIGHTS AND LABOR AGREEMENTS

Under the terms of the legal agreement reached in 2022 with the Federal Attorney General's Office (AGU), in 2023 we implemented the Continuous Monitoring Program on Malha Paulista. The purpose of this program is to promote decent work, encourage and inspect compliance with labor protection standards, and to curb practices that could lead to workers being subjected to conditions analogous to slavery or child labor. In 2024, we continued with the program, making progress in reforming structures, reviewing internal processes for monitoring third parties, checking documents and dealing with irregularities in working conditions.

Procedures were also put in place and policies revised with the aim of perpetuating these changes in internal processes and applying them globally throughout the Company.

The actions implemented include:

- We reviewed the clauses in the contracts with service providers to tighten the demands made by the Company in relation to decent working conditions, and these changes were implemented in all of Rumo's new contracts;
- We have reviewed and implemented improvements to our verification controls (checklists of the facilities of all the group's companies);
- We have contracted an independent third-party company to monitor working conditions by means of document evaluation and on-site inspections;
- We expanded our due diligence processes with service providers in the pre- and post-contractual stages;
- We have implemented human rights and non-discrimination themes in training sessions for our own and outsourced workers;
- We have implemented a governance system to monitor the issue, which was defined as a collective goal for the Company and considered a material theme by the Internal Sustainability Committee.



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TRANSPARENCY IN BUSINESS

At Rumo, we have embraced transparency and ethics as core principles that guide our operations and interactions with stakeholders. Our commitment to high ethical standards is reflected in all our business actions, promoting integrity, transparency, respect and responsibility in all our activities. **GRI 2-23 | 3-3**

As such, the **main policies** adopted at Rumo regarding transparency and business ethics include: **GRI 2-23**

- Integrity Program Policy: is intended to set out the main guidelines and responsibilities related to Rumo's Integrity Program, in addition to providing these guidelines to the business areas and other interested parties, emphasizing that the responsibilities involving compliance, risk management and controls are the responsibility of all employees and third parties;
- Conflicts of Interest and Related Party Transactions Policy: aims to lay down guidelines and consolidate the procedures to be observed by Rumo when carrying out transactions involving related parties and managing potential conflicts of interest, with a view to generating positive impacts in terms of compliance, transparency, fairness and commutativity;



- Donations and Sponsorship Policy: its purpose is to define the guidelines and procedures for making donations and sponsorships involving the transfer of movable and immovable assets that are part of Rumo S.A.'s and its Subsidiaries' assets (including monetary values), in order to guarantee that these initiatives are conducted with transparency, integrity and lawfulness, under the terms of the Code of Conduct and current legislation.
- Anti-corruption Policy: aims to establish conduct guidelines for all managers, employees and third parties who act on behalf of Rumo, before the Government, private companies, non-profit associations, non-governmental organizations or the general public. Furthermore, the Policy complies with the provisions of the Anti-Corruption Laws. It also takes into account the best corporate governance practices with regard to anti-corruption measures in Brazil and around the world. It also reflects Rumo's commitment to requiring its partners to observe and comply with ethical business practices. With this, it constantly seeks to assure the highest integrity standards, aligned with business transparency and sustainability;

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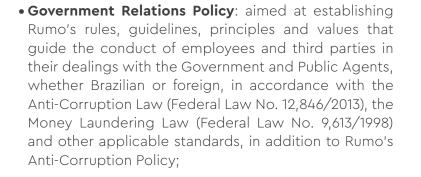
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- Human Rights Policy: whose objective is to determine the guidelines and general principles for Rumo's actions in relation to Human Rights, principles which should guide all the Company's activities and relations;
- **Risk Management Policy**: aims to define the main stages of risk assessment and management work;
- Consequences Management and Disciplinary Measures Policy: establishes the guidelines and orientations for the application of disciplinary measures and for managing the consequences for employees of Rumo S.A. and its Subsidiaries, in the event of noncompliance with the obligations provided for in the employment contract, the principles established in the

Code of Conduct, the 7 Rules of Life Policy, the Alcohol and Drugs Policy, the Information Security Policy, the Data Protection and Privacy Policy, the Sustainability Policy and other Rumo internal policies and procedures

Reinforcing our commitment to ethics, all employees are instructed to be familiar with Rumo's policies and to sign the Code of Conduct, including any changes. **GRI 3-3**

This year, we joined the 100% Transparency Movement commitment letter, an initiative of the UN Global Compact to promote corporate transparency in Brazil. We also joined the Brazil Compact, an initiative by the Office of the Comptroller General (CGU) to encourage companies operating in the country to voluntarily make a public commitment to corporate integrity. This means committing even more to ethics and transparency in business, promoting integrity and social responsibility practices that contribute to a fairer business environment.



AWARD-WINNING LEGAL DEPARTMENT

In 2024, the Legal Department received two important awards that reinforce its excellence and innovation. It was recognized as the Best Legal Department in the Infrastructure category at the 5th edition of the Finance & Law Summit and Awards (FILASA) and also received the Legal Department 4.0 award from the Brazilian Association of Lawtechs and Legaltechs (AB2L).

These achievements reflect the team's commitment to efficiency, technology and best practices in the legal sector.





Learn more about <u>internal policies</u> and procedures adopted by Rumo.

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ETHICS CHANNEL

We have an Ethics Channel that allows safe communication so that our employees, suppliers, third parties, clients and other publics can responsibly report inappropriate, corrupt, discriminatory conduct, fraud, as well as other situations that violate human and labor rights and the guidelines of the Company's Code of Conduct. The Ethics Channel is managed by an external company, which ensures the anonymity of the whistleblower and the confidentiality of the reports, and can be accessed via the following link: canaldeetica.com.br/cosan/ and by telephone: 0800-725-0039. GRI 2-25 | 2-26

Each report is analyzed and classified according to its degree of impact (critical, high, medium or low) and the type of incident. Reports received are forwarded to our Compliance team for investigation, with the support of multidisciplinary areas such as Asset Security, Legal, People and others. The investigation process goes beyond identifying and correcting deviations. We work in an integrated manner to implement preventive actions and solutions that add value to the company and we do not tolerate any kind of retaliation against people who report cases. GRI 2-16

The most critical cases are presented monthly to the Ethics Committee. The Committee is made up of the Vice-Presidents of the Finance, People and Legal departments, as well as the Compliance team, and makes decisions in line with our Consequence Management and Disciplinary Measures Policy, approved in 2024. GRI 2-16

In 2024, we received 1,098 reports, up 20.5% on the previous year, and all were dealt with. Seven of them were considered critical: four unfounded and three partially founded, involving third-party companies. Corrective measures were taken in these cases, such as transfers and training. GRI 2-16

Employees are involved in internal surveys aimed at identifying opportunities to improve the Channel. Thanks to the results of the Ethical Culture Survey, the process and features of the tool have been improved to reinforce the credibility and efficiency of the Channel. GRI 2-25

NOS TRILHOS DA ÉTICA (GOING DOWN THE ETHICAL **RAILWAY LINE) CAMPAIGN**

The "No Trilhos da Ética" campaign aims to prevent moral and sexual harassment, encourage the use of the Ethics Channel and promote the Code of Conduct, in order to build a healthy and respectful working environment. In 2024, integrated compliance actions were promoted, focusing on labor and human rights aspects, in line with the campaign. GRI 2-24

CODE OF CONDUCT

The Code of Conduct is a strategic document that strives to define solid values and reinforce our commitment to society by drawing up guidelines to govern the conduct of our business and our relationship with employees, business partners, suppliers, customers, shareholders and the community in general.

Our Code of Conduct is based on pillars such as respect, honesty, transparency, integrity and social and environmental responsibility, and complies with all applicable laws. It was designed to prevent conflicts of interest in our business dealings, promote diversity, equality and inclusion, and guide the attitudes and decisions of our stakeholders. **GRI 2-23 | 3-3**

The Code of Conduct is managed jointly by Rumo's Legal Compliance and Internal Controls. It is approved by the Ethics Committee, the Statutory Audit Committee and the Board of Directors, and every two years we carry out a mandatory recertification of the Code to establish the Company's main policies. GRI 2-23



Access our Code of Conduct clicking here.

FIGHTING CORRUPTION

In 2024, all ten sitting members and one alternate member of the Board of Directors were communicated about the Integrity Program Policy, Code of Conduct, Anti-Corruption Policy and the Policy on Relations with Public Bodies. Furthermore, 5,736 employees, around 71.7% of the total, were communicated and trained on anti-corruption policies and procedures through the Code of Conduct and Ethics training sessions, as well as the Week on the Rails of Ethics event. **GRI 205-2**

When it comes to relationships with business partners, all 1,708 (100%) have formally accepted Rumo's guidelines, which include the Company's Code of Conduct. Additionally, we held a livestream aimed at

Percentage of operations submitted for assessment

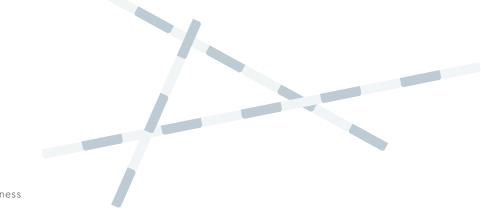
the main representatives of these partners, addressing the issue of anti-corruption. **GRI 205-2**

We remain aligned towards conducting business with integrity, with ethical, transparent, honest and legitimate conduct, in order to create a decent working environment, in compliance with the legislation in force and applicable to the business. The conflict of interest topic is dealt with in a specific policy, with guidelines on activities that may be conflicting between employees and third parties. **GRI 2-15**

Shareholders and Board of Directors members are legally prevented from voting on matters of self-interest or related matters that are submitted for approval at the General Shareholders' Meeting or the Board of Directors' meeting, respectively. The shareholder or board member concerned must abstain from voting on these matters and the chairman of the board, at General Meetings and Board of Directors meetings, may not cast a vote in these situations. **GRI 2-15**

There were no confirmed cases related to corruption in 2024. GRI 205-3

TOTAL NUMBER AND PERCENTAGE OF OPERATIONS SUBMITTED TO CORRUPTION- RELATED RISK ASSESSMENTS GRI 205-1			
	2022	2023	2024
Total operations	447	525	1,708 ¹



1 Considering the increase in the number of suppliers due to the expansion works, the Company has updated the due diligence assessment criteria for business partners in order to mitigate integrity risks associated with reputation, legal compliance and business ethics. **GRI 2-4**

100%

100%

100%

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Risk Management

Managing risks effectively is crucial to achieving business objectives and preventing impacts that could affect both the operation and its surroundings. The risk management process provides strategies and methodologies for identifying events that could significantly compromise operations and structuring action plans for their remediation or mitigation. **GRI 3-3**

RISK GOVERNANCE

In 2024, we internalized risk management, which until then had been conducted centrally by Cosan, with the aim of integrating and improving the process, incorporating knowledge about the business strategy and promoting the active participation of Rumo's executives.

The risk management process and its methodology, aligned with <u>Rumo's Risk Management Policy</u>, are reviewed at least once a year, taking into account possible changes in the business, classification and respective mitigation actions. It is up to the Internal Controls and Risks department to ensure the governance of the process, guaranteeing the integrity of the information provided to Management, through the Statutory Internal Audit Committee.



The risk monitoring and management structure follows the COSO-ERM Lines of Defense model, which consists of defining roles and responsibilities for monitoring and controlling risks, as well as the interaction of these roles at all Company levels.

1ST LINE OF DEFENSE

Made up of managers and those responsible for risks in the business areas, this group is responsible for identifying risks related to processes and implementing corrective responses and mitigating actions.

2ND LINE OF DEFENSE

Represented by the Internal Controls and Risks, Compliance and Information Security departments, they provide first-line support and ensure proper operation by identifying flaws in internal processes and procedures.

3RD LINE OF DEFENSE

Composed of the Internal Audit department, represented by Cosan, it provides independent evaluations to Management, with the aim of verifying the effectiveness of internal processes and controls, as well as identifying operational and financial deviations resulting from failures or fraud.

As a key part of the process, the culture of risk management is continuous, setting Rumo on a journey of evolution with the aim of training its teams in the concepts and guidelines of the process, promoting its dissemination as a tool for identifying, evaluating, handling, monitoring and reporting the Company's risks.

TOOLS

GOVERNANCE STRUCTURE

The Board of Directors has the support of the Advisory Committees to manage and supervise the Risk Management Process. The Statutory Audit Committee is tasked with monitoring risk exposure and proper management, as defined in the Internal Regulations.

Rumo is subject to risks of different categories, which are duly identified, assessed and dealt with, such as:



For more details on the risks, access the Reference Form by <u>clicking here</u>.

STRATEGIC RISKS	MARKET RISKS
Associated with senior management decision making and may generate a substantial loss to the Company's economic value.	Our performance is directly linked to the demand for cargo transportation from the agricultural sector, and we are influenced by crop results, export dyna- mics and other factors, which in turn are impacted by weather conditions, planted area, pests and producer profitability.
MATERIAL THEMES	MATERIAL THEMES
 Safety and Operational Risks; Governance and Ethics. 	 Climate Change and Emissions Management; Governance and Ethics; Safety and Operational Risks.
ASSOCIATED CAPITAL	ASSOCIATED CAPITAL
Financial Human Intellectual	Financial Natural

rum		ON ABOUT GOVERNANCE STRATEGIC MANAGEMENT RELATION RUMO ON THE TRACKS AND OPERATIONS THAT MC	ENVIRONMENT 58
	FINANCIAL RISKS	COMPLIANCE RISKS	TECHNOLOGICAL RISKS
	Risks of exposure of financial operations and market vola- tility in terms of foreign exchange and interest, which may affect assets and liabilities linked to foreign cur- rency and increase the Company's financial expenses.	Associated with exposure to non-compliance with laws and regulations issued by governmental bodies, regulatory entities or of an internal nature. They relate to issues such as the prevention of money laun- dering, integrity and other compliance aspects.	The use of information technology systems in opera- tions can expose us to vulnerable situations, such as network failures, sabotage, terrorist attacks, software errors and malicious acts committed by cybercrimi- nals, as well as the need to comply with data protec- tion laws and general Information Technology controls.
			MATERIAL THEMES
	MATERIAL THEMES	MATERIAL THEMES	Safety and Operational Risks;
	• Governance and Ethics.	 Governance and Ethics; Safety and Operational Risks; Community Relations; Human Rights; Diversity, Equity and Inclusion. 	• Human Rights.
	ASSOCIATED CAPITAL	ASSOCIATED CAPITAL	ASSOCIATED CAPITAL
	Financial Social and Relationship	Financial Human Natural Social and Relationship	Financial Intellectual Social and Relationship

rumo

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OPERATIONAL RISKS

ENVIRONMENTAL RISKS

Related to losses or failures of production, assets, clients, revenues, shortcomings or unsuitable internal processes, people and systems, as well as external events such as natural disasters, fraud, strikes, vandalism and terrorist acts. Their occurrence could lead to a total or partial reduction or interruption of activities, with potential reputational, contractual, regulatory and environmental liabilities.

Risk management is associated with actions and practices that promote the prevention and/or mitigation of environmental impacts arising from activities related to implementation, expansion and operation, which may cause damage to the environment.

MATERIAL THEMES

- Climate Change and Emissions Management;
- Safety and Operational Risks;
- Community Relations.

MATERIAL THEMES

• Safety and Operational Risks.

ASSOCIATED CAPITAL



SE

Natural





ASSOCIATED CAPITAL







Natural



 $\begin{bmatrix} 0 \\ - \end{bmatrix}$

Human

Social and Relationship



Manufactured



Social and Relationship ABOUT GOVERNANCE RUMO ON THE TRACKS STRATEGIC MANAGEMENT AND OPERATIONS

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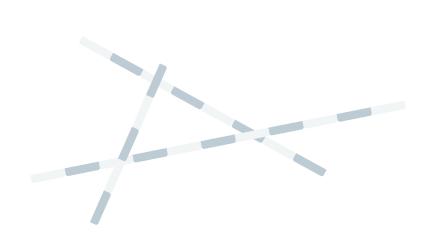
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Asset security

In 2024, Rumo cemented progress in asset security management, ensuring greater operational stability and efficiency in preventing incidents. The Company improved internal processes, reinforced training and implemented measures in line with the sector's best practices.

All contracts with security service providers include clauses on mandatory training, focusing on human rights and proportional use of force, customer service and respect in relationships, which all third-party employees must attend. By 2024, 100% of these providers have received training that has been certified by the companies providing the services. **GRI 410-1**



We also strengthened the area's governance with the creation of a specific ombudsman's office for incident analysis and advanced in the use of artificial intelligence, with the aim of improving the response to risk situations and increasing employee and asset protection. These initiatives have contributed to greater control over acts of vandalism and the optimization of the area's operating costs.



LOGISTICS EXCELLENCE AND OPERATIONAL SAFETY

We were recognized as Best Logistics Case at the ABRAPPE 2024 Awards, granted by the Brazilian Loss Prevention Association, highlighting our commitment to operational safety and efficiency in rail transport. The recognition reflects two years of continuous improvement in safety processes and loss prevention, reinforcing our leadership in transforming the sector.



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ASSET SECURITY TRANSFORMATION JOURNEY

The strategy for tackling crime involves:

PRIVATE SECURITY

Centralization of private security contracts with reference companies in Brazil.

DRONES

Drones that follow cargo movements, equipped with analytical software, thermal cameras, night cameras and 200x zoom.

PUBLIC SAFETY

We recognize that public safety is a state responsibility, but we understand our power of influence and work towards cooperation and closeness with public safety bodies and the state government. We have an investigation department that records events that affect Rumo and produces intelligence reports, providing police authorities with crime reports in a structured way. With this, we seek to effectively activate police authorities in operations and ostensible police activities or legal actions.

TECHNOLOGY

We monitor the railways with cameras installed in critical areas, due to the higher incidence of crime in our operations.

INTELLIGENCE CENTER

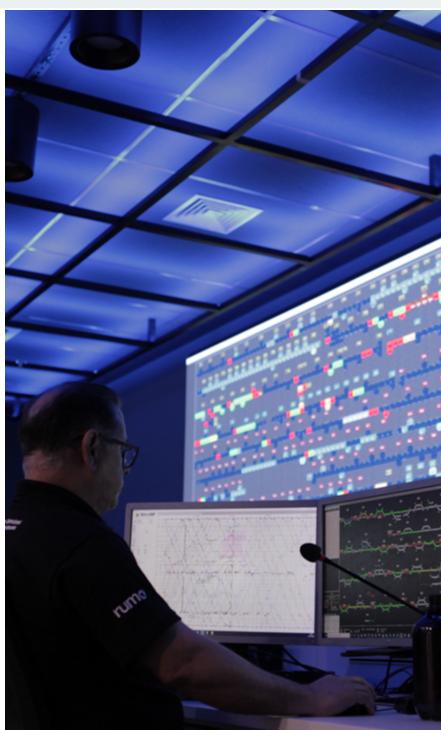
Implementation of an Intelligence Center focused on predicting criminal behavior, using data from past incidents and cross-referencing information from different actors involved.

COI

Bringing innovation to railway monitoring, we inaugurated an Integrated Operations Center (COI) in the region of Itu (SP), a center of excellence in security activities.

SOCIAL ENGAGEMENT ACTIVITIES

We organize job fairs to offer people development opportunities and thus participate in the transformation of the community where we operate, influencing the root cause of vandalism and, consequently, increasing our operational efficiency and our customers' perception of quality.



READING

TOOLS

Cybersecurity

We understand that cyber and information security are key to guaranteeing the integrity, confidentiality and availability of our information systems. In view of this, we follow the guidelines of the <u>Information and Cyber</u> <u>Security Policy</u>, which is designed to ensure our ability to detect, prevent and reduce risks of this nature, based on the international NIST-CSF framework, dedicated to the evolution of controls, together with the Privacy Policy, which safeguards compliance with the General Data Protection Law and national and international regulations.

To operate strategically, we have a governance structure in which the Chief Information Security Officer (CISO) works on a matrix basis for all Cosan portfolio companies, in partnership with the Business Information Security Officer (BISO) and the Chief Information Security Officer (CIO) of each of the group's businesses. These professionals report periodically to the members of the Audit Committee and the Board of Directors, in order to follow up and monitor the controls' level of maturity.

In 2024, we invested heavily in detection and monitoring, guaranteeing the protection of railway activities from possible cyber attacks, ensuring business continuity and the trust of customers and partners. Highlights include:

GUARDIAN PROGRAM

Guardião

Program launched in 2023, based on an initiative by the Information Security team, with the aim of raising awareness and informing our people about how to keep personal and corporate data safe. In 2024, we transformed the Program, seeking its recognition as part of Rumo's DNA and across all areas – from operational to administrative – through the following actions:

- Information security included in new employee onboarding;
- Culture Caravan reaching operational units;
- Proactive reinforcement for technology with the theme "Digital Fraud", aimed at reducing rates;
- Multi-platform education to raise awareness: face-to-face gamification, internal communications via email, posts via Workplace, cards via WhatsApp and Ethics Week, promoted by the Compliance area;

• Single Consequence Management Policy.

INFORMATION SECURITY MANAGEMENT

Rumo applies information security controls in order to ensure the availability and authenticity of information and information assets in its technological environments.

To this end, together with an external consultancy, we frequently simulate cyber attacks and security breaches to assess the effectiveness of the company's defense systems, with the results contributing to improvements in processes and tools. Vulnerability and scanning tests are also carried out on various layers of security, with varying seasonality depending on their nature – they can be weekly, monthly or yearly.

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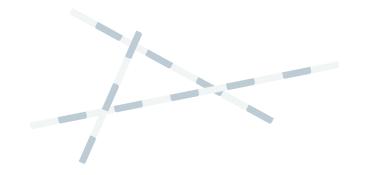
TOOLS

CYBER DEFENSE & INFORMATION SECURITY CENTER

We have a Cyber Defense & Information Security Center to stimulate discussion and continuous improvement of information security and protection practices. The Center brings together experts and professionals to share knowledge, exchange experiences and develop strategies to meet the challenges.

ARTIFICIAL INTELLIGENCE

In 2024, the Privacy team began implementing risk management controls on the use of artificial intelligence (AI), aligning them with best practices and the regulatory movement in Brazil. This initiative aims to ensure the responsible, ethical and safe use of technology by monitoring and inventorying solutions that involve the use of AI by Rumo.



PRIVACY PROGRAM

Looking further ahead and in the quest to ensure compliance in personal data processing processes, we achieved 100% effectiveness in the Internal Privacy Audit deliveries, proving the sustainability of robust processes and compliance with the General Data Protection Law.

We have strengthened defenses against cyber threats and raised awareness of the importance of the issue at all levels of the organization, reinforcing the leading role of employees in maintaining a culture of information and cyber security, as well as data protection.



EXCELLENCE IN IT

Rumo's Information Technology Director, Marco Andriola, was recognized as the IT Executive of 2024 by the IT Forum.

PRIVACY POLICY

We provide the <u>Privacy Policy</u> in a transparent and accessible manner, on Rumo's website and internal channels.

In order to ensure that concerns on the subject are properly addressed and dealt with, we maintain a communication channel that takes questions and requests from third parties, former employees and employees:



rumolgpd@rumolog.com



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CAPITALS:

 \mathcal{Q} Human A A Natural

Manufactured

Intellectual

MATERIAL THEMES:

- Governance and Ethics
- Climate Change and Emissions Management
- Human Rights

SDGS IN THE CHAPTER:



INTRODUCTION

ABOUT GOVERNANCE RUMO ON THE TRACKS STRATEGIC MANAGEMENT AND OPERATIONS

RELATIONSHIPS THAT MOVE US 45

Value	Generation
CAPITALS	INPUTS
	7,993 employees service providers
	CommitmentRailway monitoringto sustainabletechnologies and systemsdevelopmentProtocols for operationaldeficiency and safety
රු _ම උ SOCIAL AND RELATIONSHIP	Social projects, impact on municipalities and engagement with communities along109 customers suppliersthe networks
NATURAL	Decarbonization and Biodiversity conservation energy efficiency and impact mitigation strategies in protected areas
FINANCIAL	BRL 3,157 million variable cost BRL 5,523 million investment (annual Capex)
Description of the second seco	Over 13.5 thousand km of railway lines Operating in 10 terminals in 9 states 1,200 locomotives and 33 thousand railway cars

We bring development to Braz and the world

Thanks to our more than 13,500 km of railwa we connect Brazil's main producing regions country's main ports.

SUSTAINABILITY STRATEGY

OPERATION

United for safety

Guided by people

Model

Climate Change and GHG Emissions Manag reduce emissions and improve energy ef Safety and Operational Risks: ensure and resilient operations by investing prevention and mitigating operational

Governance and Ethics: strengthening co governance and ensuring ethical and trar practices in all operations and business relati

Community Relations: promoting a co and transparent dialog with communities, ensuring positive social impact and sustainable development.

Human Rights: incorporate human rights policies into business management, ensuring respect for and protection of people throughout the value chain.

Diversity, Equity and Inclusion: building a diverse and inclusive work environment, expanding opportunities and strengthening equity in corpora

R Solving with efficiency and interpretence

Aiming far with sustainability

zil	OUTPUTS		
ay lines, is to the	BRL 9.9 million invested in the professional development of employees	256 thousand hours of training for employees	30% of leadership positions h by women
gement: fficiency. re safe in risk impacts	Investments in innovation and technology	Active environm monitoring in ope (EPI and SIGAR)	
orporate nsparent ionships. ontinuous ensuring	BRL 46 million in total investment in communities	18 suppliers awarded by the Partnership in Motion Program	250,000 people impacted I social prog

250,000 the people impacted by social programs

positions held by women

3.3% reduction in emissions per RTK

6.9 million tons of CO_2 eq. avoided

rate relations.			
	BRL 7.7 billion EBITDA	BRL 2,089 million adjusted net profit	BRL 13,936 million net revenue
egrity			
	Expansion of the rail network and new logist connections	thousand PT transported	79.8 billion RTK transported

Upgrading of our assets

INTRODUCTION ABOUT GOVERNANCE RUMO ON THE TRACKS STRATEGIC MANAGEMENT AND OPERATIONS RELATIONSHIPS THAT MOVE US READING

TOOLS

Our Commitment to Sustainable Development

We are a member of the UN Global Compact, a voluntary initiative that encourages companies to implement practices in line with the 10 universal principles on human rights, labor, the environment and the fight against corruption. By joining in 2020, we reinforced our commitment to the 2030 Agenda, seeking to contribute to the Sustainable Development Goals (SDGs), which cover global challenges such as reducing inequality, environmental preservation and sustainable economic development. **GRI 2-24**

1-----

Since 2021, we have published our Sustainability Policy, aligned with the UN SDGs structuring it around the environmental, social and governance (ESG) pillars. To strengthen this strategy, we have adopted **Ten Commitments to Sustainable Development,** which govern the actions of the areas and direct initiatives to meet stakeholder expectations, with continuous monitoring of the progress made. **GRI 2-24**



We have also joined the following movements over the years:



😻 cebds

- Brazilian Business Council for Sustainable Development;
- Brazilian Corporate Commitment to Water Security;
- Brazilian Business Commitment to Biodiversity.



• Business Pact for Integrity and against Corruption, from Ethos Institute









STRATEGIC MANAGEMENT AND OPERATIONS

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COMMITMENTS

GRI 2-24

To ensure continuous progress in Brazilian logistics, with a positive impact on social well-being and environmental preservation, we have set goals linked to our commitments to sustainable development, monitoring progress in key indicators such as energy efficiency, operational safety, governance, diversity and innovation. In this way, we ensure that sustainable practices are integrated into all areas of the business.

Our actions are based on social, environmental and governance initiatives, and our corporate commitments and policies are widely disseminated in Rumo's institutional materials, communication channels and social networks. Internally, we rely on the POC training and learning platform, which provides numerous contents, both mandatory and voluntary, so as to ensure the dissemination of information and strengthen the culture of sustainability. We also promote the communication of information to suppliers. These initiatives reinforce good sustainability practices, answer questions and address strategic issues for Rumo and society.





RELATIONSHIPS THAT MOVE US

SUSTAINABILITY GOVERNANCE

Rumo's material themes, we have an Internal Sustainability Committee. This the efficient and integrated management of the company's social, environmental, transparency governance, and monitoring the progress of existing commitments and targets.

In 2024, the Sustainability department became part of the Investor Relations Executive Management, with the aim of improving the integration of the sustainability strategy with corporate governance and market relations. This change seeks to strengthen the alignment expectations, ensuring transparency and assertiveness in the communication of Rumo's sustainable initiatives.

INDEXES, RATINGS AND MARKET REPORTS

Here is an overview of the evolution of the main ESG indices and ratings in which the Company participates, demonstrating our commitment to sustainability and reinforcing transparency in the management of this agenda.

	2021	2022	2023	2024
ISE B3	71.20%	74.80%	79.88%	_ 1
Ett. Milling season	49	58	67	66
	В	В	Climate: B; Water: B- Forests: C	Triple B
MSCI 🌐	BBB	А	А	АА
O SUSTAINALYTICS	28.10	27.80	27	26.5
FTSE Russell	3.5	3.9	3.9	3.9
ISS <mark>E</mark> SG⊳	NA	C+	C+ Prime	C+ Prime

¹ The 2025 ISE portfolio will be released in April 2025.

² Rumo began voluntarily reporting the Water Security and Forests questionnaires from 2023.

Sustainable growth

GROWTH STRATEGY

The global scenario of population growth, changing consumer habits and greater agricultural production to meet the demand for protein underlines the solidity of Rumo's investment strategy. In this context, Brazil is consolidating its position as an important global food supplier, due to its competitiveness, legal certainty and low geopolitical risk.

In the country, the state of Mato Grosso is responsible for approximately 17% of global grain trade, with great potential for expansion. This growth can occur either through the conversion of low productivity pastures into agricultural areas, or through the adoption of more efficient management techniques.

Efficient logistics infrastructure is vital to make this expansion feasible and Rumo continues to invest to strengthen the competitiveness of the rail system. Our strategy focuses on expanding operational capacity, ensuring that the railway remains an efficient means of transporting the Brazilian harvest. Apart from gains in productivity and logistical efficiency, we are advancing in the modernization of assets to support the increase in train traffic. At the same time, we invested in expanding port capacity in Santos, enabling new terminals and improving connectivity between export corridors.

Rumo's investments follow a sustainable, long-term model, reaffirming our commitment to Brazil's logistics infrastructure and the competitiveness of national agribusiness.

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INVESTMENTS

BRL 1,912 million OF EXPANSION CAPEX INVESTED IN 2024

25 works DELIVERED THROUGHOUT OPERATION

STRATEGIC MANAGEMENT AND OPERATIONS

RELATIONSHIPS THAT MOVE US

INFRASTRUCTURE EXPANSION

MALHA PAULISTA

In 2024, we continued to carry out works on the São Paulo network. We delivered a total of 25 works, 8 of which focused directly on increasing capacity and 17 on urban mobility, to eliminate level crossings for vehicles and pedestrians, reducing interference between the railway and urban traffic, resulting in greater safety for the population, better traffic flow and more comfort for residents near the railway line, due to the elimination of train horns.

We also carried out several physical adjustments as part of the 135 railway car Train Program, resulting in an increase in the volume transported and operational efficiency, due to less saturation of the network.

PORT OF SANTOS

We continue to expand our operations in the Port of Santos through strategic partnerships aimed at increasing logistics capacity and modernizing rail infrastructure. In 2024, we started several works on the Santos Port Internal Railway (FIPS) with the aim of increasing the efficiency of rail operations, as well as offering greater safety and mobility for the port community. During the year, we delivered three projects, most notably the Refurbishment of the Conceiçãozinha Railway Yard, on the left bank of the port.

MARKET DIVERSIFICATION

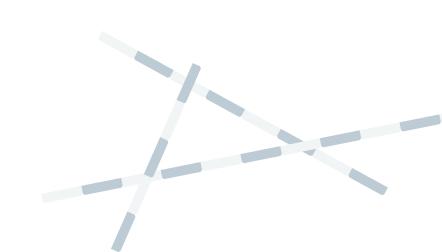
In 2024, we expanded our operations in different segments, increasing the diversification of our rail transportation matrix. We started operating with sugar at our terminal in Chapadão do Sul (MS), began serving Suzano's new pulp mill in Ribas do Rio Pardo (MS) and expanded our operations in the transportation of corn ethanol.

SOCIO-ENVIRONMENTAL DIAGNOSIS

Rumo follows a structured approach to assessing and managing the social and environmental impacts resulting from the expansion of its rail network. Before implementing a new railway, we carry out a socio-environmental diagnosis of the region, mapping the impacted communities and identifying relevant aspects for the preservation of the environment and social well-being. **GRI 2-25**

We maintain an ongoing stakeholder engagement process, promoting dialog with local communities to understand their demands and expectations. We also implement programs to monitor and evaluate impacts, ensuring that mitigation or compensation measures are adopted whenever necessary.

Malha Paulista has the capacity to transport 35 million tons per year and will rise to more than 75 million tons per year once all the planned work is completed.



Mato Grosso Railway

The Mato Grosso Railway (FMT) is a pioneering project in Brazil's rail infrastructure, the first private railroad in the country to be built under state authorization. This new logistics corridor will connect Rondonópolis to Cuiabá and Lucas do Rio Verde (MT), directly integrating the heart of Brazil's agricultural production with the rail system bound for the Port of Santos.

The new railway will allow producers to reduce their dependence on road transport to transport their crops, making agribusiness logistics more efficient and sustainable. Besides the environmental benefits, the project will have a direct impact on the region's economic and social development, creating jobs, attracting investment and expanding local infrastructure. With a connected and efficient rail network, the competitiveness of agricultural production will be enhanced, ensuring greater predictability, lower logistics costs and greater transportation safety. The Mato Grosso Railroad will expand Rumo's operational capacity and will be a strategic lever to sustain the Company's future growth. With this investment, we maintain our leading role in Brazilian rail logistics and the appropriate return on our investments.

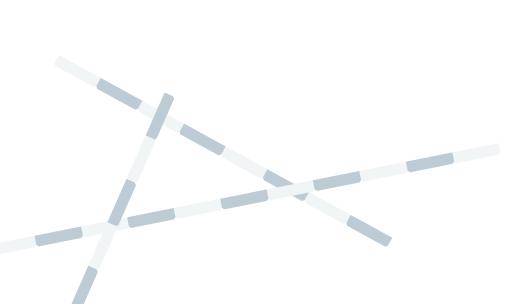
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AERIAL GEO-SCANNING

Partnering with a Norwegian company, we used this unprecedented technology in Brazil, which made it possible to reduce geological uncertainties and optimize soil investigations, resulting in an estimated saving of BRL 20 million in excavation costs for the analyzed section of the project.

BRAZIL'S BEST AND LARGEST WORKS AWARD

Rumo was given the Best and Largest Works in Brazil Award, in the Railway Infrastructure category, for the FMT Project, standing out for its positive impact on logistics and economic development in Brazil, organized by the Engineering Institute.



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MANAGEMENT WITH **GOVERNMENT AGENCIES AND** THE STATE GOVERNMENT

In 2021, the State Government of Mato Grosso, in a process led by the State Secretariat for Infrastructure and Logistics (Sinfra-MT), approved our proposal and we obtained authorization to build and operate the state railway in Mato Grosso.

Licensed by the Mato Grosso State Environmental Secretariat (SEMA-MT), the project follows the environmental licensing and environmental compensation plan. As a transparency measure, we have a website with online information about the work, which allows SEMA-MT and the general public to closely monitor each stage.



To access the channel dedicated to the project, click here.

SUPPLIER MANAGEMENT

We understand FMT's potential to generate a positive impact on the local economy, for people and companies in other sectors, which is why we seek to establish partnerships with suppliers in the region.

To make partnerships viable, we have created a dialogue with the Federation of Industries of the State of Mato Grosso (Fiemt), with the aim of increasing the number of direct and indirect jobs in the state and bringing development to the region.

With the construction of part of the main trunk line and the ancillary line for unloading inputs, we now receive inputs for the work by rail, generating benefits such as a reduction in road traffic (and, consequently, CO, emissions) and the generation of local jobs linked to our operation. This also made it possible for a nearby factory to supply planks for the new sections of the railway. We also have local partners responsible for the special structures (bridges, viaducts and footbridges).

To build a healthy relationship in the supply chain, we monitor payments and provide adequate working conditions and accommodation for outsourced workers, always guided by the principles of Human Rights.

Safety in the implementation of the Mato Grosso Railroad (FMT) has been a priority to ensure the integrity of the workers and the efficiency of the work. With almost 5,000 professionals involved, construction follows strict safety protocols, including specific training, continuous monitoring and the provision of appropriate PPE.

Given the complex topography of the region and the risks typical of construction activities, which are higher compared to the company's conventional railway operations, advanced engineering solutions were adopted to mitigate these risks. This guarantees the safe execution of the project and the stability of the railway infrastructure, as well as reinforcing the joint work with suppliers for a safer environment for everyone.

Apart from the measures aimed at employees and third parties, preventive planning has been essential to minimize environmental impacts and face climatic challenges. Risk management strategies and geotechnical monitoring have been incorporated to guarantee the safety of operations from the construction phase onwards.

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SOCIOENVIRONMENTAL MANAGEMENT

The installation of the FMT required a number of socio environmental studies to enable the project to be built and developed efficiently, guaranteeing compliance with the license conditions. These studies resulted in the preparation of specific environmental programs, which ensure the effective implementation of all mitigating and compensatory measures throughout the installation process.

FAUNA MONITORING PROGRAM IN ECOSYSTEMS BORDERING THE RAILWAY

In 2024, we mobilized 16 professionals, including specialists and assistants, to carry out two fauna monitoring campaigns, in partnership with five universities. We made 18,304 records of fauna from 694 species. According to the International Union for Conservation of Nature (IUCN) classification, eight vulnerable species (VU), eight near threatened (NT), 26 species of vertebrates endemic to the Cerrado, eight endemic fish from the Paraguay River Basin and two from the Upper Paraguay River Basin are under some degree of threat.

FAUNA RESCUE, SCARING AND SCIENTIFIC USE PROGRAM

To minimize the negative impacts of vegetation suppression on wild animals, in 2024, 32 professionals worked simultaneously on the Program's activities, with the support of ten veterinary clinics for emergencies, five universities, partner laboratories for storing scientific material and six beekeepers for disposing of exotic bees, promoting local socio-economic production. Among the animals identified, according to the IUCN, six species are classified as vulnerable (VU) and one as near threatened (NT).

INSTALLATION OF NEST MONITORING BOARDS

We installed information boards during the monitoring of chicks in nests, with general information about the species (habit, habitat and ecological importance), spreading knowledge and making employees aware of the care and conservation of local fauna.

FLORA RESCUE PROGRAM

The Program encourages the rescue and transplantation of flora from the site where vegetation is to be removed for the installation of the railway, with the aim of preserving the local wealth and conserving the genetic heritage. In 2024, 70 epiphytes of 17 different species were transplanted and three specimens were donated to the herbarium of the Federal University of Mato Grosso (UFMT) for scientific application.

FLORA MONITORING PROGRAM

The Program's main objective is to verify the stabilization of forest dynamics and possible changes in the structure of natural vegetation communities. In 2024, four modules were installed in different phytophysiognomies to monitor the vegetation. The first analysis identified a recovering environment, with favorable conditions for planting new species.

SPRINGS CONSERVATION AND RECOVERY PROGRAM

In May 2024, with the environmental agency, Rumo approved the Springs Conservation and Recovery Program, which aims to conserve the 14 mapped springs that are intercepted by our operations, in order to guarantee the conservation of water resources and the continuity of the water supply.



RELATIONSHIPS THAT MOVE US

SOCIAL

We strive to build a harmonious and positive relationship with the communities around the railway, promoting social projects and partnerships that generate concrete benefits. This closeness allows us to understand local demands and develop initiatives that contribute to the communities' quality of life, while at the same time strengthening operational safety and the safety of the cargo transported.

Furthermore, we continually invest in attracting talent, offering competitive pay in a dynamic market such as construction in Mato Grosso, where there is a high demand for skilled labor. We held job fairs to introduce Rumo to potential candidates, promoted training courses in partnership with the Fiemt System, SENAI and IEL, and launched the Operations Trainee Program. As a result, our staff concentrated more than 60% of the infrastructure jobs generated in the state in 2024, with growth expected for next year.

REUSE TO PRESERVE THE ENVIRONMENT PROJECT

A partnership between Rumo and Prosul and the Social Assistance Department of Juscimeira (MT) to offer material reuse workshops for the elderly and children.

AEROSOL RECYCLING PROJECT

With 16.5 kg of aerosols collected over the year for AAPAD-MT's "Help Abandoned Animals" campaign.

ECO-FRIENDLY SOAP PROJECT

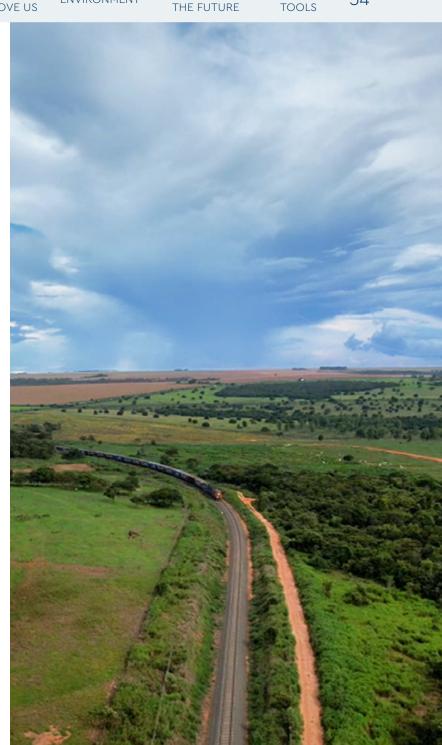
A partnership between Rumo, Prosul and the José Moraes School in Rondonópolis (MT) to hold workshops to craft soap from used oil, to be donated to the community and institutions.

EYE ON THE OIL PROJECT

A partnership between Rumo and the Municipal Environment Department of Primavera do Leste (MT) to make proper and sustainable use of used oil.

DIAGNOSIS OF THE MARIA AMÉLIA NEIGHBORHOOD

Even before the construction work reached their surroundings, we carried out a detailed social diagnosis of the neighborhood located in Rondonópolis (MT), getting to know all the resident families. The aim was to establish an open and permanent communication channel, providing quality information, answering questions and promoting people's development through job fairs.



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2024 HIGHLIGHTS FROM THE FMT PROJECT

61 issuances and approvals with the environmental agencyl (Permits/authorizations/approvals).

Compensatory planting of 73 hectares

with over 80,000 native seedlings in the Cerrado biome.

Fauna Rescue, Scaring and Scientific Use Program: 10,592 animals were rescued, belonging to five different taxonomic groups, as well as 199 hives of native bees relocated, 144 nests monitored and 40 swarms of exotic bees sent to local beekeepers.

1st Contracting regarding the execution of Environmental Compensation.

Effective information management through the creation and use of RumoGis (WebGIS), which acts as a tool for **managing and monitoring the socio-environmental aspects of the works.**

Unprecedented aerial geo-scanning technology reduces geological uncertainties and saves an estimated BRL 20 million on the project.

7 social projects were developed in 2024.

A Free, Prior and Informed Consultation (FPIC) was held with the Bororo indigenous people of the Tereza Cristina and Tadarimana Indigenous Lands, respecting their Consultation Plan. The process took place in four stages and resulted in the signing of three Terms of Agreement, in which Rumo undertakes to carry out an ethno-archaeological study and maintain mutual cooperation during the construction of the railrway.

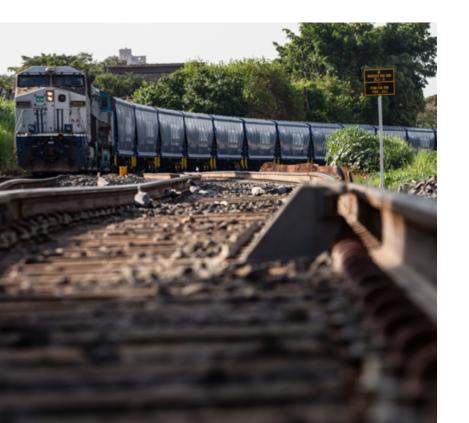
Fauna and Flora Interaction Networks Project containing the selection of strategic flora species with greater interaction with fauna, boosting greater biodiversity for the project.

2024 is the year when construction begins on the Vegetated Viaduct, an ecological corridor that represents our commitment to integrating infrastructure and environmental conservation by promoting habitat connectivity for local fauna. E STRATEGIC MANAGEMENT KS AND OPERATIONS RELATIONSHIPS THAT MOVE US READING

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Technology and innovation

At Rumo, the theme of technology and innovation is incorporated into rail logistics to solve barriers and improve performance with higher efficiency, safety, lower fuel consumption and, consequently, lower emissions of pollutants and greenhouse gases (GHG). With this in mind, we offer effective solutions, making our portfolio more attractive and competitive, so as to contribute more and more to the progress of the sector in Brazil.



INNOVATION ON THE TRAILS

Among our main implementations are:

TRIP OPTIMIZER

Rumo is a world reference when it comes to using Trip Optimizer, a system that allows trains to go into automatic driving mode after reaching a certain speed, optimizing trips and contributing to operational efficiency, since it reduces fuel consumption and GHG emissions. This system, together with communication solutions and the circulation optimizer, results in more sustainable and efficient operations.

Trip works from a speed of 19 km/hour. Therefore, when the train starts and stops, the driver is in charge. In 81% of the trips on our main corridor, the train operates semi-autonomously, ensuring greater operational efficiency. The system has generated an annual reduction in diesel consumption of 4% and a reduction in emissions of 25,000 tons of CO_2 per year in the operation.

POSITIVE TRAIN CONTROL (PTC 2.0)

The PTC 2.0 project is a train dispatching and control system designed to work safely and be able to accurately determine the location, direction and speed of trains along the entire network. This system is the most modern and dynamic for train control, and Rumo will be the world pioneer in its use.

PTC 2.0 was developed to prevent incidents such as collisions between trains, derailments caused by excessive speed, unauthorized movement and various other situations, acting proactively in braking railway trains, mitigating the risk of accidents and increasing operational capacity, with no need to expand the network.

In 2024, the project progressed to the phase of implementing on-board systems in the locomotives of Northern Operation, a crucial step towards achieving the ideal levels of operation and safety for Rumo.



BROKEN RAIL DETECTOR (BRD)

In terms of track monitoring and operational safety, we have advanced Broken Rail Detection (BRD) systems, which feature Artificial Intelligence (AI) capable of increasing track problems from 95% to 98%. to yards, overpasses and bridges, reducing operational risks, and we continue on the journey of expanding the use of the solution with a view to increasing our operational safety.

DIGITAL LEVEL CROSSINGS (LC)

INTRODUCTION

Digital LCs ensure safety at road-rail crossings by installing sensors near the railway that identify the approach of the train. An artificial intelligence system with computer vision and monitoring picks up the signal from the equipment and triggers the traffic lights, alerting car drivers to the need to stop. The signal turns green again when the train finishes crossing.

compared to the previous year, at when traveling around the railway the critical points where they were operation. installed.

The Digital Level Crossing (LC) has not only shown significant quantitative impacts in reducing accidents at road-rail junctions, but has also qualitatively transformed the approach to safety at these locations. The solution not only prevents collisions, but also promotes a sense of security for drivers and pedestrians. The crossing has become safer and more reliable. In 2024, we reached a total of 24 providing peace of mind for the local LCs installed, which resulted in a community, which benefits from the significant drop in accident rates reduction in accidents and safety

> Implemented in an experimental phase, the project has been submitted for evaluation bv the National Traffic Secretariat (Senatran). If approved, the digital LCs will be included in the signaling manuals of the Brazilian Traffic Code (CTB), which will enable them to be adopted in eligible municipalities.

CAMERA PORTALS FOR RAILWAY CAR INSPECTION BY IMAGE

THE FUTURE

Rumo has implemented automated inspection portals, replacing the manual ones and ensuring greater the fleet. This system improves inspection quality, saves time and increases productivity, as the train doesn't need to be stopped to carry out the inspection.

The time saved with the project is 25 minutes for each train.



ANTT HIGHLIGHTS AWARD

This Rumo Malha Paulista project was awarded in the Second Edition of the ANTT Highlights Award in the category Development of Innovative Solutions and Projects for Road Infrastructure.

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CLOUD RAILWAY

We have embraced a multi-cloud strategy, evolving on a journey aimed at high availability and high performance of our infrastructure and systems.

INTEGRATION OF ENERGY EFFICIENCY TECHNOLOGIES

Using artificial intelligence to optimize circulation, train communication and semiautonomous driving has been a competitive advantage.

The implementation of communication solutions via LTE technology in Serra de Santos resulted in a reduction of around 97% in the time taken to send information between trains and the Operational Control Center (CCO).

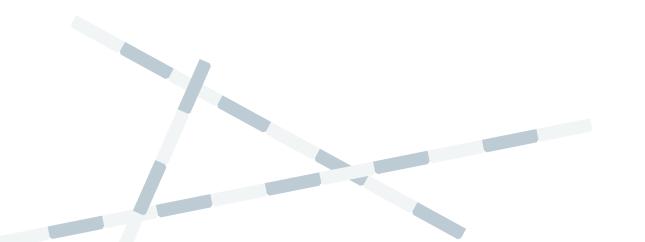
This significant improvement has meant that the communication/ licensing delay has fallen, in some cases, from 7 minutes to a few seconds, optimizing circulation time and helping to reduce transit time.

IT FORUM 2024 AWARD

The train technology journey that brings together the Trip Optimizer + the communication solution (a 4G network that allows instant communication with the trains) + the circulation optimizer was awarded first place at the IT Forum 2024. We are also continuing to implement Advanced Analytics (AA), an approach that uses Artificial Intelligence, Statistical Models and Machine Learning to optimize processes and improve decision-making. The technology provides more visibility into operational bottlenecks, helping to efficiently manage the rail network and optimize the use of rail capacity.

The use of AA has brought strategic gains, such as risk reduction, operational optimization and improved asset and process management. The integration of data between different areas allows patterns to be identified, scenarios to be simulated and more assertive forecasts to be made, ensuring a competitive and sustainable position. With this initiative, Rumo reinforces its commitment to technological innovation and operational efficiency, driving sustainable growth in the rail sector. In 2024, we also held RumoTech, which takes place every year and brings together all Technology employees to discuss culture, people, diversity, business, strategy and technology. The purpose of the event is to understand how the team can actively contribute to achieving the Company's strategic objectives.

Additionally, we had the generative artificial intelligence embedded in RuTI, Rumo's virtual assistant, developed to simplify and speed up the daily demands of our employees, from equipment requests, opening tickets, updating passwords, to answering various questions and corporate communication. As a result, it is constantly learning to provide more and more solutions and improve its skills.



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Confidence that drives us	8
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CAPITALS:



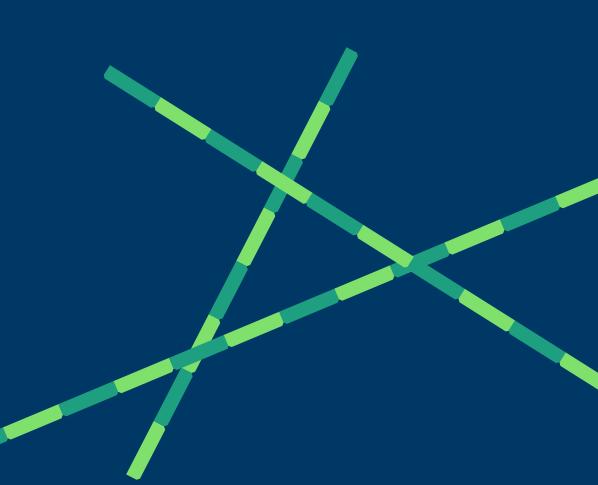
 \sim \sim Social and Relationship

MATERIAL THEMES:

- Governance and Ethics
- Community Relations
- Safety and Operational Risks

SDGS IN THE CHAPTER:





rumo

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Stakeholder relations

We value building solid and transparent relationships with our stakeholders, recognizing the importance of communication and accessibility in creating value for communities and clients. To enhance this relationship, we maintain open and accessible communication channels, enabling continuous interaction with each of our stakeholders. **GRI 2-29**

Our commitment is to ensure that all stakeholders have clear and understandable access to the company's public information, allowing them to closely monitor the issues impacting our results and operations in the short, medium and long term. What's more, we seek to ensure full compliance with regulatory obligations and keep the market up to date on strategic issues. **GRI 2-29**

Get to know our Ethics Channel on page 34, where we outline its essential role in registering irregular conduct and promoting an ethical and transparent environment. On page 79, we present the Fale com a Rumo ombudsman's office, highlighting how it works and its importance for dealing with requests and complaints in a swift and secure manner. **GRI 2-25| 2-26**



STAKEHOLDER ENGAGEMENT GRI 2-29

STAKEHOLDER	DESCRIPTION OF RUMO'S PERFORMANCE	ENGAGEMENT CHANNELS	PRIORITY DEMANDS	2024 HIGHLIGHTS
Employees	Promoting safety, health, well-being, professional development and a humanized and inclusive organizational culture for employees, who are the Company's lifeblood.	Satisfaction survey (VC Movimenta), training, POC platform, regular meetings and communication channel.	Job security, benefits, professional growth, diversity and inclusion.	Expansion of the training and benefits offered, consolidation of diversity initiatives and improvements in internal communication.
Communities	Minimizing negative impacts and promoting local development.	Strategic partnerships, social projects, "Talk to Rumo" ombudsman, public	Positive socio-environmental impact and social investments.	Implementation of new environmental compensation actions and strengthening relationships.
Traditional communities	Broaden the dialog respecting socio-cultural and environmental specificities in project planning and execution.	consultations (socio-environmental diagnosis) and face-to-face visits.	Strengthening social participation, cultural preservation and investment in initiatives.	Expanding relations with traditional communities.
Suppliers	Monitoring sustainable practices and alignment with ESG criteria.	Partnership in Motion program, regular meetings, training, livecasts and supplier platform.	Transparency in contracts, regulatory compliance, good labor conditions, environmental and human rights practices.	Focus on the supplier approval stages and expansion of training for strategic suppliers.
Shareholders and Investors	Promote transparency and continuous updating on the Company's results and strategy.	IR website, Results Center, meetings and roadshows, national and international conferences and the "Talk to IR" channel.	Financial performance, ESG risk management and return on investment.	Restructuring of the Sustainability area under the IR Executive Management and better alignment with institutional investors.
Customers	Providing personalized service, logistical efficiency and sustainable services.	Strategic meetings, corporate events, satisfaction surveys, technical visits to operations and monthly reporting of emissions emitted and avoided in transportation with Rumo.	Operational predictability, competing costs, innovation in rail transport and sustainability.	Expanded use of Trip Optimizer to improve efficiency and reduce emissions.
Regulatory bodies	Ensuring compliance and continuous improvement of operations.	Periodic reports, environmental audits, participation in regulatory forums, environmental compliance and licensing.	Regulatory compliance, operational safety, mitigation of environmental impacts.	Strengthening environmental governance, reviewing and internalizing risk management in the company.
Associations and entities in the sector	Fostering the development of the rail sector and the sharing of good practices.	Participation in ANTF, industry events, collaboration in public consultations and institutional partnerships.	Regulation of the sector, innovation in infrastructure and railway expansion.	Active engagement in shaping public policies and broadening relationships with organizations.

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Our team

At Rumo, our employees are the cornerstone of the business, responsible for ensuring that logistics operations run smoothly and generate value for the Company and its stakeholders. That's why we continually invest in professional development, well-being and safety, promoting a stronger, more humane and inclusive organizational culture. **GRI 3-3**

RUMO CULTURE

Since 2023, Rumo has been undergoing an in-depth restructuring process in the People and Culture area. As part of this movement, a cultural diagnosis was carried out, which identified employees' perceptions of the positive points and opportunities for improvement in the work environment. Based on this study, the company reformulated its organizational identity, creating a common direction and redesigning the features and symbols of the Rumo culture together with the executive leadership.

In 2024, we had the official launch of the Rumo DNA, ensuring that the concepts defined in the previous stages were incorporated into employees' daily lives. This process encourages "looking beyond", promoting collaboration between different areas and strengthening the sense of belonging and collective impact. The company also reinforced meritocracy, career development and the promotion of health and well-being in the workplace. The year also saw structured actions to strengthen the organizational culture, boost diversity and promote strategic training for employees and managers, through the Culture Caravan.

CULTURE CARAVAN

Aiming to deepen the attitudes of our DNA in a dynamic and interactive way in the daily lives of our employees at Rumo's units throughout Brazil, we created a gamified training course that, as well as conveying the essence of our culture, promoted connection and learning in a light and impactful way, reaching more than 1,300 people. Each round was an opportunity to discover talents, exchange experiences and strengthen the team spirit and purpose that drives us, acting as an immersion in our identity and values, in which each participant saw themselves as a crucial part of building our future.



10 RUMO ATTITUDES

1. Doing the right thing, always ethically and responsibly.

2. Anticipating problems, **planning** and building **lasting solutions**.

3. Always act and intervene to care for and **ensure** everyone's **safety**.

4. Act in a **simple** and **disciplined** way to deliver **extraordinary results**.

5. Looking beyond, collaborating on the challenges and results of your own and other areas.

6. To dare to **question in a respectful way**, innovating and transforming **today and tomorrow**.

7. Building **healthy relationships** that drive Rumo's growth with our customers, partners and communities.

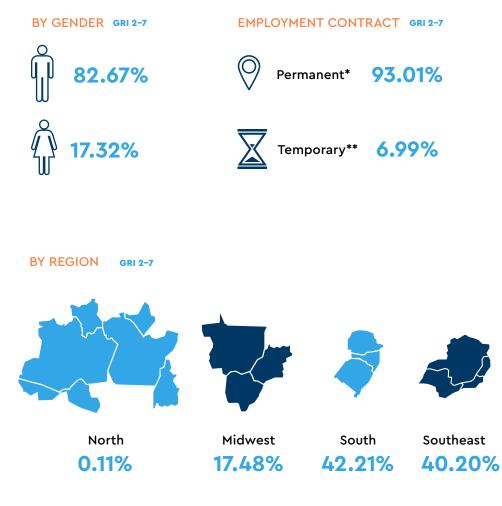
8. Engage in dialogue with a genuine interest in **listening, collaborating and evolving**.

9. Respect and include people as they are, valuing differences.

10. Being curious and taking the initiative to keep **learning**.

PROFILE

By 2024, we counted 7,993 employees working at the Company:



0.09% President and Vice President

BY FUNCTIONAL CATEGORY GRI 405-1

O 23% Directors

Ο

0.23 /0	Directors
1.78%	Management
0.64%	Executive management
4.39%	Coordination

92.88% Other positions

 BY RACE
 GRI 405-1

 0.81%
 Asian

 59.58%
 White

 0.46%
 Indigenous

 30.60%
 Brown

 8.09%
 Black

 0.45%
 Not informed

BY AGE GROUP GRI 405-1

20.69%	Under 30 years old
70.89%	From 30 to 50 years old
8.42%	Over 50 years old



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Female participation in the Company grew by 13.52% in absolute terms compared to the previous year, showing progress in gender inclusion. In terms of race, the majority of employees identify themselves as white, but there was a 4.7% increase in the presence of black and brown people. **GRI 401-1**

* Permanent: Employment contracts for an indefinite period of time which are served on a full-time basis.

** Temporary: Fixed-term employment contracts that are served on a part-time basis.

EMPLOYEE JOURNEY

The Employee Journey consists of six stages with various programs and actions to attract, develop, improve professionally and strengthen our culture. Learn about the six stages of this journey:

a^Åa ATTRACT

At Rumo, the movement is only complete when it involves everyone. Diversity is one of the basic pillars of growth and of building a fairer and more equitable working environment. We value each story and unique perspective, because the wealth of experiences strengthens us and moves us forward. To ensure fair and inclusive selection, we seek to adopt more humane recruitment methods free from unconscious biases.



REFER WOMEN

An initiative to boost diversity and equality at Rumo, expanding and valuing the presence of women in all positions, including trans women. Employees can nominate professionals for available positions and, if the candidate meets the requirements and is hired, the person who nominated her receives a bonus.

APPRENTICE PROGRAM

Aiming to offer first job opportunities to young people aged 18 to 23 in 2024, the Program selected 179 young people, 40% of whom are black and brown and 61% women. The young people were developed on two pillars:

- Technical training: specific content to support daily activities;
- Hands-on activities at Rumo.

INTERNSHIP PROGRAM

We believe that an internship is a journey of learning and collaboration in a professional's career. We designed the Program with a focus on providing knowledge about the business and the technical structure, as well as developing behavioral skills, promoting meetings with leaders, conversation circles and training. In 2024, we developed 85 interns, 36% of whom were black and brown and 64% women.



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FIRST JOB

According to First Job's Best Internship Experiences (BIE) study, Rumo is one of the best Brazilian companies to be an intern.

In its second edition in the country, the BIE counted on the participation of around 4,000 interns to rank the 50 companies most recalled by this public, according to five important dimensions: environment, learning and development, benefits, leadership and talent. rumo

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Rumo's Trainee Program stands outforits business strategy and aims to train the future leaders of the operations areas. The development path includes a technical and management development plan, immersion in the business, mentoring, rotation and participation in strategic projects. In 2024, the selection process received over 5,000 applications and 12 talents were approved after several stages, such as logical reasoning tests, cultural fit, cases and interviews. Out of the 12 selected, 50% are women and 43% self-declared black or brown.

MANEUVER SCHOOL PROGRAM

The Brazilian rail transport sector is predominantly male, but in line with our purpose of being Brazil on the Move, we recognize the relevance of reflecting the diversity of the population. The Maneuver School trains new professionals who will work in yards with locomotives and railway cars and, in 2024, we had 135 hires, of which 36 women (27%) joined our team of maneuver assistants, the initial stage in the career of a train driver.

FMT

To meet the needs of the Mato Grosso Railway, we seek to attract construction workers by offering competitive pay and attracting talent through partnerships with educational institutions and participation in job fairs. These actions also aim to present Rumo as a benchmark employer brand.



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^ଥନ୍ତର୍କ୍ଷ WELCOME AND ENGAGE

Rumo constantly emphasizes its commitment to diversity and inclusion through initiatives that value plurality in the conduct of all projects and businesses, setting respect as a key principle in our relationships with all stakeholders. **GRI 3-3**

We believe that diversity, equality and inclusion are essential to moving Brazil forward.

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We remain committed to creating a welcoming and inclusive environment, with ongoing efforts to promote diversity and inclusion of all groups, as well as prioritizing the development of people from different backgrounds, cultures and regions.



ΜΑΥΑ

In 2024, we launched the corporate policy that

governs our work on Diversity, Equality and

Inclusion and directs us in the conduct of all

projects and businesses, so that the Company is a

safe environment for everyone who is part of it.

Since 2023, we have had Maya, a virtual translator of Brazilian Sign Language (Libras), on our website to promote inclusion and reinforce the importance of respect and accessibility in our relationships.



2023: 25.75% 2024: 30.23% + 2 WOMEN AT C-LEVEL

ACHIEVED



FEMALE LEADERSHIP AWARD

Executive Manager Renata Ramalho received the Women's Leadership Award from the Brazilian Business Council for Sustainable Development (CEBDS), a recognition that inspires people, institutions and companies, actively contributing to diversity and inclusion actions in the Company.

In 2024, Rumo strengthened its Affinity Groups, launching a variety of actions to boost diversity, equality and inclusion in the corporate environment, as well as professional acceleration programs and affirmative vacancies. We also offer specific support for women victims of domestic violence through the PraVC Program, the implementation of breastfeeding rooms and extended maternity and paternity leave. Find out more about our main actions:

ELAS MOVIMENTAM

WOMEN MOVE

Movement for gender equality and female power

- Live Pink October, in partnership with the Health and Wellness team;
- Female Guardians Program rolling stock host group;
- Realidade Delas a movement to learn about women's realities and give them a boost;
- Launch of special collection Elas Movimentam at Grife Rumo.

IGUAIS NA DIFERENÇA

EQUAL IN DIFFERENCE Movement to include people with disabilities

- 1st Livecast Equal in Difference, in partnership with the Health and Wellness team;
- Dissemination of the Anti-Ableism Booklet;
- Green September with an immersive action for employees to dive into different practical activities, experiencing challenges and the reality of the routine of people with disabilities, as well as raising awareness about the use of inclusive language.

Movement to promote ethnic diversity and build an anti-racist culture

- Coffee with the Black Women, addressing psychological, physical and financial security issues;
- Dissemination of the Anti-Racist Handbook;
- Livecasts for Black Awareness Month;
- Announcement of the Internship Program at Zumbi dos Palmares University;
- Plural in Motion project to raise awareness at Rumo on the subject of ethnic-racial equality and professional development for Plural team members.

DI¥ERSA

DIVERSE

Diversity by increasing the representation and diversity of LGBTQLAP+ people

- Online event on the National Trans Visibility Day;
- Livecasts for Pride month;
- Online event on the National Lesbian Visibility Day;
- Launch of a special LGBTQIAPN+ Pride collection at Grife Rumo.

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ର୍^{ତ-} **DEVELOP** GRI 404-2

With a view to professional development and engagement, we offer training programs for all functional levels on our training and learning platform (POC), which covers both mandatory and recommended courses.

RUMO ACADEMY

The Rumo Academy aims to create spaces and direct learning so that a competence is acquired or improved to encourage and sustain our culture. Its learning model comprises:

- Content: through facilitation, topic experts and curation;
- People: through exchanges and networking;
- Networks: through connections, groups and communities;
- Experiences: through practice in a safe environment and on the job.

The products offered range from synchronous and/or asynchronous training, offered in the POC, to education incentive programs – such as first graduation, post-graduation and participation in events – special development programs (apprentice, internship, trainee, among others), as well as mentoring and coaching programs.

Based on an assessment of our employees' skills, we prioritized five topics to cover in the synchronous courses: 1. Non-violent communication, influence and

persuasion, feedback;

2. Verbal expression and public speaking;

3. Self-management and proactivity;

4. Routine management;

5. Collaboration and collaborative problem-solving.

Also, according to the most requested skills in the job market, we have compiled a curated list and offer more than 500 courses in the POC, considering various topics, such as communication, leadership, management, etc.

We impacted 8,633¹ employees by offering over 256,000 hours of training, an average of 29.7 hours per employee. GRI 404-1

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LEADERSHIP DEVELOPMENT PROGRAMS

PEOPLE AREA PROCESSES

To train managers to effectively carry out their responsibilities in the main processes of the People area, ensuring alignment with the company's strategic guidelines.

Over the course of a week, with daily meetings lasting 2.5 hours, participants had the opportunity to delve into

topics such as the people cycle, ethics, selection, benefits and compensation, among others. In 2024, we had nine classes, with 148 participants completing the entire trail, representing 27% of those eligible.

COORDINATOR'S AND MANAGER'S JOURNEYS

In 2024, we offered openings to train 100% of our coordinators and managers, with the aim of reinforcing the Rumo culture, DNA attitudes and leadership principles, through a trail made up of stages of self-knowledge, workshops, performance management, action learning, among others.

With regard to Coordinators, we had 14 groups, 323 registered and 226 participants who completed the journey. As for Managers, we had 7 groups, 133 registered and 83 participants who completed the process.

RUMO BELTS PROGRAM

The program, based on the DMAIC (Lean Six Sigma) methodology, enables participants to identify and solve operational problems, promoting efficiency and innovation in internal processes. Among the positive impacts of the initiative, we highlight the increase in productivity, the optimization of the rotation of railway cars and locomotives, the improvement in safety and the reduction in operating costs. With the Green Belt and Black Belt certifications, employees improve their technical and strategic skills, pushing for more efficient and sustainable processes at the Company.

¹ The number of employees impacted exceeded the total number of employees reported (7,993), as we considered all the people who received training during the year, regardless of whether they were active at the end of 2024.

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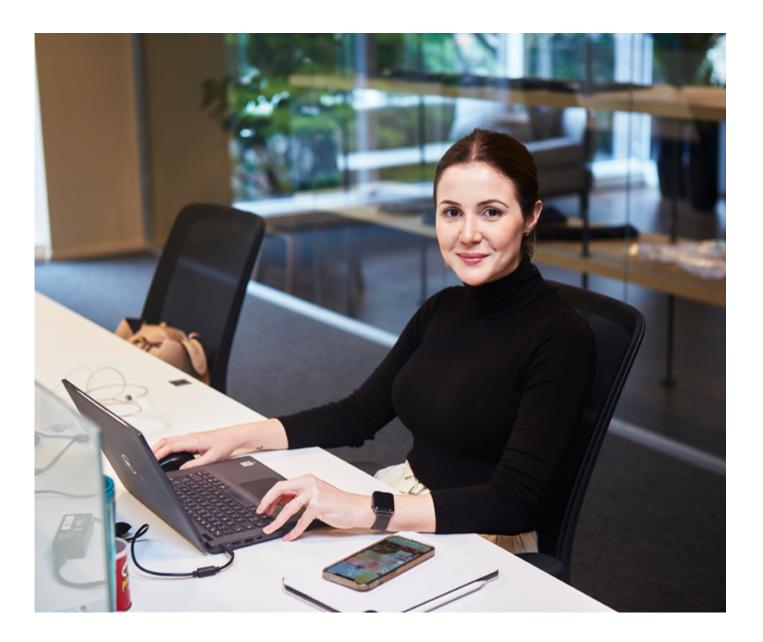
a[■] ASSESS



Every year, we carry out the People Cycle, in which all employees are assessed in terms of performance, integrity (in accordance with the Rumo DNA and Code of Conduct) and skills that make it possible to identify, retain and improve talent. This process strengthens the connection with the Rumo DNA by identifying potential successors for key positions and setting up a solid development plan aligned with future challenges, through the following stages:

- **Referral from peers and colleagues:** we select employees who are more familiar with each other to provide relevant feedback;
- **Competence and potential assessment:** managers analyze adherence to the Rumo DNA and the potential to take on strategic challenges, using the Learning Agility methodology;
- **People Committees:** validate and ensure the alignment of development and succession plans;
- Feedback and Individual Development Plan (IDP): we hold discussions between managers and employees to build an IDP aligned with individual and organizational objectives.

In 2024, employee performance and career development assessments were focused on senior professionals. Thus, in 2024, 15% of the workforce (13% of men and 23% of women) received regular evaluations. By functional category, 41% of people in the administrative area, 88% in leadership and 2% in operations were involved. **GRI 404-3**



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RECOGNIZE AND RETAIN

RUMO RECOGNIZE



We have reaffirmed our commitment to valuing employees with the new platform, which aims to convey the organizational culture and encourage recognition of individual and collective achievements within the Company. Employees accumulate points on the platform, which can be exchanged for products and services, as well as receiving institutional messages and taking part in recognition campaigns aligned with Rumo's DNA.

BENEFITS AND COMPENSATION

We offer a comprehensive benefits package for the health, well-being and safety of employees and their families, which includes life insurance, a health plan, disability and incapacity benefits, extended maternity and paternity leave and a private pension plan.

As well as complying with all legal obligations to contribute to retirement, we maintain the Futura II plan, which is partially subsidized by the Company. Membership is voluntary and the contribution percentage varies according to the sum of the employee's age and time of service. **GRI 201-3**

In 2024, the Benefits Fair allowed us to expand partnerships and offer discounts, with transparency about the purchasing options available. Among the new features, we improved the Christmas hamper and aid for school supplies. We also eliminated co-participation in medical care, guaranteeing employees full access to the health plan. **GRI 403-6**

Check out all the benefits offered by Rumo on page 09 of the <u>Indicator Center</u>.

VC MOVIMENTA SURVEY



We also carry out the VC Movimenta climate and engagement survey, a crucial tool for measuring our organizational culture and better understanding employee attitudes and perceptions, serving as a basis for future actions. In 2024, 6,577 employees were interviewed, achieving a participation rate of 88%. Categories included in the survey covered core aspects of the work environment, such as:

- Culture of Integrity (climate of trust, safe environment, ethics and diversity);
- Organizational agility (innovation, speed of decision -making and benefits);

- Responsible leadership (feedback, listening, respect and dignity);
- Healthy Work Environment (psychological safety, balance, health and well-being);
- Fair Pay (equitable salary, competitive package and performance management);
- Attractive Careers (learning, training, career goals and fair opportunity for advancement);
- Prosperous Individuals (energized, maximum potential and fullness); and
- Engagement (pride, belonging and recommendation).

For each category, the survey offered six response options: Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree and I don't know/Not applicable (NA).

The results reflect the team's commitment, with:



of employees are proud to work for the Company.

91%

would recommend Rumo as a good place to work.



of employees feel energized and enthusiastic about their work

74% of emp reasona

of employees manage to maintain a reasonable work-life balance.

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We believe that our employees' opinions are central to our evolution, contributing to continuous improvements in areas such as organizational culture, integrity and operational safety. These insights guide our initiatives and underpin our commitment to building a work environment that is increasingly inclusive, safe and aligned with our team's expectations.

GOAL: INCREASE THE EMPLOYEE SATISFACTION INDEX TO 82% BY 2025

2021: **79%** 2022: **82%** 2023: **88%** 2024: **87%**

ACHIEVED



INFRA WOMEN BRAZIL 2024 FORUM

The Women on the Move Program was awarded as the best Pro-Women Program in the Infrastructure sector during the Infra Women Brazil 2024 Forum.

In order for everyone who is part of Rumo to be able to develop fully within the Company, we strive to put into practice career guidance actions in line with our strategy.

CAREER IN MOTION

At Rumo, we prioritize the professional appreciation of our employees, which is why, of the 1,866 vacancies in 2024, 27.9% were closed internally.

WOMEN ON THE MOVE PROGRAM

With the purpose of strengthening women's role at Rumo, the Program had three groups in 2024, totaling 90 participants from the target audience of senior analysts, specialists and coordinators, who over the course of approximately three months, received training to face the different challenges in relation to career advancement.

More than just an impact on our business, the initiative inspires positive changes in society, helping our female employees to develop self-confidence, overcome obstacles in the corporate world and conquer new spaces and leadership positions.

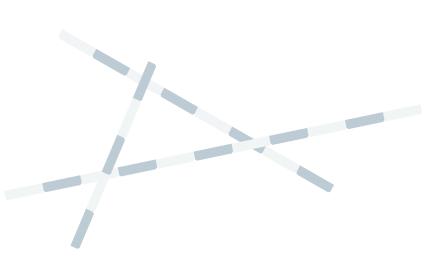


IMPULSIONAR PROJECT

Created in 2022 with the aim of helping the career development of self-declared black or brown employees, we use training as an inclusion strategy. 61 scholarships were offered for the Industrial Production Management course, in asynchronous mode, and 64% of the selected employees remained active in the project at the end of 2024.

PWD LITERACY AND INCLUSION PROGRAM

The Literacy Program seeks to train and integrate professionals with disabilities. A total of 154 employees took part in the program by 2024, 13 of them in the last year alone. We have also made progress in the accessibility of our facilities and in expanding opportunities for disabled people in the Company.



Employee health and safety

OCCUPATIONAL HEALTH AND SAFETY

Integrated into Rumo's DNA, the United for Safety value means ensuring that each of us, our colleagues and partners return home safely every day. To secure a safe working environment, we continuously improve our strategy, with a short-, medium- and long-term vision. We work on prevention, continuous monitoring and process improvement, as well as conducting robust internal investigations to identify opportunities in the routine, processes and risk management measures mapped out, raising the level of safety inside and outside the Company.

Our commitment to safety is aligned with the best practices in the sector and sustainable development, with safety indicators integrated into the variable compensation of all employees, both our own and third parties.

We have set ourselves the goal of keeping the accident frequency rate (LTIF) at 0.15 by 2025 and, to achieve this, we invest in strengthening the safety culture, technology, regular training and audits. Integrated risk management ensures that all operations meet the highest safety standards. GRI 3-3

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

Rumo's Occupational Health and Safety Management System is organized in the Rumo Zero Accident Program, which includes procedures and tools to reduce accidents in operations, acting preventively.

Guided by the principle "Safety is a value - only do it if it's safe" and the guidelines of the 7 Rules of Life, the Program covers all employees, direct and indirect, as well as all the Company's activities and workplaces. Its implementation

7 RULES OF LIFE

- 1. It is forbidden to work under the influence of alcohol or drugs.
- 2. Only work at height with anchoring equipment.
- 3. Comply with the hitch alignment process.
- 4. Stay out of the area below lifted loads.
- 5. Respect the service bulletin rules.
- 6. Carry out maintenance only when locked out and

7. It is forbidden to walk on product masses without adequate protection.

follows regulatory standards such as NR 01 and NBR 14,280, reinforcing the commitment to safety in all operations. GRI 3-3 | 403-1

RUMO TOWARDS

THE FUTURE

The program includes daily audits and several tools, such as policies, Task Safety Analysis (TSA), Task Safety Verification (TSV), Individual Risk Assessment (IRA) and Observe, Stop and Act (OSA). These mechanisms allow employees to make observations anonymously and without risk of reprisals, as well as encouraging collaborative risk management. Professionals can also carry out individual assessments and exercise the right to refuse tasks if they don't feel safe. GRI 403-2 | 403-7

Every year, we analyze the tools to improve processes. We monitor actions to block and prevent accidents. promoting safety strategies and campaigns that reinforce safety precautions, warn of potential risks and align employee expectations. We also invest in structural improvements to machinery, equipment and tools. GRI 403-7

READING

TOOLS

100% of Rumo's 17,986 direct and indirect employees are covered by the Occupational Health and Safety Management System and have undergone internal audits. GRI 403-8

As part of the health and safety management process, we also have a Risk Management Program (RMP), carried out annually to map, manage, mitigate and eliminate risks in operations using the Definition of Causes and Actions (DCA), analyzing accidents, scenarios and simulations to reinforce learning and prevent recurrences. Health and safety information is centralized for monitoring and remote access, allowing guick and comprehensive consultations. To ensure adherence to standards and identify opportunities for improvement, we regularly carry out internal and external audits. GRI 403-3

In the event of incidents, the investigation process follows the guidelines of the Accident Policy, identifies the main risks, defines mitigation measures and technical steps, involving both the area related to the event and the occupational safety team. After this analysis, a committee is assembled to discuss and publicize the actions to be taken by all the company's employees. GRI 403-2

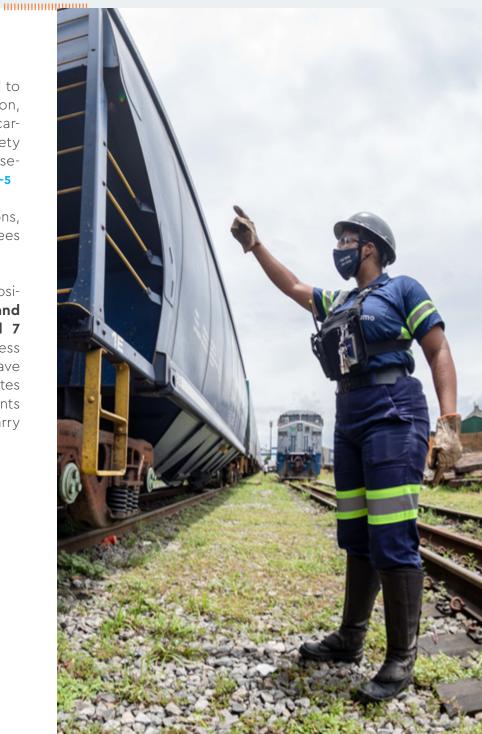
We periodically carry out employee satisfaction surveys to evaluate the services provided, such as training and medical care. We also provide communication channels such as anonymous apps and continuous feedback systems, which allow workers to report difficulties or irregularities directly to management.

PARTICIPATION AND TRAINING

We periodically offer standardized training adapted to employees' needs, according to the area and function, including those in remote regions, which must be carried out during working hours. We also promote safety campaigns, Daily Safety Dialogues (DDS) and the dissemination of information via digital platforms. GRI 403-5

We also carry out emergency preparedness actions, such as drills and practical training to enable employees to deal with risk situations.

For own and third-party employees in all of Rumo's positions, three training courses are mandatory: Health and Safety Integration, Operational Regulations and 7 Rules of Life. After the training, tests are given to assess learning effectiveness. Third-party employees also have a specific platform for sending training certificates required by their activity and the law. These documents undergo validation audits before being released to carry out their activities. GRI 403-5



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All Rumo professionals can actively participate in debates on safety in the workplace through climate surveys and committees made up of representatives from different areas. These committees meet regularly, with frequency and decision-making power adjusted according to the complexity of the topic discussed, ensuring a more effective approach that is aligned with the operational reality. **GRI 403-4**

In 2024, we trained over **5,200** employees in first aid.

When hiring external service providers, we apply strict criteria to ensure the best safety conditions for employees. Among the requirements, we highlight: technical experience in occupational safety standards and operational capacity to meet the demands of support and compliance with the Regulatory Standards (NRs).

PRONTOS

To strengthen mental health care for our employees, we run campaigns throughout the year to encourage empathy and a sense of well-being in those around us. Welcome is the first step to facing challenges and treating mental illness appropriately.

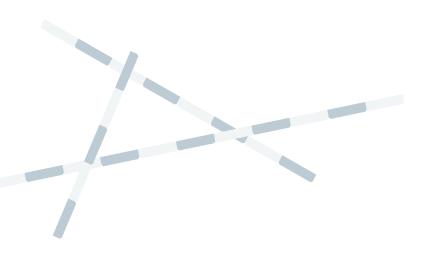
One of the initiatives is "Prontos", a tool that assesses the cognition and general health, including mental health, of employees in their first 30 days on the job. We also send out forms for ongoing monitoring, providing an in-depth view of the main factors that impact well-being.

ADJUSTING THE ROUTE TO A SAFER FUTURE

In 2024, we faced significant challenges in personal safety, with events that demonstrated the need to improve our practices and, based on the results, we carried out an in-depth review of our strategies.

The Company continues to work to strengthen its culture and processes in order to improve its results by reducing personal injury rates.

Check out the detailed results in the Indicator Center.



COAL: THE AVERAGE LTIF INDEX SHOULD BE 0.15 COAL: THE AVERAGE LTIF INDEX SHOULD BE 0.15 2021: 0.15 2022: 0.20 2023: 0.16 2024: 0.52

ABOUT GOVERNANCE RUMO ON THE TRACKS

INTRODUCTION

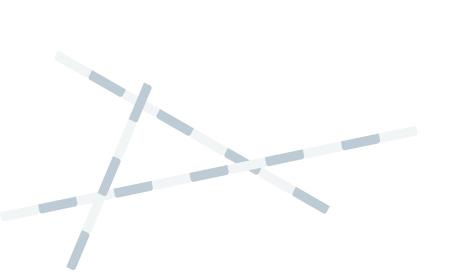
STRATEGIC MANAGEMENT AND OPERATIONS

RELATIONSHIPS THAT MOVE US

TOOLS

Faced with this scenario, we have implemented several initiatives to strengthen the shared culture of prevention and responsibility. We carried out a diagnosis of the safety culture, modernized tools, intensified our work in the field through surveys, live broadcasts and inspections, and started a structured risk management project, which will bring significant gains to the organization. We also conducted a detailed internal investigation to identify opportunities for improvement in our vehicles and processes.

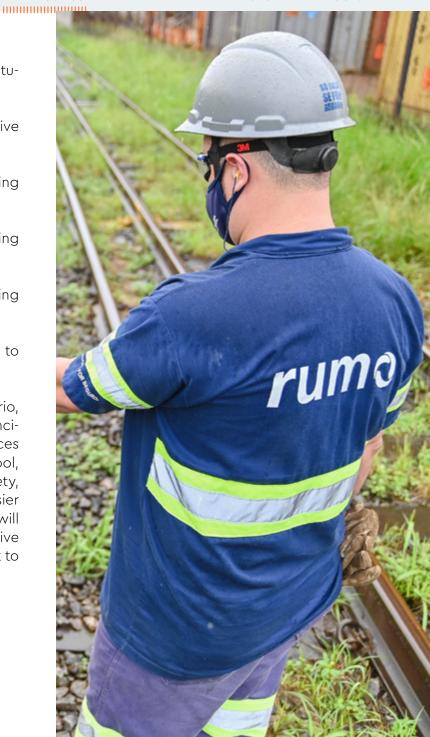
To strengthen this front, we expanded the security structure by hiring new managers, specialized technicians and teams dedicated to monitoring in the field, ensuring closer monitoring of operations and greater capacity to identify and mitigate risks. We also boosted awareness that leadership must be present and accessible to operational teams.



As part of this strategy, we have laid down five structuring pillars:

- People: progress in training, especially at executive level;
- Safety culture: upgrading digital tools and improving communication in the field;
- Safety engineering: reviewing and improving existing tools and processes;
- Risk management: structuring and strengthening management methodologies;
- Digital journey: expansion of management systems to include not only rail safety, but also personal safety.

In recent years, we have implemented Prisma Ferroviário, a system that centralizes the monitoring of railway incidents, detailing investigations, reports and references for all accidents. We have invested to expand this tool, incorporating a module dedicated to personal safety, with improved monitoring, unified control and easier access to critical information. This initiative, which will be completed in 2025, will provide even more effective and detailed monitoring, reinforcing our commitment to safety.



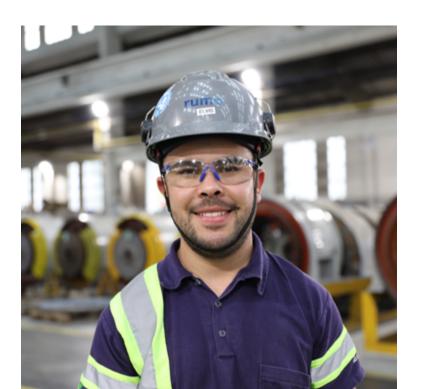
GOVERNANCE RUMO ON THE TRACKS

STRATEGIC MANAGEMENT AND OPERATIONS

RELATIONSHIPS THAT MOVE US READING TOOLS

WELL-BEING: CARE INSIDE AND OUTSIDE THE WORKPLACE

To ensure a decent and welcoming environment for our employees, we continually seek to strengthen our organizational culture, making Rumo a more human company. In 2024, we consolidated health and well-being as strategic pillars, structuring programs aimed at prevention, monitoring and supporting quality of life. Our strategy prioritized expanding access to health care, fostering a safe working environment and raising awareness of key issues.



White January

Activities focused on mental health;

February

Financial education campaigns;

March

Debates on gender microaggressions and the challenges of multitasking;

April

Health and autism awareness blitz;

Yellow May

Actions to raise awareness on traffic safety;

Green and Yellow September

Raising awareness about the inclusion of people with disabilities and organ donation;

Pink October

Incentives for prevention, with medical copayment exemption;

Blue November

Focus on men's health, also with medical copayment exemption;

December

First aid training and mental health brigade training.

To support our employees, we offer the PraVC Program, which provides specialized support throughout the year. as well as actions focused on physical, mental and financial well-being, such as conversation circles, educational livestreams on financial education, thematic campaigns and visits to operations to better understand needs and offer solutions. We also guarantee emotional support, including bereavement talks, reaffirming our commitment to the all-round care of our employees. **GRI 403-6**



CORPORATE HEALTH AWARD

Rumo was recognized with the 2024 Most Admired Corporate Health Award by the Brazilian Training and Development Association (ABTD/PR), highlighting its to mental health in the commitment workplace. The award highlights the importance of the Company's initiatives aimed at employee well-being, in line with our purpose of being a people-oriented organization.

rumo

RELATIONSHIPS THAT MOVE US

For the administrative areas, we maintain our Work Arrangements Policy, which includes guidelines for hybrid and remote work formats, providing flexibility, reducing commuting time and balancing employees' professional and personal lives, as well as encouraging sustainable practices.

Find out about other initiatives we have in place to look after those who move our business forward: **GRI 403-6**

HEALTH JOURNEY

A program aimed at raising awareness about the relationship between financial and psychological health. It includes talks and conversation circles on topics such as compulsion, addiction and the impact of finances on mental and family health. The actions took place throughout July and August, with interactive sessions lasting between 30 and 40 minutes.

QUALITY OF LIFE PROGRAM

Since July, the program has offered complementary medical examinations for operational employees aged 45 and over. A total of 168 examinations have been carried out, with cases being referred to specialist doctors and monitored on an ongoing basis.

MONITORING PROGRAM FOR CHRONIC PATIENTS AND EMERGENCY ROOM HYPERCONSULTANTS

The Program was structured to monitor patients with chronic illnesses, guaranteeing multidisciplinary support and encouraging the proper use of Rumo's benefits, such as the health plan and Wellhub.

ALCOHOL AND DRUG USE PREVENTION PROGRAM

We monitor and evaluate preventive actions in different regions.

ERGONOMICS

We started a pilot project at the Rio Verde terminal, with scheduled breaks to reduce excessive physical effort, as well as adapting equipment to improve operational safety and the ergonomics of railway cars.

UNIFORMS AND WORKPLACE SAFETY

We have updated our uniforms with MegaFlex technology, providing greater thermal and UV protection, as well as size adjustments for improved comfort and safety.

OVERNIGHT STAY MANAGEMENT

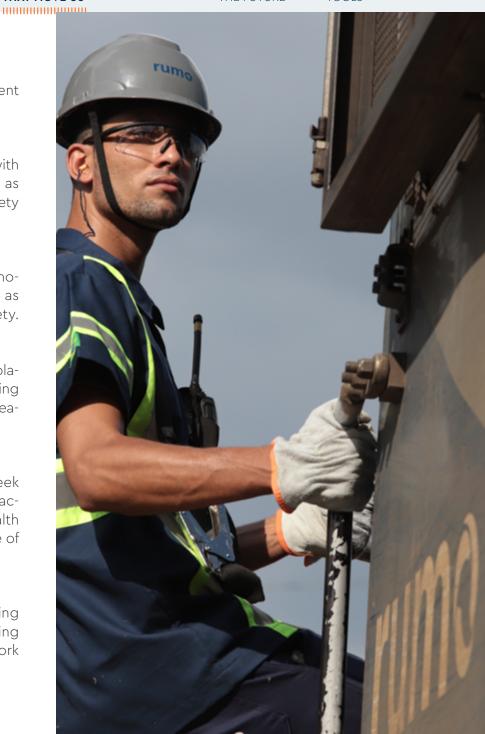
We carry out inspections and improvements to the places where employees spend the night, implementing anti-noise windows and mosquito protection for increased comfort and safety.

SIPAT

The Internal Occupational Accident Prevention Week (SIPAT) brought lectures, training sessions and interactive activities aimed at raising awareness about health and safety in the workplace, stressing the importance of accident prevention and occupational health care.

FAMILY DAY

The event provided a special moment to bring employees and their families closer together, promoting recreational and educational activities to stimulate work -life balance.



READING

TOOLS

Social Impact COMMUNITY RELATIONS

We strive to maintain a close and collaborative relationship with communities, with the aim of boosting sustainable local development in the territories bordering Rumo's railways. Our commitment goes beyond the goal of mitigating impacts: we want to consolidate a sustainable legacy, enhancing the regions where we operate and strengthening ties with society, contributing to the creation of direct and indirect jobs, boosting the local economy, developing new suppliers and advancing Brazilian infrastructure. To this end, we invest in programs and partnerships that promote lasting social benefits and people's quality of life. **GRI 3-3 | 203-2**

A crucial part of this process is the ongoing identification of priority communities and their essential needs. We work to understand the impacts that our operations have, aiming to mitigate, manage and compensate for negative impacts in a responsible way. We remain committed to improving our actions and increasing our positive impact, building increasingly solid and transformative relationships. **GRI 3-3 | 203-2**

To define the priority territories and understand the vulnerabilities of the communities, we carried out an analysis with ten areas of the business, evaluating multiple indicators. The process resulted in the mapping of 23 priority municipalities, where we concentrate our actions through professional training, encouraging

entrepreneurship, social inclusion through culture and sport, and partnerships with local governments. **GRI 413-1**

The municipalities were classified according to the risks and impacts identified:

- Very serious: impact on reputation, loss of social license to operate, increased costs and regulatory problems;
- Serious: impact on reputation, loss of social license to operate and increased costs.

Among the municipalities with a history of relationships and incidents are Praia Grande, São Vicente and Cubatão (SP) and Rondonópolis (MT). In these places, we carry out participatory diagnoses to identify local needs and structure partnerships aimed at social development.



Check out our Sustainability, Private Social Investment and Human Rights Policies, which guide our social actions and our relationship with communities, ensuring ethical, accessible relations and a harmonious coexistence with the regions near the railway. In 2024, we highlighted the following initiatives for positive social impact:

Movimenta Baixada Program: a Rumo reaffirmed its commitment to local development, benefiting 21,000 people through a direct investment of BRL 10 million, with the support of public partnerships and organizations. Income generation is crucial to this transformation, which is why we trained more than 400 people, 20% of whom have already entered the job market. We implemented an educational game in schools on entrepreneurship and financial education, reaching 800 public school students in Cubatão (SP). We also work in conflict mediation and promote community meetings for out-of-court land regularization solutions. Using a collaborative methodology, we helped three communities make their dreams come true, creating leisure areas and implementing environmental actions, with the leadership of the residents themselves. In Cubatão (SP), the As Maras project has engaged more than 200 women in increasing their income and mobilizes 1,500 families in the Decolagem program. In terms of infrastructure, we would highlight the construction and renovation of footbridges, ensuring safe crossings over railway lines. The application of the NPS in the communities of Baixada Santista revealed a 33% increase in the number of promoters, showing the program's impact on improving perceptions of Rumo.

THAT MOVE US <u>.....</u>........................ READING 79 TOOLS

Support and recovery actions in Rio Grande do Sul:

in response to the rains that occurred in may 2024, we mobilized a humanitarian action to support employees. their families and the affected community. Find out more on page 91.

Relations with communities during the implementation of the Mato Grosso Railway:

find out more about these initiatives and engagement with local communities on page 54.

COMMUNICATION CHANNELS WITH COMMUNITIES GRI 413-2

Given the impact generated by our implementation works, improvements and operations, we always seek to consult the communities beforehand in order to understand their demands and maintain a transparent and collaborative relationship.

We believe that ethical and transparent communication is essential to ensure safer and more transformative rail operations in these regions.

REPORTING CATEGORIES TO THE OMBUDSMAN'S OFFICE



Throughout the year, we intensified our dialog with the territories, visiting strategic municipalities, understanding their needs and spreading the word about our ombudsman's office. As a result of this work, we recorded a significant increase in the number of cases reported, totaling 1,231 messages - a 45% increase compared to the previous year.

This data reinforces the importance of effective management of operational impacts, while demonstrating the public's interest in obtaining information and contributing to ongoing improvements.

The Fale com a Rumo ombudsman has three means of contact - telephone, online form and WhatsApp - for registering general requests, complaints, reports and questions about rail operations. Messages are received by an independent and specialized company, ensuring absolute confidentiality and the appropriate handling of each case by Rumo's Senior Management.

The channel can be accessed via the website canalconfidencial.com.br/rumo or by calling 0800 701 22 55, available 24 hours a day, 7 days a week.

STRATEGIC MANAGEMENT I AND OPERATIONS

RELATIONSHIPS THAT MOVE US

2024 HIGHLIGHTS: PATHS TO TRANSFORMATION

Total investment

BRL 15 million in direct investment and + BRL 31 million earmarked for 47 incentivized projects.

Wide reach

Around 250,000 people benefited directly and indirectly. The funds were distributed to cultural agents, the elderly, athletes, young people, communities, people in vulnerable situations, children, teenagers, women and communities at risk.

Territorial coverage

23 priority territories and over 80 municipalities served in six states.

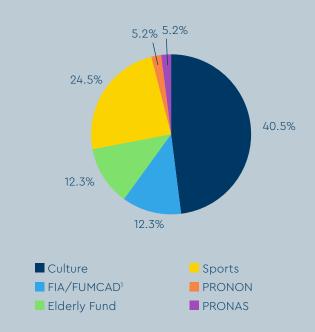
Diversification of projects Over 600 activities carried out.

Key initiatives and projects

supported: Taça das Favelas, Futebol de Rua, Trilhos do Conhecimento, Sempre em Movimento, Pequenos Grandes Leitores, Efficacy in Cancer Treatment, Na Mão Certa Program, Arte na Pinacoteca Benedito Calixto, Professional and educational support for public schools and Rumo ao Natal.

Strategic partnerships

Partnerships were established with local organizations and other institutions, such as the Central Única das Favelas (Cufa) and the Brazilian Railway Preservation Association (ABPF), hospitals and public schools, strengthening joint action to maximize social results.





For more details, see Instituto Rumo's Social Activities Report.

¹A In 2024, Rumo received the Empresa que Protege e Inclui (Company that Protects and Includes) seal, awarded by the Paranaguá City Hall through the Municipal Department of Social Assistance, in recognition of its commitment to combating the exploitation of children and adolescents. As part of Childhood Brasil's Na Mão Certa Program, the Company invests via FIA in preventing and tackling this problem, as well as supporting the structuring of a Shelter Center to offer specialized support to victims and their families. **GRI 203–1**

PERCENTAGE ALLOCATED TO EACH INCENTIVE LAW

RELATIONSHIPS THAT MOVE US

RUMO TOWARDS ENVIRONMENT

READING 81

Community safety

Committed to safety in the communities near its operations, Rumo develops and implements initiatives to minimize risks and prevent accidents. Based on the Strategic Safety Plan (SSP), we have structured actions to make the population aware of the risks and to strengthen the infrastructure in the most vulnerable areas. **GRI 3-3**

In 2024, we organized community awareness campaigns, such as Back to School, Railway Workers' Day, Yellow May and New Year's Eve celebrations, which reinforce safety as a pillar of our work.

As part of our commitment to ensuring the efficiency and safety of our operations, we have entered into partnerships with regulatory bodies, such as Detran, and we work together with local authorities and other stakeholders to adopt preventive measures. Among the actions carried out, we highlight the signaling and delimitation of lanes and the construction of footbridges and overpasses in regions with greater exposure to risk. GRI 3-3

Digital Level Crossings (LCs) are a pioneering technology in Brazil and have made a significant contribution to reducing accidents involving communities. However, this technology is more effective in reducing collisions, while pedestrian run-ins and running red lights still have a negative impact on reducing accident rates.

To improve population mobility and safety, we have built footbridges and overpasses in several municipalities, such as Cubatão (SP), Jales (SP), Sumaré (SP), Votuporanga (SP), São Carlos (SP), Embu (SP), Indaiatuba (SP) and São José do Rio Preto (SP).

SENATRAN AWARD

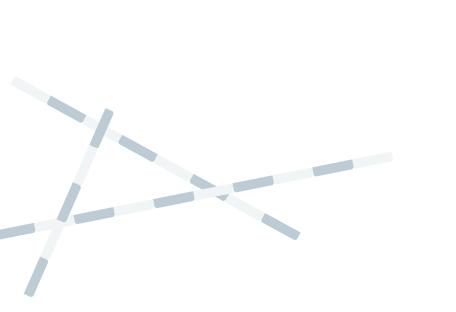
A Rumo won the Senatran 2024 Award - an initiative of the Ministry of Transportation that values road safety and innovation projects with the Railway Safety Assessment at Irregular Pedestrian Level Crossings project, recognized for its effective solutions in reducing risks at unregulated railway crossings.



WORKS IN FAVELA MARTE 3D

In 2024, we completed the construction of the underpass for vehicles and pedestrians that gives access to Favela Marte 3D, in São José do Rio Preto (SP), in partnership with the municipality. The project received a total investment of BRL 12.8 million and was designed to handle around 300 vehicles a day.

The construction made it possible to eliminate level crossings, increasing safety and improving traffic flow in the region. Moreover, trains will no longer need to sound the horn, since there is complete separation between rail and road traffic. This crossing is part of a complex of more than 30 works planned for the municipalities of Cedral, Mirassol and São José do Rio Preto (SP).



ACCIDENT RATE INVOLVING THE COMMUNITY

We carry out comprehensive assessments of the health and safety impacts on communities in 100% of Rumo's services, with the goal of implementing consistent improvements in each operation. Accidents are classified according to their nature, with collisions and run-ins identified as the most significant and direct impacts on society. In 2024, we recorded 275 accidents, a 4.2% reduction compared to 2023, as well as a 21% reduction in collisions on the Malha Sul and 5% on the Malha Paulista, due to continuous action aimed at prevention and awareness, taking into account third-party interference. **GRI 416-1**



¹ One case was removed from the 2023 run-in data due to adjustments in the classification of the accident cause, which were approved by the regulatory body after the publication of the 2023 Sustainability Report. **GRI 2-4**



READING

TOOLS

Confidence that drives us

OUR CUSTOMERS

At Rumo, we value having close relationships with our customers, offering efficient logistics solutions that add value to their businesses and promote sustainability. We believe that technological innovation makes our services more competitive and aligned with the needs of our partners.

In 2024, we consolidated our relationship with our clients, keeping their trust even in the face of major challenges.

Extreme weather events, such as heavy rains and floods, affected the rail infrastructure, hindering the smooth flow of operations, especially on the Malha Sul and in Rio Grande do Sul. Additionally, the collapse of the grain harvest, particularly corn and soybeans, reduced the demand for rail transportation, altering the dynamics of cargo flow. Also, the implementation of the Positive Train Control (PTC) system, although it improved safety, temporarily impacted operational efficiency. To mitigate these effects, we adopted measures such as adjustments to the maintenance schedule and the reallocation of operational assets, maintaining dialogue with customers to seek joint solutions and thereby ensure predictability and efficiency in transportation.

Among the advances, we highlight the start of the bauxite transport operation for Companhia Brasileira de Alumínio (CBA), the inauguration of the Alvorada terminal in Tocantins and the expansion of Suzano's operations for transport to Santos (SP). We achieved records in the transport of fertilizers and ethanol, meeting market demands.

In the area of partnerships, we forged strategic agreements to support the development of our logistics infrastructure. Joint projects with DPW and CHS at the Port of Santos are critical to expanding port capacity and improving service efficiency. The terminal will have the capacity to handle up to 9 million tons of grain and 3.5 million tons of fertilizer, enhancing our ability to meet growing market demands.

ALVORADA ROAD-RAIL TERMINAL

In partnership with CHS, we inaugurated Rumo's first cargo terminal in the state of Tocantins, with capacity to handle 1.5 million tons of grain per year. The new structure can receive up to 120 trucks simultaneously and load 12 railway cars per hour, increasing efficiency in the transfer of cargo while ensuring greater speed in rail operations.



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CUSTOMER SATISFACTION

At Rumo, monitoring customer satisfaction is a strategic priority. To do this, we use the Net Promoter Score (NPS) methodology, recognized worldwide as one of the most effective tools for evaluating experience and loyalty. The NPS allows us to understand how these stakeholders perceive us, identifying opportunities to raise the level of services provided.

Based on the results obtained, we develop structured action plans, which are implemented with the engagement and collaboration of the areas responsible for each stage of the customer journey. This integrated approach not only remedies the gaps identified, but also reinforces the constant quest for excellence, translating customer perceptions into tangible improvements and strategies aligned with our business objectives. For us, evaluating satisfaction is not just a metric, but a cornerstone for building lasting relationships, advancing our operational efficiency – based on the principle of continuous improvement – and delivering logistics solutions that have a positive impact on the entire value chain.

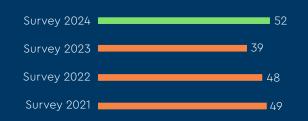
In 2024, we focused on customer research to deepen our strategy and target more effective actions. As a result, we achieved an NPS of 52, a 33% rise on the previous year that lifts us into the Quality Zone. This progress reflects the efficiency of our professionals in implementing improvements throughout the year, driven by assertive action plans designed to provide a smooth, efficient and high value-added customer journey.

RUMO TOWARDS

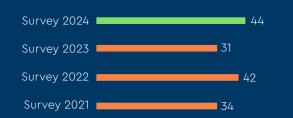
THE FUTURE

It is worth noting that, as of 2025, the partner terminal survey will be applied separately from the customer survey, allowing for a more targeted approach. The first edition in this new format will be held in March.

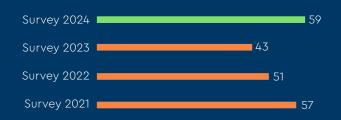
RUMO NPS EVOLUTION¹



NORTHERN OPERATION NPS EVOLUTION



SOUTHERN OPERATION NPS EVOLUTION



¹The 2024 and 2023 results only consider customers, while the 2022 and 2021 results include both terminals and customers.

READING

TOOLS

Responsible supply chain

OUR SUPPLIERS

In order to increase our positive impact on society and the environment, we seek partnerships with responsible suppliers who share our purpose and values. Our main suppliers are divided into two categories:

SUPPLIER PROFILE

Year	Percentage of direct suppliers	Percentage of indirect suppliers
2023	63%	37%
2024	41%	59%

SERVICE PROVIDERS

include railway car and locomotive maintenance, equipment rental and maintenance, security services, facilities, cleaning and maintenance, consultancies, contractors and maintenance and expansion works, engineering and technology. **GRI 2-6**

MATERIAL SUPPLIERS

include rolling stock such as railway cars and locomotives, as well as materials for track maintenance, freight terminal operations and automation, track signaling and operations support. **GRI 2-6**

SUPPLY CHAIN

LOCAL SUPPLIERS

In 2024, **77.2% of Rumo's purchasing budget was used to hire local suppliers** in all the states where we have operations: Goiás (GO), Mato Grosso (MT), Mato Grosso do Sul (MS), Paraná (PR), Rio Grande do Sul (RS), Santa Catarina (SC) and São Paulo (SP). **GRI 204-1**

Year	Percentage of domestic suppliers	Percentage of local suppliers
2023	92.9%	82.44%
2024	98.3%	77.20%

All 1,708 companies approved and re-approved in 2024 answered social and environmental questionnaires. Out of this amount, 759 (44.44%) represent new suppliers of key inputs and services for our long-term operation. **GRI 414-1**

We subject 100% of new suppliers to evaluation (homologation process). Out of these, 389 (51.25%¹) were selected based on environmental criteria. We assessed 143 for environmental impacts and identified 15 companies as potentially causing real or potential environmental impacts. **GRI 308-1 | 308-2**

¹ From 2024 onwards, the total number of suppliers selected on the basis of environmental criteria will include all suppliers who have answered the social and environmental questionnaire and for whom we have generated an order and/or established a contract. **GRI 2-4** STRATEGIC MANAGEMENT S AND OPERATIONS RELATIONSHIPS THAT MOVE US

PARTNERSHIP IN MOTION PROGRAM

In 2024, we held the 4th edition of the Partnership in Motion Program, which recognizes and rewards partners who stand out for excellence in their deliveries, as well as encouraging and valuing projects that promote improvement and add value to the business for all its stakeholders. Suppliers can compete in the following categories:

- Performance;
- Highlight;
- Innovation;
- ESG.

The award program received more than 30 project entries, which were evaluated based on criteria such as performance, management, safety, compliance, integrity, innovation and alignment with Rumo's DNA. In the ESG category, 15 entries were registered, reflecting significant growth in supplier engagement with sustainable practices.

Besides the Program, in order to address relevant issues, reinforce Rumo's values and support the development process of our suppliers, we held livecasts, with significant participation from our partners at each event. Topics such as safety, ethics, sustainability and best labor practices were covered.

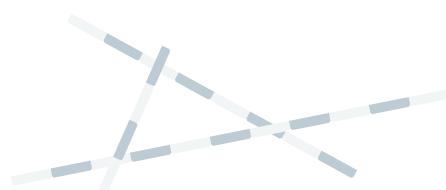
SUPPLIER MANAGEMENT

Our Procurement area is highly committed to creating a team of reputable suppliers, recognized for providing excellent service and offering high quality products and services, thus participating in building the future of Brazilian logistics. For a supplier or service provider to be part of this select group, it is required to meet certain requirements, submit the necessary information to Rumo's registration and qualification tool, and achieve the minimum score established by the criteria of this process.

Approval is applied according to specific environmental, social and governance criteria, depending on the degree of complexity of the service provision and/ or supply of materials and inputs, as well as having to comply with the General Terms and Conditions, which require the supplier to comply with the applicable legal requirements.

We rigorously monitor compliance with labor rules and the protection of human rights in relation to third-party contractors, with specific contractual requirements and on-site verification, through internal and external audits, of work fronts and lodgings, in order to assess the conditions provided. We also ask that suppliers follow <u>Rumo's</u> <u>Supplier Manual</u>, Code of Conduct and all current policies. **GRI 408-1** Suppliers are analyzed by the manager of each contract, using a pre-established form, which consists of the Supplier Performance Index (SPI) and includes indicators for deadlines, technical scope and quality, safety, the environment and compliance with legislation. The IDF aims to verify the supplier's performance within the parameters established by Rumo in order to generate continuous improvement in its performance, reducing costs and mitigating risks. **GRI 409-1**

If any irregularities are identified, a Non-Conformity Record (NCR) is issued as a way of dealing with them. The supplier is notified and has 24 working hours to present an action plan and/or evidence of regularization, which can be drawn up together with our team. We have a monthly committee dedicated to managing this issue. If the supplier does not remedy the situation or provide any feedback, the Supplier Management department may contact the Legal department to issue a formal extrajudicial notification.



rumo

ABOUT GOVERNANCE RUMO ON THE TRACKS STRATEGIC MANAGEMENT AND OPERATIONS RELATIONSHIPS THAT MOVE US

READING

TOOLS



 \rightarrow **Registration and** Supplier \rightarrow Supplier The Supplier is authorized approval achieves the contracting minimum score to start the activities set in the Qualification scheme: contracted with Formalization by means process test requires registration and of a contract, Purchasing Rumo Policy or specific work approval. order. **Requirements for the approval process** Forced or slave-like labor Criteria: Rumo's Code of Conduct: and child labor: During the supplier approval Knowledge of and process, we apply a number compliance with this In the approval process, the of criteria in order to document is a mandatory supplier must comply with select reputable suppliers condition for supplier the requirements set out in the legislation, as well as the with upstanding social, approval. internal rules drawn up by environmental and ethical

As part of this process, we also have Zero Tolerance Non-Conformity Records (NCRs), which cover items that expose employees to poor working conditions. Therefore, if we identify that any of the pre-established minimum conditions are not being met, the IDF will be reset to zero and the supplier can be penalized as provided for in the contract.

We emphasize that the use of labor in conditions analogous to slavery by contractors gives Rumo the right to suspend activities or terminate the contract. Failure to comply with any legislation, internal rule or contractual clause, whether in Rumo's locations or not, is subject to penalties. In 2024, we were not aware of any cases of non-compliance with the requirements relating to the prohibition of the use of labor in conditions analogous to slavery or child labor by any of our suppliers. **GRI 408 | 409-1**

ENVIRONMENT

89 95 101

Climate Change management		
Environmental management		
Biodiversity		

CAPITALS:



Natural

MATERIAL THEMES:

- Governance and Ethics
- Climate Change and Emissions Management

SDGS IN THE CHAPTER:



Climate Change Management

CLIMATE GOVERNANCE

Climate change continues to be one of the main drivers of risks and opportunities for companies. The increase in greenhouse gas emissions, caused mainly by human activities, is hastening this process, resulting in global warming and altered weather patterns. This scenario represents not only an environmental challenge, but also a social and economic one, impacting communities and the quality of life of future generations. **GRI 203-2**

In the logistics sector, in which Rumo operates, the intensive use of fossil fuels and climate dependence, especially in the transportation of grains, reinforce the relevance of the topic of Climate Change and Emissions Management. The Company remains committed to sustainable growth, in line with the transition to a low-carbon economy. To this end, it invests in adapting and replacing assets, keeping pace with the evolution of available technologies. **GRI 3-3**

Climate governance is a strategic pillar at Rumo and is monitored and supervised by the Senior Leadership and the Board of Directors, with the support of the Sustainability Committee, which meets quarterly. We also follow internationally recognized standards, such as the CDP (Disclosure Insight Action), the GHG Protocol



By 2024, we have reduced specific GHG emissions by 3.3% compared to the previous year.

and the TCFD (Task Force on Climate-related Financial Disclosures), in conjunction with our Sustainability Policy. **GRI 3-3 | TCFD**

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To ensure business resilience, contribute to global efforts against climate change and anticipate new regulations, we monitor greenhouse gas (GHG) emissions, manage physical and transition climate risks and have a target in place:



REDUCE SPECIFIC GHG EMISSIONS BY 21% BY 2030 (BASE YEAR 2020).

STATUS 2024:

WE ACHIEVED A CUMULATIVE REDUCTION OF **11.97%** BETWEEN 2020 AND 2024.

CLIMATE RISKS

GRI 201-2 | TCFD

Managing climate risks and opportunities is critical to business resilience, allowing us to anticipate impacts, protect against vulnerabilities and take a preventive and responsible stance. We integrate risk assessment into corporate management and strategic and financial planning, considering physical risks (interruption of operations, damage to infrastructure and emergency actions) and transition risks (technological alternatives for a low carbon economy). Analyzing the financial impact of these variables enables adaptation and mitigation actions, ensuring management with an eye on sustainability and the future of the sector.

Our commitment to moving forward on the climate change agenda and incorporating risks and opportunities into our corporate strategy promotes the operational availability and resilience of our assets. Based on the recommendations of the Task Force on Financial Disclosures Related to Climate Change (TCFD), we seek to establish parameters for climate modeling, such as geographical scope, time horizons and climate scenarios. With the support of the Sustainability Committee, we constantly monitor our operations and implement measures to strengthen climate risk management.

TCFD

Governance: the Sustainability Committee is responsible for directing sustainability and ESG guidelines, including climate governance, environmental risk management and the implementation of climate change mitigation and adaptation strategies. This ensures that actions, objectives and targets are covered, allowing information to be consolEPIted and presented strategically.

Metrics and Goals: Our ESG goals are linked to the payment of variable compensation to all employees and the reduction of GHG emissions is one of them. We continuously monitor compliance with the goal of reducing emissions per RTK ($gCO_2 eq/RTK$), ensuring alignment with the company's environmental commitments.

Strategy: climate change-related risks and opportunities are incorporated in a structured way into the pillars of our corporate strategy and guide decisions on infrastructure expansion, operational safety, energy efficiency, technological innovation and decarbonization of operations.

Risk Management: stepping up the integration of climate risk management with corporate risks and the Company's strategic and financial plan, we seek to evolve in the definition of strategies and investments that minimize potential damage to infrastructure and emergency actions taken due to the impact of extreme weather events on operations and surroundings, also verifying alternatives that translate into opportunities.

For more information, visit <u>RUMO S.A. 2023 Climate Change Report.</u> READING

TOOLS

ABOUT GOVERNANCE RUMO ON THE TRACKS

STRATEGIC MANAGEMENT AND OPERATIONS RELATIONSHIPS THAT MOVE US

CLIMATE RISK MANAGEMENT AND **TCFD** OPERATIONAL RESILIENCE

Based on the analysis of potential impacts on the business and operations, we classify risks identified based on aspects such as likelihood of occurrence, potential damage to infrastructure and likelihood of remediation:

- Physical: extreme heat, forest fires, water stress or drought, landslides due to rainfall, flooding due to rainfall and river flooding and tropical cyclones;
- Transition: new technologies, market analysis, changes in consumption patterns, greenhouse gas (GHG) pricing, sectoral impact of climate change and reputational impact.

In 2024, extreme weather events such as the severe floods in southern Brazil and the increase in forest fires in several regions impacted rail infrastructure, requiring rapid responses to preserve the integrity of operations and minimize losses in cargo handling. **RIO GRANDE DO SUL FLOODS**

Rio Grande do Sul was impacted by extreme weather events, which caused damage to the region's rail assets, paralyzing some logistics flows. The main corridors for transporting agricultural commodities in the state have already resumed operations, but the South Trunk corridor, which connects the three states in the region, remains paralyzed for an indefinite period.

To minimize financial losses and preserve jobs and technical skills, we adapted the operational structure to the new reality and relocated 120 employees to units in Santa Catarina, Paraná and São Paulo. Another 80 employees were redeployed internally, while around 130 outsourced workers had their contracts terminated.

We worked together with the Ministry of Transport, the State Government, the National Land Transport Agency (ANTT) and the National Department of Transport Infrastructure (DNIT) to define recovery and maintenance actions. Initiatives included the removal of landslide debris, rebuilding tracks on the most affected stretches and making embankments and repairs to viaducts. For 2025, we will analyze the priority investments for the full resumption of operations and sustainable recovery of the logistics infrastructure.

FIRE PREVENTION AND FIGHTING

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The rise in forest fires in Brazil, especially in the Amazon, Cerrado and Pantanal regions, also required a strategic and preventive approach. We structured an action plan to mitigate environmental and operational risks, focusing on continuous monitoring, contingency protocols and team training. The main measures taken include:

- Suspension of high-risk activities during critical periods, preventing accidental fires;
- Implementation of safety checklists and emergency activation flows;
- Continuous monitoring of weather conditions and the flammability index, identifying vulnerable areas;
- Training teams in partnership with the Fire Department and Civil Defense: 750 employees were trained in 24 locations, with an expansion schedule;
- Setting strict protocols for critical activities, such as rail welding and maintenance of mechanical joints, reducing the risk of ignition and increasing operational safety.

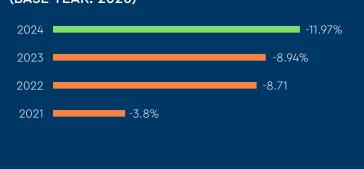
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EMISSIONS

Several sectors play a significant role in greenhouse gas emissions, and in particular the logistics sector is predominantly subject to the burning of fossil fuels, which has a negative impact on climate change. Despite this, rail stands out as a more sustainable alternative compared to road transport, as it emits 7.9 times less GHG.

Even so, in line with our DNA and Policy, we continue to aim high with sustainability and understand the importance of mitigating climate impacts whenever possible. We have implemented various energy efficiency actions to improve our performance, reduce fuel consumption and, as a result, reduce GHG emissions in our operations. Furthermore, we seek to take an assertive stand on the issue in order to positively influence other stakeholders. **GRI 3-3 | TCFD**

In 2024, we attended various forums on climate change, contributing to discussions on the role of the transport sector in reducing GHG emissions in Brazil, with a focus on rail. We have also followed the evolution of national policies and regulations, such as the regulated carbon market and sustainable taxonomy, as well as international standards, such as IFRS S2, which deals with climate risks. We continue to evaluate the topic of carbon pricing¹ to guide Rumo's investments, ensuring that resources are directed towards initiatives aligned with the business decarbonization route and also to anticipate a mandatory scenario in the future.



¹ In defining Rumo's internal carbon price, we evaluated the pricing projections that should be adopted worldwide by 2030, following the Paris Agreement, and also the values in force in Latin America, adopted by Brazilian companies. This value is updated periodically, reflecting the innovations underway at the Company and incorporating new emission reduction strategies. **GRI 201-2**

GOAL: REDUCE SPECIFIC EMISSIONS BY 21% (BASE YEAR: 2020)



GOVERNANCE STRATEGIC ON THE TRACKS AND O

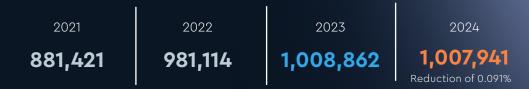
STRATEGIC MANAGEMENT REI AND OPERATIONS TH

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DIRECT EMISSIONS OF GREENHOUSE GASES – SCOPE 1¹ (tCO₂ EQUIVALENT) GRI 305-1 | SASB TR-RA-110a.1



DIRECT EMISSIONS OF GREENHOUSE GASES – SCOPE 2² (TCO₂ EQUIVALENT) GRI 305–2

	2021	2022	2023	2024
Location	7,504	2,632	2,666	3,870
Market	-	-	1,429	1,436

1,008.9 981.1 ABSOLUTE 1,007.9 957.4 950.7 957.6 923.5 895.3 881.4 EMISSIONS 817.7 79.8 (THOUSAND TON CO₂ 77.3 74.9 EQ/YEAR) 62.5 64.0 60.1 56.4 49.7 44.9 40.3 VOLUME (BI RTK) 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

Reinforcing our commitment to mitigating environmental impacts when it comes to electricity use, in 2024 we automated part of the air conditioning units so that they shut down when a certain temperature is reached, reducing consumption by 35%. In addition, we continued to acquire the International REC Standard (I-REC), a certification that ensures that part of the energy consumed comes from renewable sources.



GOLD SEAL IN THE BRAZILIAN GHG PROTOCOL PROGRAM SINCE 2017.

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PARANÁ CLIMATE SEAL WITH TOP SCORE FOR THE SIXTH CONSECUTIVE YEAR.

The methodology and emission factors are based on the GHG Protocol and audited annually by an independent third party. The consolEPItion chosen for emissions is operational control.

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¹ The following gases were considered in the above calculations: Carbon Dioxide (CO_2), Methane (CH_4), Nitrous Oxide (N_2O), Hydrofluorocarbons (HFCs), Perfluorinated Compounds (PFCs), Sulfur Hexafluoride (SF_4), Nitrogen Trifluoride (NF_3) and Chlorodifluoromethane (R-22). The base year chosen for accounting is 2024, due to the continuity of emissions accounting. In that year, total emissions amounted to 1,007,941 tons of CO_2 equivalent and biogenic emissions totaled 147,108.22 tons of CO_2 equivalent.

 2 The increase in Scope 2, in the location approach, was 45% and stems from the increase in the average annual factor for the electricity system, published by the MCTI (Ministry of Science, Technology and Innovation).

ENERGY ECO-EFFICIENCY IN OPERATIONS

Rail transport makes it possible to move large quantities of products efficiently compared to other modalities and, in order to advance in our energy efficiency, we continually strive to develop strategies linked to the train driving model and investments in fleet renewal, permanent rail revitalization, technology equipment, among others.

In 2024, our operations prevented the emission of 6.9 million tons of CO₂, the amount that would have been released if trucks had been transporting the equivalent load.

Since 2015, we have reduced emissions by 41%, as a result of our teams' commitment to promoting and encouraging energy efficiency as a means of mitigating climate change impacts. This reduction has prevented the emission of around 3.6 million tons of CO₂ into the atmosphere during this period.

In 2024, we adapted our operational structures to implement a 135 railway car train, increasing the amount of cargo transported with no increase in locomotives, with a positive impact on GHG emissions.

We have completed operational tests on the two hybrid locomotives, which showed good performance, achieving fuel savings of 25.7% (in L/kTKB¹). We also observed a significant reduction in the replacement of lubricating oil, resulting in lower product consumption and pollutant emissions. The replacement rate for locomotives in motion was 2.6x, requiring fewer machines to operate. We will continue to monitor the evolution of technologies in operation and the emergence of innovations to decarbonize the transport sector.

¹ Liters consumed/thousand gross tons transported.

A TRAIN OF 135 RAILWAY CARS **IS EQUIVALENT TO 288 TRUCKS**



transported in each railway car

transported in each

truck

ATMOSPHERIC POLLUTION

At our terminals, air pollution is caused by the handling of grains and fertilizers, including receiving, transport, storage and shipping. The particulate matter mass is quantified by gravimetric analysis and complies with CONAMA Resolution No. 491/2018. We have adopted cutting-edge technologies to control emissions, such as bag filtering systems, pulsating jets, air curtains, automatic doors and centrifugal fan suction.

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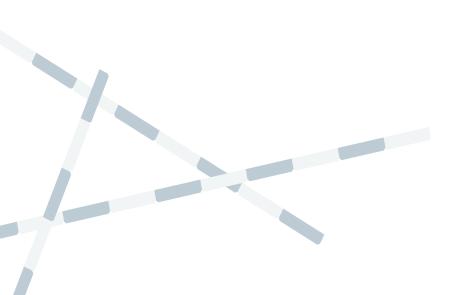
In 2024, the average emission of particulate matter was 302.62 Total Suspended Particles (PTS), sampling two sources per selected terminal and calculating the average of the sources and measurements.

PTS (AVERAGE) GRI 305-7 | TR-RA-120A.1

Terminal	2023	2024
Rio Verde (GO)	354.32	258.86
São Simão (GO)	221.62	224.00
Alto Araguaia (MT)	130.20	596.18
Rondonópolis (MT)	541.38	512.46
Itirapina (SP)	120.87	77.44
Sumaré (SP)	756.81	146.78
Average final value	354.20	302.62

Environmental Management

Rumo has a structured environmental management model, aligned with the principles of the Sustainability Policy and the Environmental Policy, ensuring that its operations are conducted responsibly and in compliance with current laws. With a focus on preserving natural resources and mitigating impacts, the Company implements recognized corporate tools and consolEPIted methodologies in the market. Moreover, periodic internal audits ensure that non-compliances are identified and corrected, promoting the continuous improvement of its processes while strengthening its environmental governance.



MONITORING LEGAL REQUIREMENTS

As of 2024, the monitoring of applicable legal requirements for Rumo's operational areas was implemented, using the SOGI LIRA Module (Internal List of Applicable Requirements) tool. This monitoring is crucial to ensure compliance with current legislation, ensuring that operations are carried out within the established standards.

SIGAR

SIGAR is Rumo's new Environmental Management System and aims to standardize, update and improve processes, as a tool to support the management of environmental impacts resulting from railway activities. The WebSIG platform, which consolEPItes a georeferenced database, ensures greater integrity of information, optimization of analyses and integration between areas.

Its main features are the spatial visualization of environmental data, management of environmental occurrences, analysis of the indicators of the environmental programs of the Operating Licenses, and also map making. Its development reflects Rumo's commitment to innovation and efficiency in environmental governance, consolEPIting its leadership in the digital transformation of the sector.

06 environmental panels for managing:

- Effluent
- Waste in units
- Contaminated areas
- Noise in units
- Flora •
- Environmental emergencies



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TOOLS

EU ESRI 24

We were awarded for the development of the Integrated Environmental Management System (SIGAR) during the EU ESRI 24 event, promoted by the Environmental Systems Research Institute, winning the Award for Excellence in the use of the ArcGIS system in digital transformation.

EPI UNITS

The Environmental Performance Indicator (EPI) is a management tool designed to identify and correct non-compliances, promoting handling by the areas responsible. Its main focus is compliance with legal requirements and the continuous improvement of environmental management in relevant units, such as refueling stations, locomotive and railway car maintenance stations, terminals, workshops and track headquarters.

The assessment is based on quarterly audits, with a structured checklist of 77 items distributed over 12 themes, such as waste management, water resources, atmospheric emissions, among others. The results classify the units into three categories: Regular, Warning and Critical, and guide the implementation of action plans, helping to mitigate environmental impacts and ensure the sustainability of operations.

In 2024, we had 66 leaders with targets related to EPI and we ended the cycle with a progress of +11.40% above the target set by the Company.

EPI WORKS

The EPI Works is one of the main tools for measuring the environmental performance of the companies contracted to carry out the Company's projects.

SUSTAINABLE CONSTRUCTION SITE PROJECT

The project encourages voluntary participation by contractors who, on joining the initiative, undergo monthly assessments by Rumo's Environmental Audit team, based on criteria such as waste management, environmental education, social responsibility, water resources, energy efficiency and GHG emissions, among others. Companies that achieve the minimum score are awarded the Sustainable Construction Site certification. The initiative is intended to encourage sustainable practices on construction sites, as well as establishing an innovative standard of socio-environmental management, generating concrete benefits for the environment and society, a management also applied to the Mato Grosso Railroad.

In 2024, 19 suppliers were certified.

EPI NETWORK

In 2024, a pilot project was carried out to calibrate the tool's efficiency.

The aim is to implement an environmental management system to assess the environmental quality of railway sections. The assessment is based on 40 questions divided into groups related to solid track waste, environmental emergencies, fauna, environmental and legal compliance, liabilities and complaints.

This will enable the planning and prioritization of corrective actions and the mitigation of potential impacts on railway sections to be improved.



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VIA VIVA SEMINAR



In 2024, we were highlighted with the Environmental Performance Index (EPI) and recognized, for the third consecutive year, at the Via Viva Seminar — an event organized by the Sustainability Undersecretariat the of Ministry of Transport.



We were ranked 2nd among Brazil's railways in ANTT's Environmental Performance Index (EPI).

ENVIRONMENTAL POLICY

In 2024, we revamped and launched the new Environmental Policy, with guidelines to ensure that all the Company's activities are conducted responsibly and in line with global best practices. The document strengthens environmental governance, promotes coordinated and effective actions to minimize environmental impacts and guarantees compliance with regulatory bodies.

Rumo's Environmental Policy is based on six basic principles:

- Act with environmental responsibility;
- Protect biodiversity;
- Make sustainable use of natural resources;
- Manage waste, effluents and emissions;
- Comply with environmental legislation, licenses and other applicable requirements;
- Build relationships with stakeholders in accordance with compliance.

The Policy was presented during Environment Week, an event that brought together leaders to debate and improve environmental guidelines, facilitating an open dialogue on environmental programs, operational standards and strategies to improve the Company's relationship with the environment.

Rumo also set up the Environment Committee, which is responsible for pushing forward, promoting and guaranteeing adherence to environmental guidelines among employees, customers, suppliers and other interested parties.



Access the Environmental Policy by clicking here.

WASTE

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We value the proper management of our waste and act based on compliance with current legislation and technical standards, based on the best practices in the market. In our strategic vision, we consider research, development and innovation in order to make more efficient use of resources.

With annual reduction, reuse and recycling targets, we pursue innovative solutions to minimize environmental impacts. Besides the 5R's policy – rethink, refuse, reduce, reuse and recycle, we also set up partnerships with suppliers committed to sustainability.

We use the Vertown system, which allows for the correct approval of receivers and transporters, storing suppliers' operating licenses and offering an area dedicated to auditing and indicators, ensuring process compliance. In 2024, 8,801 MTRs were issued through the platform, ensuring complete tracking of the waste disposal process at all stages.

One of the milestones of recent years was the **Zero Landfill,** certification, achieved at the Alto Araguaia, Alto Taquari and Rondonópolis (MT) Road and Rail Terminals, where 99.85% of waste was recycled or co-processed. The certification process took place after a document analysis and on-site audit.

51% of waste is not sent for final disposal.

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Rumo is the first company in the sector to obtain Zero Landfill certification in Brazil. We avoided disposing of almost 10,000 tons of waste in landfills.

ACTIVITIES AND PROGRAMS

Throughout the year, we have implemented a number of initiatives to improve waste management, in particular:

- Robust management of waste generation by Vertown, enabling more assertive measurement, as well as documentation control;
- Conducting audits related to the Environmental Performance Indicator (EPI), which presents various items related to waste management, such as waste, proper disposal, organization, among others;
- Sending oil for re-refining, seeking to return this waste to the market;
- Recycling of uniforms and personal protective equipment (PPE) at the Curitiba unit;
- Intensifying the generation of alternative income from scrap metal;
- Training sessions on waste with 223 participants.

STRATEGIC MANAGEMENT AND OPERATIONS

RELATIONSHIPS THAT MOVE US

WATER AND EFFLUENTS

We monitor and manage water use and effluent treatment, ensuring compliance with legal, technical and institutional requirements, as well as employing practices that foster the rational use of this resource.

We guarantee the right to collect water from wells and surface water bodies through environmental permits, complying with the guidelines established by the regulatory bodies. In terms of use, we pursue alternatives to optimize consumption, including reuse and rainwater harvesting, reinforcing our commitment to the preservation and efficient use of this essential resource.

Effluents from operations undergo physical-chemical treatment and, in some cases, biological processes, ensuring that they meet the standards required by legislation and environmental agencies. To this end, before disposal, we carry out frequent laboratory analyses, ensuring that the parameters are compliant.

In water bodies where treated effluents are discharged, we carry out quarterly monitoring of the parameters of interest, before and after the point of disposal, allowing us to monitor and identify potential impacts on water quality.

ACTIVITIES AND PROGRAMS

Over the course of the year, we implemented a number of initiatives to improve water and effluent management:

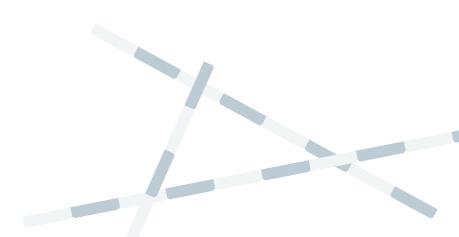
- Submission of data from the effluent management sub-program to IBAMA in the annual report, covering all rail networks;
- Implementation of more efficient taps and water-saving devices;
- Disclosure of water consumption indicators on information panels in some units, encouraging employee awareness;
- Training and Daily Safety Dialogues (DDSs) addressing the importance of efficient water consumption;
- Installation of collectors in the air-conditioning systems of some operatioal units, allowing water to be reused;
- Using reuse water collected from the roof gutters of some operational units to wash railway cars, thus saving resources.

In 2024, Rumo consumed 1,526.82 megaliters of water, with no withdrawal from water-stressed areas, mainly for FMT implementation activities. GRI 303-4

THE FUTURE

Visit page 15 of the Indicator Central for full information on Rumo's water withdrawal and consumption.

This year, we began monitoring water withdrawal and consumption at construction sites, reinforcing our commitment to efficient water management.



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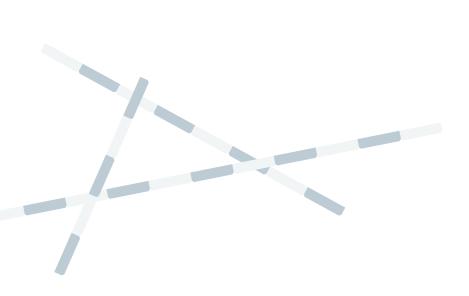
STRATEGIC MANAGEMENT RELATIONSHIPS RUMO TOWARDS READING ABOUT GOVERNANCE 100 INTRODUCTION **ENVIRONMENT** THE FUTURE THAT MOVE US TOOLS RUMO ON THE TRACKS AND OPERATIONS

NEW EFFLUENT TREATMENT PLANTS

rumo

As part of our commitment to ongoing improvement in effluent management, we have installed two new Effluent Treatment Plants (ETPs), located at the Rondonópolis Administrative Terminal and at the Rondopátio, with an investment of approximately BRL 4 million. Both ETPs have the capacity to treat 120 m³/day of effluent, with a design efficiency of over 90%. The works were completed at the beginning of 2024 and the units went operational in April.

Most of the effluent treated in these units is reused in operational activities at the terminal or used for irrigation, reducing water withdrawal. These initiatives reinforce our water governance, reflected in the B- score obtained in the CDP's Water Security questionnaire.





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Biodiversity

The interface with protected environments and high biodiversity occurs in all activities that interfere with the environment, causing impacts that can be immediate, medium and/or long term. As our main actions, we implement strict measures and protocols to reduce impacts, such as the risk of wildlife being run over, waste generation, soil contamination and interference with local flora and fauna. GRI 304-2

The implementation of new infrastructure and the expansion of railways can lead to habitat loss and fragmentation, as well as creating physical barriers that reduce gene flow, affecting the genetic variability of species. Impacts can differ depending on the extent of the work and the mitigation actions taken. To minimize them, we apply control, compensation and mitigation measures, always in compliance with the environmental legislation in force for the railway sector. GRI 304-2

In October 2024, Rumo took part in the world's largest biodiversity event, the Conference of the Parties (COP) 16 on Biodiversity, held in Cali, Colombia. We were part of the delegation of the Brazilian Business Council for Sustainable Development (CEBDS).

The event enabled us to connect with professionals dedicated to safeguarding biodiversity and to follow discussions and the development of global technologies of the utmost importance for the protection and conservation of nature.

JUNTOS PELO ARAGUAIA

Rumo has joined the Juntos Pelo Araguaia Program, one of the largest forest restoration programs in the world, aimed at promoting, raising awareness, mobilizing and engaging landowners and rural producers in forest restoration actions in permanent preservation areas, water recharge areas and improving environmental quality in the revitalization of the Upper Araguaia River Basin. Besides fulfilling the commitment to carry out compensatory planting linked to the Malha Central project.

In May 2024, all the planting was carried out, totaling 51.92 hectares, with 86,399 seedlings planted. To date, 29 direct jobs have been created, 48 indirect jobs and 1,607 people have benefited directly. Furthermore, 22 environmental awareness actions/events have been carried out with local communities and populations. We also completed three stages of the project: selecting and mobilizing the areas, drawing up the executive project and implementing the projects. The maintenance/ irrigation stage is 65% complete, while the monitoring stage is 47% complete.



STRATEGIC MANAGEMENT AND OPERATIONS

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MAIN ACTIONS TAKEN

The following measures have been implemented with the aim of reducing and avoiding possible impacts that we may cause:

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Five fauna overpasses have been installed on the Malha Paulista

to benefit especially arboreal species, such as primates.

Malha Central:



>>>> We installed 80 pairs of channels at level

crossings in order to minimize the risk of trapping chelonians (such as terrapins and tortoises) between the tracks.



Training on venomous animals.

reinforcing environmental education and safety at work, with 148 participants in the vear.

As a condition of our Operating Licenses issued by Ibama and as part of our Flora Protection Program, we

control and eradicate

invasive exotic species in our right-of-ways and in areas where Conservation Units intersect. GRI 304-2

Complementing the control of invasive species, we promote the

enrichment of native vegetation

in impacted areas, using seedlings and seeds appropriate to the local phytophysiognomy. In 2024, this action was carried out in Caxambú State Park (PR). planting 525 native seedlings, contributing to the environmental restoration of the Conservation Unit.



TRAINING ON FAUNA AND FLORA FOR SERVICE PROVIDERS

Rumo organized specific training on fauna and flora for its service providers, engaging their teams in the legal requirements and in adopting best environmental practices. The training on fauna addressed the need for specialized monitoring, highlighting precautions in contact with animals and measures to minimize impacts on biodiversity. The training on flora dealt with the environmental agencies' guidelines for the conservation of native vegetation, as well as reinforcing Rumo's internal procedures for the environmental management of construction sites. With this initiative, the company strengthens its environmental governance and reinforces the importance of working together to conserve ecosystems.

FAUNA PROTECTION

Among the wild species most impacted by our railway operations are the tatu-peba, the armadillo, the peccary, the bush dog, the tapir, the giant anteater, the water tiger and the tortoise. **GRI 304-2**

To protect these and other species, it is vital to implement preventive measures to avoid and reduce impacts, such as habitat fragmentation and the risk of wildlife being run over. These strategies include:

FENCES AND WILDLIFE CROSSINGS

We have fences and wildlife crossings, which allow animals to cross under the railroad, reducing the risk of being run over by trains and allowing connectivity between fragments crossed by the railway. **GRI 304-2**

ANIMAL SCARING SYSTEM

We are developing an innovative alternative to scare away animals that surround railway lines, based on the emission of loud noises before the trains pass. The aim is to alert the animals in sufficient time for them to leave the tracks, reducing the risk of being run over and mitigating the barrier effect caused by traditional fencing. The tests were carried out with a herd of tapirs (*Tapirus terrestris*) at the Bela Vista Refuge (RBV) and three systems were installed on the Malha Norte in 2024, currently being calibrated and their effectiveness valEPIted.

EMERGENCY RESPONSE PLAN (ERP)

We have put in place the first Emergency Response Plan for wildlife on Brazilian railway, structured for the particularities of the rail modal and geared towards the care of wild animals that are victims of collisions with trains.

The plan was developed based on in-depth studies, surveys of over 500 train drivers and conductors, mapping of the features of the rail modal and benchmarking with highways, railways and environmental agencies. Flows, manuals and communication strategies were also created to improve wildlife management. As part of the initiative, Rumo implemented a reporting system integrated with the rail vehicle tracking and identification system, allowing drivers to notify collisions or the presence of injured animals on the track in real time, even with no internet.

We obtained an unprecedented authorization from Ibama for trained employees to provide immediate assistance to victimized fauna, speeding up rescues. We work to distribute illustrated manuals, train partner veterinary clinics and train the employees involved in theoretical and practical content.

Results in 2024:

- 18 volunteer collaborators trained;
- 63 reports by Macro 61A;
- 100% of injured animal calls attended to;
- 10 animals rescued.

ENDANGERED SPECIES

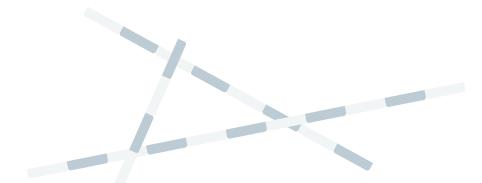
The International Union for Conservation of Nature (IUCN) organizes a list of endangered species that, together with national conservation lists, help with monitoring, prevention and action in habitats located in areas affected by our operations. **GRI 304-4**

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No critically endangered species were recorded by our operations; with regard to endangered species, one endangered, 11 vulnerable, 12 near threatened and 115 of little concern were identified. In relation to the Ministry of the Environment (MMA) list, the following were recorded: one critically endangered species, one endangered species and 12 vulnerable species. **GRI 304-4**



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CHANNELS FOR CHELONIANS - MALHA CENTRAL

On the Malha Central, especially on section 10 between Anápolis (GO) and Porto Nacional (TO), the presence of chelonians such as terrapins and tortoises trapped between the rails is common, where the high temperature of the track can lead to their death by interment. These animals access the railway mainly through level crossings (PNs), which has prompted the introduction of measures to reduce this impact.

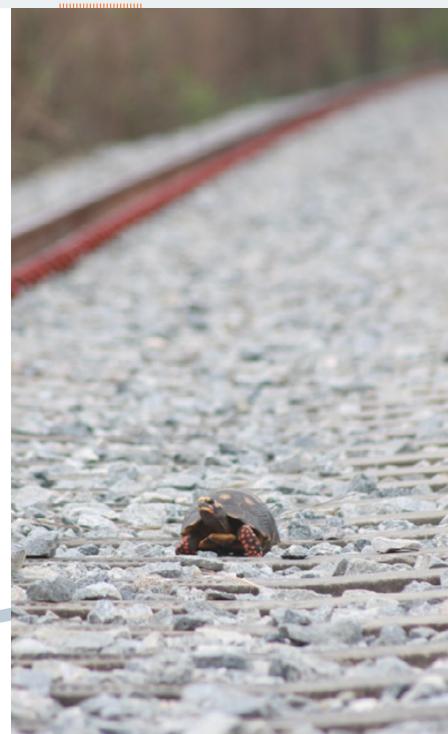
Since 2022, we have incorporated the opening of channels in the PNs into the routines of the permanent way teams, with 80 pairs of channels installed along stretch 10. On World Turtle Day, on May 23, a joint effort carried out in partnership with the companies Trill Construtora and Via Fauna resulted in the opening of another 10 pairs, reinforcing our commitment to protecting local fauna. The aim is to extend the initiative to all the PNs along the stretch.

Monitoring shows that where there are channels, there are no recorded deaths, demonstrating the effectiveness of this solution in preserving species such as the Jabutipiranga (*Chelonoidis carbonaria*) and the Barbicha's Turtle (*Phrynops geoffroanus*).

ROADS AND RAILWAYS WORKSHOP

In February 2024, Rumo Logística held the first workshop between rail and highway concessionaires, bringing together representatives from the environmental departments of Rumo, Vale, VLI, CCR and Arteris, as well as consultants from Via Fauna, Concremat Engenharia e Tecnologia and researchers from Unesp.

The meeting aimed to share experiences between the transportation modes, addressing challenges and best practices in environmental programs, licensing, chemical weeding and dealing with Ibama and other inspection bodies. The initiative strengthened sharing of lessons learned and strategies for improving environmental management in the land transport sector.



FLORA PROTECTION PROGRAM

Flora protection actions are aimed at minimizing, mitigating and conserving the diversity of species and environments we travel through. With the genetic conservation of native species in our operating areas in mind, we have a program aimed at collecting seeds for the production of seedlings, relocating epiphytes and planting seedlings in construction and project areas. This process ensures the reintroduction of species in suitable locations, promoting environmental enrichment and restoration.

The most significant impacts occur in vegetation suppression for expansion projects, such as patios and road extensions. All interventions strictly follow environmental authorizations, together with compensation projects to mitigate impacts.

Throughout the year, we promoted planting activities associated with environmental education campaigns, donations of seedlings and initiatives on commemorative dates.

Moreover, we carry out and monitor compensatory planting in Conservation Units, Permanent Preservation Areas (PPAs), Ecological Corridors and right-of-way strips in different biomes, selected according to technical guidelines from environmental agencies such as the Brazilian Institute for the Environment and Renewable Natural Resources (Ibama), the São Paulo State Environmental Company (CETESB) and the Chico Mendes Institute for Biodiversity Conservation (ICMBio), ensuring that they are adapted to the specific features of each biome. Subsidized by Rumo and carried out by specialized companies, the compensation projects aim to restore and regenerate degraded areas. In recent years, we have monitored and maintained the following projects: **GRI 304-3**

Itirapina Terminal: with a 40.8 hectare planting approved by CETESB, carried out within a rural property owned by Rumo, in the Corumbataí APA (Sustainable Use). Area under development, advanced training in a Cerrado forest fragment.

Flona of Ipanema: planting 22 hectares in areas of Atlantic Rainforest and Cerrado, approved by Ibama and ICMBio, within the Ipanema National Forest, in Iperó (SP) - a Sustainable Use area. In 2024, the project received the closure certificate issued by ICMBio, attesting that the restoration had met the expectations and commitments made by Rumo. São Luiz Stream - Malha Norte: 4.2 hectares. Environmental Restoration Areas

in the municipality of Costa Rica (MS) approved by Ibama. The area is under development, in a Cerrado forest fragment.

Juntos Por Araguaia (Together For The Araguaia) Program - Malha Central: 51.12 hectares. Environmental Restoration Areas in Lot 01 (13 areas) of the Juntos Pelo Araguaia Program. Approved by SEMAD (GO). The area is under development, in a Cerrado forest fragment.

Tocantins Projetc: with 300 hectares planned for planting. Implementation of 50 hectares started in 2024. Environmental Restoration Areas in the region of the municipality of Gurupi (TO). Approved by Ibama. The area is under development, in a Cerrado forest fragment.

0.06 hectares. Municipality of Almirante Tamandaré (PR). Approved by Ibama. Area being monitored for natural regeneration for subsequent sowing in an Atlantic Rainforest fragment.

PRAD km 21+215 - Malha Sul:

PRAD km 24+087 - Malha Sul: 0.11 hectares. Municipality of Almirante Tamandaré (PR). Approved by Ibama. The area has been seeded with forage species and is being monitored to ensure that the vegetation develops properly.

Planting seedlings beyond obligations: 1,000 seedlings in the Salto do Sucuriú Municipal Natural Park, in Mato Grosso do Sul. Planting seedlings in the Area of Relevant Ecological Interest (AREI) Mata de Santa Genebra, in the municipality of Campinas (SP).

PRAD km 25+715 – Malha

Sul: 0.1 hectare. Municipality of Almirante Tamandaré (PR). Approved by Ibama. Containment of the water flow in the area with the installation of energy dissipation systems and revegetation of the area through the collection and dispersal of seeds of native species from the surrounding area. These measures ensured the site's revegetation.

PRAD km 247+000 - Malha Sul:

0.65 hectares. Municipality of Ponta Grossa (PR). Approved by Ibama. Area being monitored for natural regeneration for subsequent sowing in an Atlantic Rainforest fragment.

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Rumo also maintains specific programs for the conservation of flora on its different railway networks, ensuring the conservation of biodiversity and compliance with environmental requirements.

MALHA SUL

The Flora Protection Program on Malha Sul includes the Monitoring and Control of Invasive Vegetation and the Vegetation Restoration Subprogram, guaranteeing environmental compensation for authorized suppressions. The Vegetation Suppression Authorizations (ASVs n° 16,220 and 16,499/2024), renewed in 2024, regulate interventions in Conservation Units in Paraná and Permanent Preservation Areas (PPAs) in the region of the states of Paraná, Santa Catarina and Rio Grande do Sul for low-impact maintenance activities.

MALHA CENTRAL

We performed compensatory planting and environmental recovery activities, including the restoration of riparian forests and the recovery of degraded areas, totaling 1,446 hectares of compensation. In 2024, we received the closure of 850 hectares of plantations in the Cerrado Biome from Ibama, certifying that the plantations met the restoration commitments proposed for the Malha Central project, and we maintained around 600 hectares under implementation and maintenance in the other projects.

MALHA OESTE

On the Malha Oeste, the Flora Protection Program includes controlling exotic species, such as leucena, in the Ipanema National Forest (SP) and a compensatory planting of 28,000 seedlings on 44 hectares in the Marechal Cândido Mariano Rondon Biological Reserve (MS), in the Pantanal Biome.

MALHA PAULISTA

Like the other Networks, the Malha Paulista carries out controlled chemical weeding, restricted to the areas of intercepted APPs and other sensitive regions. It also carries out compensatory planting, such as the 22 hectares in the Ipanema National Forest (SP), which included the planting of 55,000 seedlings, which was closed by ICMBio. For 2024/2025, around 20 hectares are planned, half in the Ipanema National Forest and half in indigenous territory in the municipality of São Paulo (SP).



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EVERY DAY IS TREE DAY PROGRAM

Since 2021, the Program has been promoting environmental education activities and planting seedlings on celebrations such as World Environment Day and Tree Day, encouraging community awareness and involvement. In 2024, 22 activities were held, including talks, 1,150 seedlings planted and donated in the actions and 3,992 seedlings donated by the Juntos pelo Araguaia Program in the states of São Paulo (SP), Paraná (PR), Rio Grande do Sul (RS), Santa Catarina (SC), Goiás (GO) and Tocantins (TO).

We moved up two levels in the CDP Forests questionnaire (from C to B).

CDP

This increase in the index shows that Rumo's commitments and internal practices in this area are increasingly committed to the sustainability and conservation of forests.

CONTROL OF INVASIVE EXOTIC SPECIES

The Invasive Exotic Species Control Subprogram aims to remove exotic tree species that threaten biodiversity on railway stretches that intersect Conservation Units (CUs), contributing to the conservation and transformation of native biomes, as well as preventing invasive species from compromising the integrity of ecosystems.

The program emerged from the revision of the Basic Environmental Plan (PBA), when Rumo proposed a methodology to expand the environmental benefits, prioritizing sensitive areas within the CUs. Initially, the legal obligation was limited to monitoring and maintaining the railway, but the strategy was improved to include the assessment and control of invasive species. We work in partnership with Conservation Units, strengthening this work beyond the rail right-of-way.

In 2024, the suppression of exotic species took place in Parque do Caxambú, a CU located in Castro (PR), in the Southern Network, with the removal of 478 tree matrices, of species such as Pinus and Eucalyptus that prevent natural regeneration. In Malha Paulista, control was carried out in the buffer zone of the Serra do Mar State Park (Curucutu Nucleus), in the region of Evangelista de Souza (SP), in partnership with the Forestry Foundation.



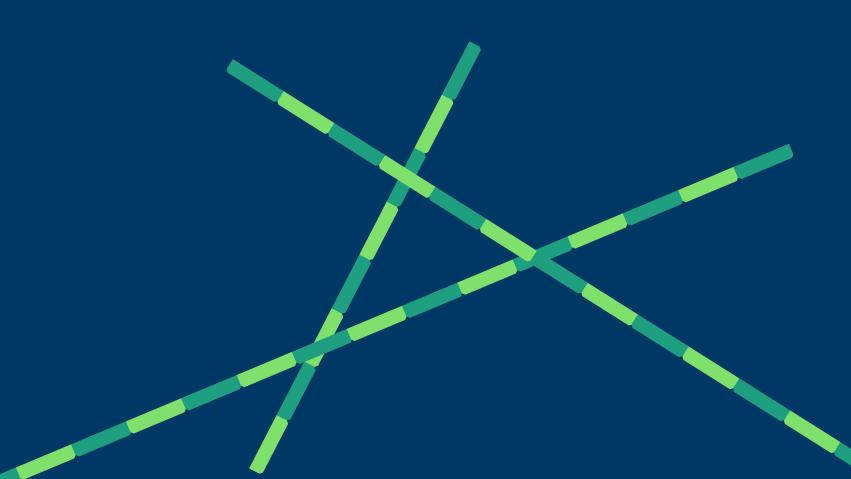
FIRE IN THE PANTANAL

Forest fires have become an increasingly critical environmental and social concern, aggravated by extreme weather conditions, which combine high temperatures, low humidity and strong winds, creating a perfect environment for their spread.

In 2024, a major fire broke out in the Pantanal during a rail maintenance activity carried out by a Rumo contractor. The episode resulted in penalties and reinforced the need to improve our preventive and operational practices. Faced with this scenario, we stepped up contingency actions and adopted stricter measures to prevent and mitigate risks. Among the main initiatives, we highlight:

- The creation of multidisciplinary working groups to manage forest fires;
- Creation of a procedure for fighting forest fires;
- The survey and temporary suspension of high-risk activities in all the Company's areas;
- The implementation of fire prevention and fighting checklists, according to the risk level of each operation;
- Training the teams through drills and simulations, preparing them to act in risky scenarios;
- Reinforcing the structure of the permanent way teams, ensuring greater response capacity in sensitive areas.

TOWARDS IHEFUTURE



Perspectives

We continue to be transparent, authentic, and pioneers towards the future, expanding our logistics solutions beyond railways.

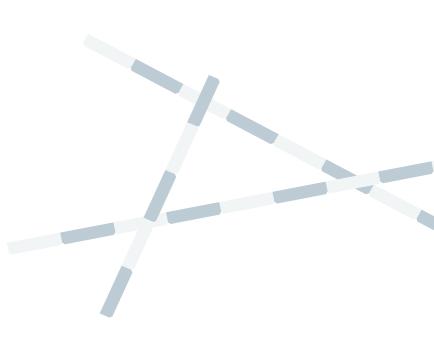
We have a lot of room to develop thanks to capacity gains, which will maintain equilibrium between the demand from the producing sectors and the smooth flow to consumer markets.

Steps forward in business are brought about by projects such as the Mato Grosso Railway and strategic works that unlock new **possibilities for increasing efficiency** while reducing greenhouse gas emissions. These investments contribute to the **sustainability of the Brazilian logistics sector** and reconcile our growth with global environmental goals.

We are aware of the current difficulties that may affect operations in this respect. The corn harvest, which is heavily impacted by weather, is a crucial component for the quantities carried in the first half of the year. For us to complete the plans on time, we must also deal with the intricacy of expansion projects, which include almost 10,000 indirect employees as well as regulatory and environmental concerns. **Our commitment to operational and employee safety is top priority.** We will keep funding our workforce retention and training, as well as improving working conditions and human rights policies, particularly in rural regions. Simultaneously, we are advocating for a culture shift that will make Rumo more collaborative, horizontal, and humane.

In terms of customer satisfaction, we constantly strive to offer a unique service, highlighted by advantages such as guaranteed safety and delivery times, transportation capacity, energy efficiency, stability and flexibility - values that will be widely discussed in the market over the coming year.

Our goal is to create an inventive, sustainable route that meets the demands of a market that is always changing. With the confidence of our partners, investors, and customers, we will pursue this course with tenacity and accountability, on an avenue that represents our present obligations and our long-term goals for the logistics industry in Brazil. We strive to integrate operational and financial outcomes while maintaining a constant focus on people safety, environmental care and communities.



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GRI Contents Index

Rumo's 2024 Sustainability Report was prepared based on the GRI Standards 2021 for the period from 01/01/2024 to 12/31/2024.

Disclosure	es	Reference (pg.) / Direct answer	SDG	Material themes
GRI 2: GEN	ERAL DISCLOSURES - 2021			
2-1	Organizational details	Pages 12, 13 and 14.	-	-
		Northern Operation – Norte, Paulista and Central networks. Southern Operation – Oeste and Paulista networks. Container operation – Brado.		
2-2	Entities included in the organization's sustainability reporting	Logispot Armazéns Gerais S.A.; Elevações Portuárias S.A.; Rumo Luxembourg Sarl; Rumo Intermodal S.A.; Rumo Malha Oeste S.A.; Rumo Malha Paulista S.A.; Rumo Malha Sul S.A.; Rumo Malha Norte S.A.; Rumo Malha Central S.A.; Boswells S.A.; ALL Argentina S.A.; Paranaguá S.A.; ALL Armazéns Gerais Ltda.; Portofer Transporte Ferroviário Ltda.; Brado Logística and Participações S.A.; Brado Logística S.A.; ALL Mesopotâmica S.A.; Terminal São Simão S.A.; ALL Central S.A.; Servicios de Inversión Logística Integrales S.A.; Rumo Energia.	-	-
2-3	Reporting period, frequency and contact point	Page 04. The report is annual, reporting period: January 1 to December 31, 2024.	_	-
2-4	Restatements of information	We have restated the indicators: 205–1 (Page 35), 306–5 (Page 18 from the <u>Indicator Central</u>) 308–1 and 308–2 (Page 85) and 416–1 (Page 82).	-	-
2-5	External assurance	Page 04 and 128.	_	-
2-6	Activities, value chain and other business relationships	Pages 12, 14 and 85.	_	-
2-7	Employees	Page 63. Data as of December 2024.	_	-
2-8	Workers who are not employees	Page 12. In 2024, we had 9,993 third-party workers. Rumo hires the company providing the service and it brings in its employees to carry out the work. Our services include: construction, administrative, rental, locomotive, maintenance, mechanization, environmental, safety, railway car, track, logistics, employee transport and facilities services.		
2-9	Governance structure and composition	Pages 22, 23, 24, 26, 28 and 29.	12, 16 and 17	Governance & Ethics

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Disclosures		Reference (pg.) / Direct answer	SDG	Material themes
2-10	Nomination and selection of the highest governance body	Page 23.	12, 16 and 17	Governance & Ethics
2-11	Chair of the highest governance body	Page 23.	12, 16 and 17	Governance & Ethics
2–12	Role of the highest governance body in overseeing the management of impacts	Pages 23, 25, 28 and 29.	12, 16 and 17	Safety and Operational Risks; Governance & Ethics
2-13	Delegation of responsibility for managing impacts	Pages 22, 23 and 28.	12, 16 and 17	Safety and Operational Risks; Governance & Ethics
2-14	Role of the highest governance body in sustainability reporting	Page 04.	12, 16 and 17	Governance & Ethics
2-15	Conflicts of interest	Page 35.	12, 16 and 17	Governance & Ethics
2-16	Communication of critical concerns	Page 34.	12, 16 and 17	Governance & Ethics
2-17	Collective knowledge of the highest governance body	Page 28.	12, 16 and 17	Governance & Ethics
2-18	Evaluation of the performance of the highest governance body	Page 29.	12, 16 and 17	Governance & Ethics
2-19	Remuneration policies	Page 27.	12, 16 and 17	Governance & Ethics
2-20	Process to determine remuneration	Page 27.	12, 16 and 17	Governance & Ethics
2-21	Annual total compensation ratio	The ratio of total annual remuneration is 77.89%. We calculate Remuneration as follows: Salaries, Benefits, Provision for Closing the PPR and Bonuses. The ratio between the percentage increase in the remuneration of the highest paid individual and the percentage increase in the average total remuneration of all employees is 4.11%.	12, 16 and 17	Governance & Ethics
2-22	Statement on sustainable development strategy	Page 08.	_	
2-23	Policy commitments	Pages 23, 27, 30, 32 and 34.	16	Safety and Operational Risks; Governance & Ethics; Human Rights
2-24	Embedding policy commitments	Pages 34, 46 and 47.	16	Governance & Ethics
2-25	Processes to remediate negative impacts	Pages 34, 50 and 60.	16	Safety and Operational Risks; Governance & Ethics

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Disclosure	25	Reference (pg.) / Direct answer	SDG	Material themes
2-26	Mechanisms for seeking advice and raising concerns	Pages 34 and 60.	16	Governance & Ethics
2-27	Compliance with laws and regulations	In 2024, 176 fines were imposed, of which 5 were environmental and regulatory cases considered significant, with a total value of BRL 110,769,010. The criteria used to define these cases were: regulatory and environmental lawsuits with amounts exceeding BRL 5 million, or which, due to the lack of amounts, have exposure and repercussions.	16	Governance & Ethics
2-28	Membership associations	 Associação Nacional dos Transportadores Ferroviários (ANTF); Associação Brasileira da Infraestrutura and Industrias de Base (Abdid); Associação Brasileira das Companhias Abertas (Abrasca); Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável (CEBDS); Brazil Coalition; Group of Institutes, Foundations and Companies (GIFE); Moveinfra; Pacto empresarial pela Integridade and Contra Corrupção, do Instituto Ethos; UN Global Compact; UN Women's Women's Empowerment Principles; Na Mão Certa Program. 	16	Governance & Ethics
2-29	Approach to stakeholder engagement	Pages 60 and 61.	_	
2-30	Collective bargaining agreements	100% of employees are covered by collective bargaining agreements.	_	-
GRI 3: Mate	rial Topics – 2021			
3–1	Process to determine material topics	Page 07. Page 03 of the <u>Indicator Central</u> .	_	-
3-2	List of material topics	Page 07. Page 03 of the <u>Indicator Central</u> . No changes from the 2023 report.	-	
3-3	Management of material topics	 Climate Change and Emissions Management – Pages 89 and 92; Safety and Operational Risks – Pages 36, 72, 73 and 81; Governance & Ethics – Pages 22, 32 and 33 and 34; Community Relations – Page 78; Human Rights – Page 30; Diversity, Equity and Inclusion – Pages 62 and 66. 	-	-

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GRI 201: Econo		Reference (pg.) / Direct answer	SDG	Material themes
	omic Performance – 2016			
201–1	Direct economic value generated and distributed	Page 20.	-	Community Relations
201-2	Financial implications and other risks and opportunities due to climate change	Pages 90 and 92. Pages 16 and 17 of the <u>Indicator Central</u> .	-	Climate Change and Emissions Management; Community Relations
201-3	Defined benefit plan obligations and other retirement plans	Page 70. Contributions range from 5% to 11%, depending on age and time worked. The individual employee contribution does not exceed 2.23% of payroll, with the remainder being covered by Rumo.	-	Governance & Ethics
201-4	Financial assistance received from government	In 2024, Rumo benefited from fiscal and tax incentives, which include the suspension of PIS and COFINS, resulting from the Special Incentive Regime for the Development of Infrastructure (REIDI), the suspension of ICMS, II, PIS and COFINS for companies qualified under the Tax Regime for Incentives for the Modernization and Expansion of the Port Structure (REPORTO), in addition to taxation on exploration profit linked to the Superintendency for the Development of the Amazon (SUDAM). The total amount of these benefits and incentives was BRL 446,251,275.00 in the period covered by this report.	-	Governance & Ethics
GRI 202: Mark	et Presence – 2016			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	The lowest salary for all genders is equivalent to 100% of the local minimum wage of BRL 1,412 in 2024.	_	Diversity, Equity and Inclusion
202-2	Proportion of senior management hired from the local community	Page 05 of the <u>Indicator Central</u> .	-	Community Relations
GRI 203: Indire	ect Economic Impacts – 2016			
203–1	Infrastructure investments and services supported	Page 80.		Community Relations
203-2	Significant indirect economic impacts	Pages 12, 78 and 89.		Community Relations
GRI 204: Procu	urement Practices – 2016			
204-1	Proportion of spending on local suppliers	Page 85.	_	Community Relations

Disclosure	s	Reference (pg.) / Direct answer	SDG	Material themes
GRI 205: Ant	ti-corruption – 2016			
205-1	Total number and percentage of operations assessed for risks related to corruption and significant risks related to corruption identified	The risks refer to negotiating with counterparties under administrative or judicial investigation in Brazil and abroad; commercial dealings with Politically Exposed Persons (PEPs); exposure of employees who interact with public bodies, municipalities and mixed-capital companies; identification of third parties on administrative sanction lists; as well as operations involving donations and sponsorships.	16	Governance & Ethics
205-2	Communication and training about anti-corruption policies and procedures	Page 35.	10	Governance & Ethics
205-3	Confirmed incidents of corruption and actions taken	Page 35.	10	Governance & Ethics
GRI 206: Ant	ti-competitive Behavior – 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and main outcomes	There is no conviction in legal proceedings for anti-competitive practices, or any monetary loss arising from legal proceedings.	-	Governance & Ethics
GRI 302: Ene	ergy – 2016			
302-1	Energy consumption within the organization	Page 14 of the <u>Indicator Central</u> .	_	Climate Change and Emissions Management
302-2	Energy consumption outside of the organization	Energy consumption outside the organization represents less than 1% of Rumo's greenhouse gas emissions in Scopes 1, 2 and 3, and therefore is not a relevant factor or has a significant impact. The Company accounts for and reports its emissions in accordance with the GHG Protocol Program guidelines.	-	Climate Change and Emissions Management
302-3	Energy intensity	Page 14 of the <u>Indicator Central</u> .	_	Climate Change and Emissions Management
302-4	Reduction of energy consumption	Page 14 of the <u>Indicator Central</u> .	_	Climate Change and Emissions Management
302-5	Reductions in energy requirements of products and services	In 2024, despite the 3.35% increase in the volume transported, there was a 0.091% reduction in Scope 1 emissions. We also recorded a 25.55% increase in biogenic emissions.	_	Climate Change and Emissions Management

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INTRODUCTION	RUMO	ON THE TRACKS	AND OPERATIONS	THAT MOVE US	THE FUTURE	TOOLS	ПО
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Disclosure	25	Reference (pg.) / Direct answer	SDG	Material themes
GRI 303: Wa	ater and Effluents – 2016			
303-3	Total water withdrawal	Page 15 of the <u>Indicator Central</u> .	7 and 9	-
303-4	Total water discharge	Page 99. Page 15 of the <u>Indicator Central</u> .	8 and 9	-
303-5	Total water consumption	Page 15 of the <u>Indicator Central</u> .	8 and 9	-
GRI 304: Bio	odiversity – 2016			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 19 of the <u>Indicator Central</u> .	8 and 9	-
304-2	Significant direct and indirect impacts on biodiversity from activities, products and services	Pages 101, 102 and 103.	8 and 9	-
304-3	Habitats protected or restored	Page 105.	8 and 9	-
304-4	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk	Page 103.	8 and 9	-
GRI 305: Em	nissions – 2016			
305-1	Direct (Scope 1) GHG emissions	Page 93. Pages 12 and 14 of the <u>Indicator Central</u> .	7, 8 and 9	Climate Change and Emissions Management
305-2	Energy indirect (Scope 2) GHG emissions	Page 93. Page 12 of the <u>Indicator Central</u> .	7, 8 and 9	Climate Change and Emissions Management
305-3	Other indirect (Scope 3) GHG emissions	Page 12 of the <u>Indicator Central</u> .	7, 8 and 9	Climate Change and Emissions Management
305-4	GHG emissions intensity	Page 13 of the <u>Indicator Central</u> .	7, 8 and 9	Climate Change and Emissions Management
305-5	Reduction of GHG emissions	Page 13 of the <u>Indicator Central</u> .	7, 8 and 9	Climate Change and Emissions Management
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page 94.	7, 8 and 9	Climate Change and Emissions Management

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Disclosures		Reference (pg.) / Direct answer	SDG	Material themes
GRI 306: Waste	- 2020			
306-3	Total weight of waste generated	Page 18 of the Indicator Central.	7, 8 and 9	-
306-4	Total weight of waste diverted from disposal	Page 18 of the Indicator Central.	7, 8 and 9	-
306-5	Total weight of waste directed to disposal	Page 18 of the Indicator Central.	7, 8 and 9	-
GRI 308: Suppli	er Environmental Assessment – 2016			
508-1	New suppliers that were screened using environmental criteria	Page 85.	_	-
308-2	Negative environmental impacts in the supply chain and actions taken	Page 85.	7, 8 and 9	-
GRI 401: Employ	ment – 2016			
01-1	Total number and rate of new employee hires and rate of employee turnover	Page 63. Pages 07 and 08 of the <u>Indicator Central</u> .	8	Diversity, Equity and Inclusion
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 09 of the <u>Indicator Central</u> .	8	Diversity, Equity and Inclusion
•01-3	Parental leave	Page 08 of the <u>Indicator Central</u> .	8	Diversity, Equity and Inclusion
GRI 402: Labor/	Management Relations – 2016			
402-1	Minimum notice periods regarding operational changes	In the event of significant operational changes, employees are notified through the Company's official channels, allowing adequate time for the necessary adaptations. Although there is no deadline specified in a collective bargaining agreement or contract, in 2024 the Company decided to communicate changes to the structure of Malha Sul in advance.	-	-
GRI 403: Occup	ational Health and Safety - 2018			
•03-1	Occupational health and safety management system	Page 72.	3 and 8	Safety and Operation Risks
403-2	Hazard identification, risk assessment, and incident investigation	Pages 72 and 73.	3 and 8	Safety and Operation Risks

INTRODUCTION	ABOUT	GOVERNANCE	STRATEGIC MANAGEMENT	RELATIONSHIPS		RUMO TOWARDS	READING	118
INTRODUCTION	RUMO	ON THE TRACKS	AND OPERATIONS	THAT MOVE US	ENVIRONMENT	THE FUTURE	TOOLS	110
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Disclosures		Reference (pg.) / Direct answer	SDG	Material themes
403-3	Occupational health services	Page 73.	3 and 8	Safety and Operational Risks
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 74.	3 and 8	Safety and Operational Risks
403-5	Worker training on occupational health and safety	Page 73.	3 and 8	Safety and Operational Risks
403-6	Promotion of worker health	Pages 70, 76 and 77.	3 and 8	Safety and Operational Risks
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 72.	3 and 8	Safety and Operational Risks
403-8	Workers covered by an occupational health and safety management system	Page 73.	3 and 8	Safety and Operational Risks
403-9	Work-related injuries	Page 10 of the <u>Indicator Central</u> . No employee fatalities in Rumo's Occupational Safety indicators – Frequency Rate (CAF + SAF + PS).	3 and 8	Safety and Operational Risks
403-10	Work-related ill health	In 2024, there were no cases of reportable occupational diseases among Rumo's own employees, according to internal reports, PCMSO, PGR, control of absences and absenteeism, Schilling classification and current regulations. The main hazards with a risk of developing occupational diseases mapped by Rumo include: ergonomic risks identified in the Ergonomic Analysis of Work (AET); mental illnesses, assessed qualitatively and related to the CNES; exposure to chemical substances and dust in certain positions and locations, according to the PGR; and noise risk, also restricted to certain positions and regions. To mitigate these risks, structured measures were implemented based on the control hierarchy, considering incidents recorded in 2024. The actions entailed improving the working environment in critical areas, strengthening employee training in risk recognition and management, reviewing and formalizing procedures and continually evaluating PPE.	3 and 8	Safety and Operational Risks

INTRODUCTION	ABOUT RUMO	GOVERNANCE ON THE TRACKS	STRATEGIC MANAGEMENT AND OPERATIONS	RELATIONSHIPS THAT MOVE US	ENVIRONMENT	RUMO TOWARDS THE FUTURE	READING TOOLS	119

Disclosure	IS	Reference (pg.) / Direct answer	SDG	Material themes
GRI 404: Tra	ining and Education – 2016			
404-1	Average hours of training per year per employee	Page 68. Page 08 of the <u>Indicator Central</u> .	6	Diversity, Equity and Inclusion
404-2	Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Page 68.	6	Diversity, Equity and Inclusion
404-3	Percentage of employees receiving regular performance and career development reviews	Page 69.	6	Diversity, Equity and Inclusion
GRI 405: Div	versity and Equal Opportunity – 2016			
405-1	Diversity of governance bodies and employees	Pages 23 and 63. Pages 06 and 07 of the <u>Indicator Central</u> . Data as at December 2024.	5, 10 and 16	Diversity, Equity and Inclusion
405-2	Ratio of basic salary and remuneration of women to men	Page 09 of the <u>Indicator Central</u> .	5, 10 and 16	Diversity, Equity and Inclusion
GRI 406: No	n-discrimination – 2016			
406-1	Incidents of discrimination and corrective actions taken	In 2024, 26 cases of discrimination were recorded in the Ethics Channel, of which 22 were investigated and had action plans implemented, while four were under investigation at the end of the year. Among the cases concluded, seven were substantiated, resulting in one termination and in the others corrective measures were taken, such as guidance and training, with the support of the DHO and Diversity departments.	5, 10 and 16	Diversity, Equity and Inclusion
GRI 408: Ch	ild Labor – 2016			
¥08–1	Operations and suppliers at significant risk for incidents of child labor	Pages 30 and 86.	8	Human Rights
GRI 409: Foi	rced or Compulsory Labor – 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages 30, 31, 86 and 87.	2 and 3	Human Rights

Disclosure	es	Reference (pg.) / Direct answer	SDG	Material themes
GRI 410: Se	curity Practices – 2016			
410-1	Security personnel trained in human rights policies or procedures	Page 40.	-	Human Rights
GRI 411: Rig	hts of Indigenous Peoples – 2016			
411–1	Incidents of violations involving rights of indigenous peoples	In 2024, there were no incidents of violations involving the rights of indigenous communities as a result of Rumo's operations.	5, 8 and 10	Human Rights
GRI 413: Lo	cal Communities – 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Page 78. Page 11 of the <u>Indicator Central</u> .	5, 8 and 10	Community Relations
413-2	Operations with significant actual and potential negative impacts on local communities	Page 79.	5, 8 and 10	Human Rights
GRI 414: Su	pplier Social Assessment – 2016			
414-1	New suppliers that were screened using social criteria	Page 85.	8	Community Relations
414-2	Negative social impacts in the supply chain and actions taken	Page 11 of the Indicator Central.	8	-
GRI 416: Pu	blic Policy – 2016			
415-1	Total monetary value of financial and in-kind political contributions made by the organization	We do not make contributions to political parties or politicians. Donations are prohibited under Article 24 of Law 9,504/1997. We also have a Donations and Sponsorship Policy that prohibits political donations.	16	Governance & Ethics
GRI 416: Cu	stomer Health and Safety – 2016			
416-1	Assessment of customer health and safety impacts of product and service categories	Page 82. According to the ANTT resolution, rail accidents are classified according to their nature as: collisions, run-overs, derailments, explosions and fires. We highlight collisions and run-overs as accidents in which the operation has a significant and direct impact on society in general.	9	Safety and Operational Risks

	INTRODUCTION	ABOUT RUMO	GOVERNANCE ON THE TRACKS	STRATEGIC MANAGEMENT AND OPERATIONS	RELATIONSHIPS THAT MOVE US	ENVIRONMENT	RUMO TOWARDS THE FUTURE		121
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Disclosures		Reference (pg.) / Direct answer	SDG	Material themes
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In 2024, 83 cases of non-compliance were recorded, a number defined on the basis of the fines imposed, according to the criteria used by the Company. These penalties are related to the regulation of rail transportation and are applied when operational risks are identified or when contractual clauses are not complied with, including the upkeep and maintenance of the railway line, drainage problems and speed restrictions.	9	Safety and Operational Risks
GRI 418: Custo	mer Privacy – 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints of breaches related to the loss of customer data were recorded in 2024.	16	-



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SASB Index

Code	Accounting metric	Category	Measurement unit	Reference / Direct answer	Material themes
Transport: Rail tr	ansport				
THEMES FOR SUS	TAINABILITY DISCLOSURE AND ACCOUNTING METRICS				
TR-RA-110a.1	Scope 1 gross global emissions	Quantitative	Metric ton (t) CO_2	Page 93. Page 12 of the <u>Indicator Central</u> .	Climate Change and Emissions Management
TR-RA-110a.2	Discussion of the long and short term strategy or plan to manage Scope 1 emissions, emission reduction targets and a review of performance against these targets	Analysis and discussion	N/A	Our short-term plan includes Scope 1 emissions targets. With regard to the target of "Reducing specific emissions by 21% by 2030, with base year 2020", we achieved a result of 11.97% in 2024.	Climate Change and Emissions Management
TR-RA-110a.3	Total fuel consumed, renewable percentage	Quantitative	Gigajoules (GJ), percentage (%)	Page 14 of the <u>Indicator Central</u> .	Climate Change and Emissions Management
TR-RA-120a.1	Atmospheric emissions of the following pollutants: (1) NOx (excluding N2O) and (2) particulate matter (PM10)	Quantitative	Metric ton (t)	Page 94.	Climate Change and Emissions Management
TR-RA-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Quantitative	Rate	(1) Total recordable incident rate (TRIR) = 1.25; (2) Fatality rate = 0.00; (3) Near miss frequency rate (NMFR) = 49 potential near misses (rate of 1.11).	Safety and Operational Risks
TR-RA-520a.1	Total amount of monetary losses as a result of lawsuits associated with anti-competitive behavior regulations	Quantitative	Reporting currency	There is no conviction in legal proceedings regarding anti-competitive practices, or any monetary loss arising from lawsuits.	
TR-RA-540a.1	Number of accidents and incidents	Quantitative	Figure	In 2024, we recorded 298 events including accidents and incidents.	Safety and Operational Risks

TR-RA-000.E

Number of employees

0	INTRODUCTION	OUT GOVERNANCE	STRATEGIC MANAGEME S AND OPERATIONS	NT RELATIONSHIPS ENVIRONMENT RUMO TO THAT MOVE US THE FU	123
Code	Accounting metric	Category	Measurement unit	Reference / Direct answer	Material themes
TR-RA-540a.2	Number of (1) accidental and (2) nonaccidental releases (NARs)	Quantitative	Figure	We recorded 105 accidents in Rumo's operations in 2024: Central – 2 accidents, North – 8, West – 1, Paulista – 75 and South – 19, of which 85 were product spills and 20 were non-spills. The number of accidents in 2024 was 13.22% lower than in 2023.	Safety and Operational Risks
TR-RA-540a.3	Number of violation defects recommended by the Federal Railway line Administration (FRA)	Quantitative	Figure	We are inspected by the National Land Transportation Agency (ANTT), following the rules published, as well as current Brazilian legislation, including accident management and safety. The rules of the Federal Railroad Administration (FRA) do not apply to Rumo or its concessionaires.	Safety and Operational Risks
TR-RA-540a.4	Frequency of internal railway integrity inspections	Quantitative	Rate	The frequency of internal railway integrity inspections in 2024 was 1.018, taking into account data from mechanized geometry and ultrasound inspections, as well as on-foot inspections throughout the network.	Safety and Operational Risks
Code	Accounting metric	Category	Measurement unit	Reference / Direct answer	
TR-RA-000.A	Number of loads transported	Quantitative	Figure	70,192 UT (thousand)	
TR-RA-000.B	Number of intermodal units transported	Quantitative	Figure	117,071 shipping containers	
TR-RA-000.C	Kilometers traveled	Quantitative	Miles	13,592	
TR-RA-000.D	Revenue per ton km (RTK)	Quantitative	RTM	79,847 MRTK – BRL 0.17/RTK	

Figure

7,993

Quantitative

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TCFD Index

Themes	TCFD recommendations	Reference (page)/direct answer
Governance	1. Describe the Board's oversight of climate-related risks and opportunities.	On the Board of Directors, the CEO and representatives of the Executive Board support strategic decision-making on the sustainability agenda and strategically assess the implementation of the actions needed to achieve the planned results, based on the reports made by the Sustainability Committee. The agenda related to climate change for the quarterly agendas is defined early in the year, aligning the topics with important milestones in the area, such as the sustainability reporting cycle, ongoing projects and the monitoring of related targets. Page 89.
	2. Describe the Board's role in assessing and managing climate-related risks and opportunities.	The Sustainability Committee reports progress in relation to actions, objectives and targets for risks and opportunities related to climate change to the Board of Directors on a quarterly basis, which monitors and supervises progress. This Committee is made up of a multidisciplinary group that works across the Company, thus ensuring the comprehensiveness of actions, objectives and targets, allowing information to be consolidated and presented in a strategic manner.

INTRODUCTION	ABOUT	GOVERNANCE	STRATEGIC MANAGEMENT	RELATIONSHIPS			READING	105
INTRODUCTION	RUMO	ON THE TRACKS	AND OPERATIONS	THAT MOVE US	ENVIRONMENT	THE FUTURE	TOOLS	IZS
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Strategy	3. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	The climate risk study considered GHG concentration scenarios in the short (2030) and medium (2050) term, based on the following scenarios: 1. Physical Risk: IPCC AR6 Representative Concentration Pathway (RCP)/Shared Socioeconomic Pathways (SSP) scenarios, 2021. - Optimistic – Low Emissions: RCP 2.6/SSP1-2.6, adjusted to the objective of limiting global warming to 1.5°C or 2°C; and - Pessimistic – High Emissions: RCP 8.5/SSP5-8.5, Business as Usual – BAU. 2. Transition Risk: Scenarios from the International Energy Agency (IEA) World Energy Outlook (WEO 2022). - Optimistic – Net Zero Emissions (NZE): adjusted to the objective of limiting the global temperature increase to 1.5°C in 2100 (above pre-industrial levels), considering compliance with the main UN SDGs related to energy; - Conservative – Announced Pledges Scenario (APS): considering a global temperature increase of 1.7°C in 2100 (above pre-industrial levels) and that all climate commitments made by governments around the world, including Nationally Determined Contributions (NDCs), as well as energy access and carbon neutrality, will be met in full and on time; and - Pessimistic – Stated Policies Scenarios (STEPS): considering a global temperature increase of 2.4°C by 2100 (above pre-industrial levels) and no guarantee that governments will meet all announced targets and the trajectory resulting from current political configurations.			
	4. Describe the impact of climate related risks and opportunities on the organization's businesses, strategy, and financial planning.	Pages 16 and 17 of the <u>Indicator Central</u> .			
Strategy	5. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	We manage the risks associated with climate change in order to strengthen ou commitments to eco-efficiency, social responsibility and economic development, which pervade our policy, as well as our commitments to sustainable development: Reducing emissions (Page 92), Environmental management (Page 95), Waste management (Page 98) Effluent management (Page 99) and Awareness-raising, always with our audiences.			



Risk Management	6.Describe the organization's processes for identifying and assessing climate-related risks.	Pages 90 and 91.
	7. Describe the organization's processes for managing climate-related risks.	Pages 90 and 91.
	8. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	The general risk management process makes adjustments between all departments regarding the risks related to climate change, in order to identify, treat and monitor them in a systemic way. Risks related to climate change are monitored and incorporated into the corporate risk management structure, together with the teams responsible.
Metrics and Targets	9. Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.	Pages 89, 90 and 92.
	10. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Pages 93. Page 12 of the <u>Indicator Central</u> . The standards and methodologies used to calculate emissions were GHG Protocol Brazil Program, IPCC Guidelines for National Greenhouse Gas Inventories (2006), and ISO 14064-1.
	11. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Pages 89, 90 and 92.

Capitals Map

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SDG Map



Assurance Letter GRI 2-5



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Independent auditors' limited assurance report on the non-financial information included in the 2024 Annual Sustainability Report

(This is a free translation from the original report issued in Portuguese)

To the Board of Directors and Shareholders **Rumo S.A.** São Paulo - SP

Conclusion

We have carried out a limited assurance engagement related to the non-financial information included in the "2024 Annual Sustainability Report" ("Report") of Rumo S.A. ("the Company") for the year ended December 31, 2024, prepared based on the criteria set by the *Global Reporting Initiative* (GRI – *Standards*) and SASB (SASB - *Sustainability Accounting Standards Board*).

According to the procedures applied and the evidence obtained, we are not aware of any fact that leads us to believe that the non-financial information included in the 2024 Sustainability Report of Rumo S.A. for the year ended December 31, 2024 has not been prepared, in all material respects, based on the criteria set by the *Global Reporting Initiative* (GRI – *Standards*) and SASB (SASB - *Sustainability Accounting Standards Board*).

Basis for conclusion

We conducted our engagement in accordance with NBC TO 3000 (reviewed)– Assurance Engagements other than Audits and Reviews and ISAE 3000 (reviewed) – Assurance engagements other than audits or reviews of historical financial information, issued by the Federal Association of Accountants (CFC) and the International Auditing and Assurance Standards Board (IAASB), respectively. Our responsibilities with respect to those standards are further described in the "Our responsibilities" section of the report.

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Our firm applies NBC PA 01 Quality Management to Independent Auditors' (legal entities) and International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by CFC and IAASB, respectively. This standard requires the firm to prepare, implement and and operates a quality management system, including policies or procedures related to compliance with ethical requirements, professional standards, and applicable legal and requilatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibilities of the Company's Management for the 2024 Sustainability Report The Management of the Company is responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the information included in the Report that is free from material misstatement, whether due to fraud or error;
- selecting the criteria applied by the Global Reporting Initiative (GRI Standards) and SASB (SASB Sustainability Accounting Standards Board) as
 appropriate criteria for the preparation of the information included in the Report and the appropriate reference to the criteria used or description of
 those criteria;
- properly preparing and presenting the information included in the Report according to the criteria set by the Global Reporting Initiative (GRI Standards) and SASB (SASB - Sustainability Accounting Standards Board); and
- design, implement and maintain internal controls over the information that is relevant to the preparation of the information included in the Report.

Our Responsibilities We are responsible for:

 plan and carry out the engagement to obtain limited assurance about whether the non-financial information included in the Company's Report for the year ended December 31, 2024 prevailing in accordance with the Global *Reporting Initiative* (GRI – *Standards*) and SASB (SASB -*Sustainability Accounting Standards Board*) criteria are free from material distortion, whether due to fraud or error;

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- · form an independent conclusion according to the procedures applied and the evidence obtained; and
- report our conclusion to the Company's Board of Directors and Shareholders.

Summary of the work we performed as basis for our conclusion

We exercise professional judgment and maintain professional skepticism throughout the work. We design and perform our procedures to obtain evidence about the non-financial information included in the Company's Report that is sufficient and appropriate to provide a basis for our conclusion. The procedures selected by our team depend on our understanding of the non-financial information included in the Company's Report and on other circumstances of the engagement, in addition to our consideration of the areas in which material misstatements are likely to occur. When carrying out the work, we:

- a. we plan our engagement, considering the materiality of the company's activities, the relevance of the information disclosed by the Company, the amount of quantitative and qualitative information, as well as the operating systems and internal controls that used to support a preparation of the information included in the Report;
- b. understanding the calculation method and procedures followed for compiling indicators by making inquiries and holding interviews with the managers in charge of gathering information;
- c. applying analytical procedures to quantitative information and inquiring about qualitative information and its correlation with the indicators disclosed in the information included in the Report;
- d. when non-financial data correlate with financial indicators, these indicators are cross-checked against financial statements and/or accounting records;
- e. evaluating the procedures followed for preparing the Report and its structure and contents, in accordance with the Global Reporting Initiative– GRI's And Sustainability Accounting Standards Board- SASB 's Sustainability Standards and Standards Principles for Sustainability Reporting Standards;
- f. evaluating and understanding the procedures followed for preparing materiality and information about commitments in security, emission reduction, employee diversity and satisfaction (quantitative goals); and

g. assessment of sampled non-financial indicators.

KPMG Auditores Independentes Lata, a Braziliam Inited liability company imited liability and a member firm Kirk/MS-global independent member firm Kirk/MS-global independent member firm Kirk/MS-global independent member firm Kirk/MS-global independent member firm Kirk/MS-global firms affiliated with KPMC International Limited, a private English company imited splish userantes. The procedures applied in a limited assurance engagement vary in terms of nature and timing, and their extent is restricted (less extensive) than in reasonable assurance engagements. Therefore, the security level obtained from a limited assurance engagement is substantially lower than the security that would have been obtained if a reasonable assurance engagement had been carried out.

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São Paulo, March 25, 2025

KPMG Auditores Independentes Ltda. CRC 2SP-014428/O-6

Original report in Portuguese signed by

Bernardo Moreira Peixoto Neto Contador CRC RJ-064887/O-8

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Rumo – Sustainability

Rumo – Investor Relations

Rumo – Corporate Communication

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PHOTOS AND ILLUSTRATIONS

Rumo's image database

