

2023 SUSTAINABILITY REPORT



rumo

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INTRODUCTION

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CAPITALS:

-  Human
-  Social and Relationship
-  Intellectual
-  Natural
-  Manufactured
-  Financial





ABOUT THE REPORT

Welcome to Rumo's Annual Sustainability Report 2023!

For the eighth year running, we have reinforced our commitment to sustainability, compliance and transparency by disclosing to the Company's stakeholders our performance in the Economic, Social and Environmental dimensions.

In this report, we publish our main highlights and how we generate value, presenting information for the period from January 1 to December 31, 2023, for the North, South and Container Operations. **GRI 2-3**

In accordance with best market practices, the Sustainability Report was assessed and approved by the Board of Directors and the Executive Board, submitted to prior review by the Strategic and Sustainability Committee and by the senior executives responsible for all the information reported. **GRI 2-14**

The content disclosed was also externally verified by an independent third party hired by Rumo, which guarantees the accuracy of the information through an assurance report limited to sustainability indicators and commitments.

GRI 2-5

Enjoy!

HOW TO READ THIS REPORT

Towards the end of each paragraph of this document, we provide information on the indicators reported using 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 Attachments Chapter (page 127) you will find the GRI, SASB and TCFD content indexes, presenting details of the indicators and references to the pages on which each one was mentioned throughout the Report.

If you have any questions or comments about the content shown, please contact our Sustainability or Investor Relations team.



To find out more, visit:

<https://rumolog.com/sustentabilidade/>

GRI 2-3

STANDARDS AND METRICS



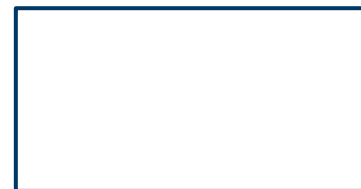
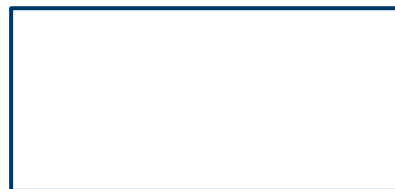
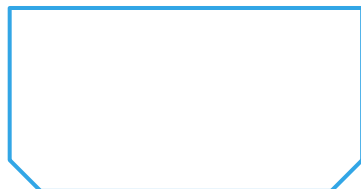
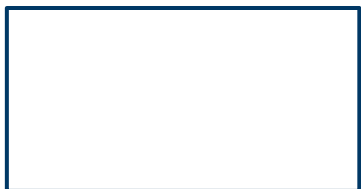
This report has been prepared in accordance with the standards of the **Global Reporting Initiative (GRI)** and the **Sustainability Accounting Standards Board (SASB)** of the Value Reporting Foundation, which are international benchmarks in sustainability reporting and are used by companies in different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

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

From 2023 onwards, we will report following the partial structure of **Integrated Reporting (IR)**, focused on information integration, conciseness, the organization's strategy and performance.

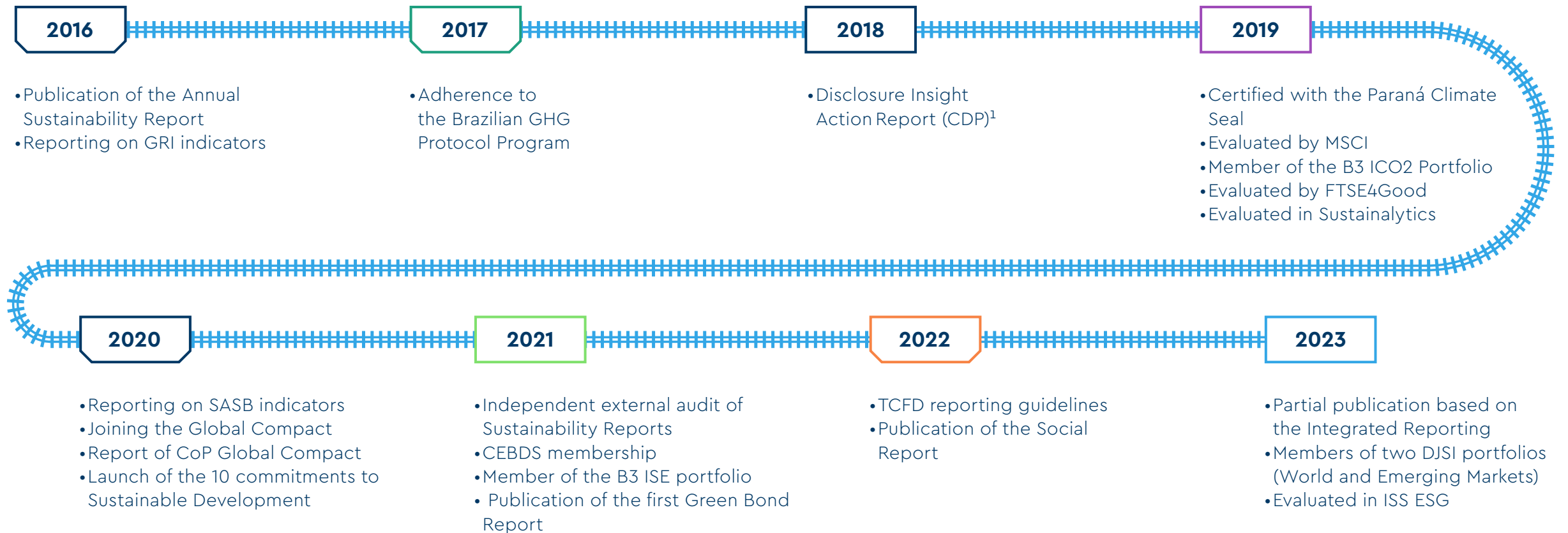
We are signatories to the United Nations (UN) Global Compact and therefore we use the Ten Universal Principles and the Sustainable Development Goals (SDGs) as a reference.

The content covered in this document was based on the Dual Materiality Process reviewed by Rumo in 2023. Find out about the stages that made up this process and Rumo's Material Themes on page 07.



REPORTING TRAJECTORY

Below we present the evolution of Rumo's sustainability reporting, i.e., the adoption of the best ESG management and reporting practices adopted by the Company.

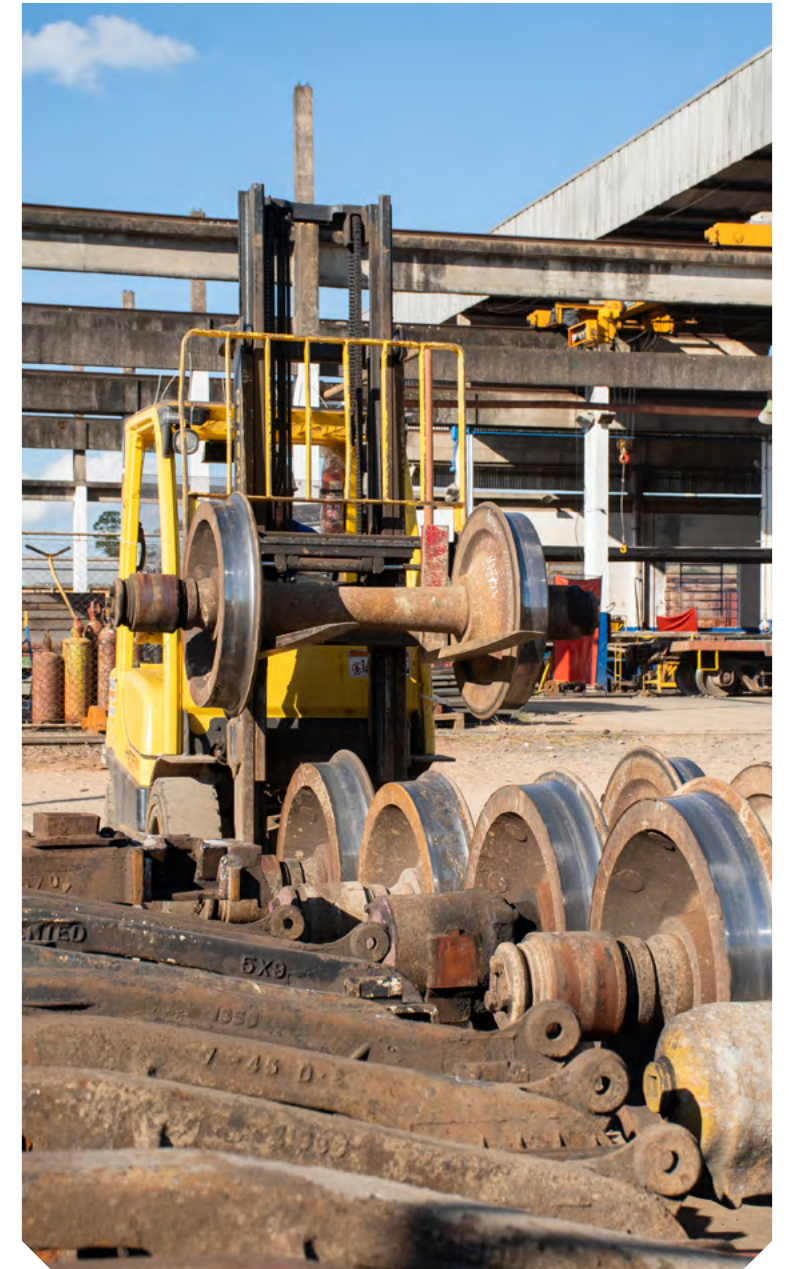
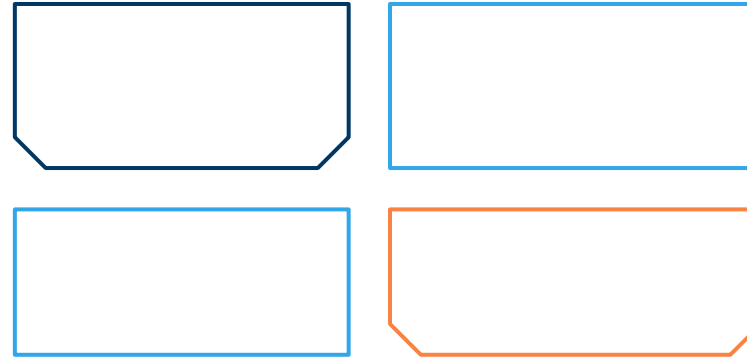


¹ We began reporting on the Climate CDP in 2018 and the Forest and Water Security CDP in 2023.

MATERIALITY

To identify the topics covered in this Sustainability Report, we used Rumo's Materiality Matrix, drawn up every two years and revised annually, which brings together the most important sustainability topics for the company. **GRI 3-1**

The 2023 Dual Materiality analysis considered research into the Company's external and internal scenario, carried out in the following stages:



1. ANALYSIS OF ESG DRIVERS

A study of the main sectoral issues identified by capital market mechanisms such as ISEB3, Dow Jones Sustainability Indexes (DJSI), FTSE4Good, MSCI, Sustainalytics and in sustainability guidelines and frameworks such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). **GRI 3-1**

2. SECTOR BENCHMARKING

Identification of the material topics of six companies in the sector, both national and international, well positioned in international indexes and/or inserted in the national context. **GRI 3-1**

3. WEIGHTING RUMO'S STRATEGY

Assessment the impacts, priorities and significance of each topic with the internal public, through the strategic and financial vision. **GRI 3-1**

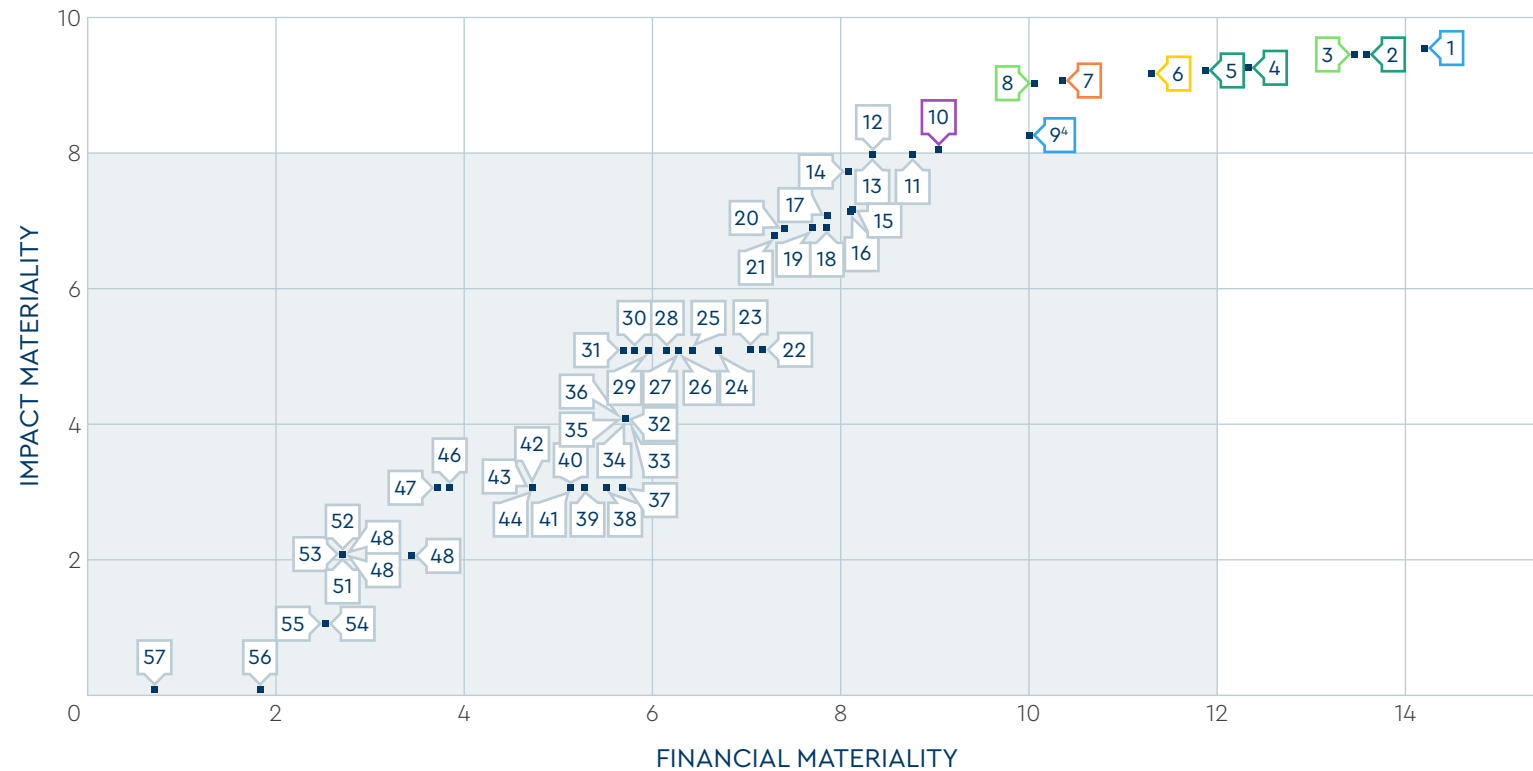
4. EVALUATION WITH INTERNAL AND EXTERNAL STAKEHOLDERS

Stakeholders consultation in order to prioritize the themes according to their perceptions. The process was carried out in 2022 through an online consultation with 512 participants and qualitative interviews. **GRI 3-1**

RUMO'S MATERIALITY MATRIX

We have organized the themes assessed in the preceding stages into a matrix, according to the perspectives of [Financial Materiality](#)¹ and [Impact Materiality](#)²:

DUAL MATERIALITY MATRIX



The most relevant (critical) themes for the Company were grouped to reflect Rumo's organizational structure and strategy. As a result of the analysis and prioritization of the matrix, as well as the evaluation of the senior leadership, we present the list of Rumo's Material Themes in 2023³: **GRI 3-2**

- I. Climate Change and Emissions Management **1**
- II. Safety and Operational Risks **2 4 5**
- III. Governance **8** and Ethics **3**
- IV. Community Relations **6**
- V. Human Rights **7**
- VI. Diversity, Equity and Inclusion **10**

The Dual Materiality review process was evaluated and approved by Rumo's senior management and Board of Directors. **GRI 2-14**



See the full list of themes mapped during the materiality process on page 137.

¹ In the Financial Materiality Scale, the themes were classified as: Critical (>12), Significant (10-12), Important (8-10), Informative (5-8) or of Minimal Relevance (<5).

² On the Impact Materiality Scale, the themes were classified as: Critical (>8), Significant (6-8), Important (4-6), Informative (2-4) or of Minimal Relevance (<2).

³ The themes "Best socio-environmental practices in the supply chain" and "Customer relations" are not part of Rumo's materiality this year, however, we will continue to report on the indicators relating to these themes.

⁴ In the materiality prioritization process, theme 9 (Attracting and Retaining Talent) was not remained as a material theme for Rumo, in accordance with the company's strategy. However, we continue to report the GRI indicators on Employment, Labor Relations and Training and Education. See indicators on page 146.

MESSAGE FROM THE LEADERSHIP

GRI 2-22

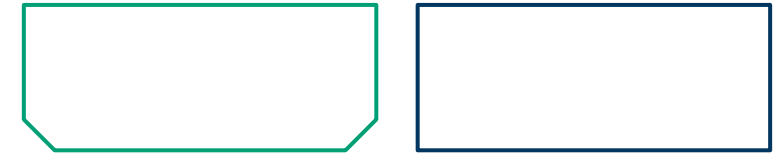
Presenting the 2023 Annual Sustainability Report is a great pleasure.

We can tell from our past that, since 2015, we have matured significantly. When we started our journey, with the aim of making a difference in Brazil's infrastructure, we focused on offering our customers a logistics solution that was safe, efficient, competitive and that would help in the journey towards decarbonization in the chains we serve.

While 2023 brought with it many difficulties, Rumo also made great progress. Climate-related occurrences at the start of the year presented challenges to our operations. For example, the severe rains in São Carlos (SP) stopped operations in the area with it directly reflecting in volumes during that period, a direct reflection of the volume during that period. Furthermore, there has been a rise in the number of criminal events in Baixada Santista, which has hindered the smooth operation of trains that were headed for the Port of Santos.

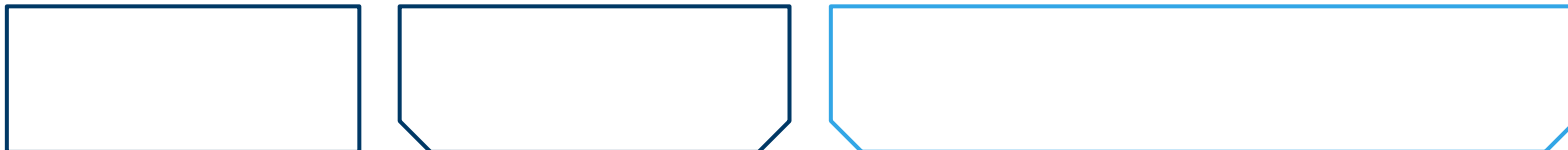
Episodes like these demanded a strong response from our operation, which, with promptness, consistency and a high degree of engagement with the public authorities, reinforced our team's resilience and coordination capacity. It was a year of grain overcropping in Brazil, especially in the Midwest, which put maximum demands on the logistics system to boost Brazilian exports. In this context, we were even more competitive, moving more than 77 billion RTK, an all-time record for our operation.

We feel proud to have increased the volume moved by 3.1% without compromising the security of our people and assets, which is a non-negotiable priority for Rumo. We had a 27.2% reduction in the railway accident rate, placing Rumo below the average of the Class I railways, benchmarks in safety, upholding our commitment and watchful eye in caring for our operations.



Even with the impacts of circulation throughout the year that affected our energy efficiency and, consequently, our greenhouse gas (GHG) emissions, we managed to reverse the scenario and close 2023 with a 0.25% reduction in specific emissions, avoiding the emission of 6.6 million tons of CO₂ in the year, had the entire volume been transported by trucks, contributing to the constant evolution of our climate journey.

With investments aimed at expanding our capacity, we have taken rail transportation to an ever-increasing volume of cargo and with greater safety. Highlights include: (i) we completed the construction of the Malha Central, adding greater geographical diversity to the rail network; (ii) we expedited the construction of the Rumo Extension in Mato Grosso, bringing us closer to the heart of agricultural production in the state; (iii) on the Malha Paulista, we obtained a favorable opinion from the TCU on the proposal to update the Obligations Booklet, making it possible to meet the functional obligation in a more efficient and economical manner; (iv) in the Port of Santos, we had the operational transition from Portofer to FIPS, consolidating a new chapter with investments to increase efficiency, productivity and capacity on the railway line accessing the main port terminals.

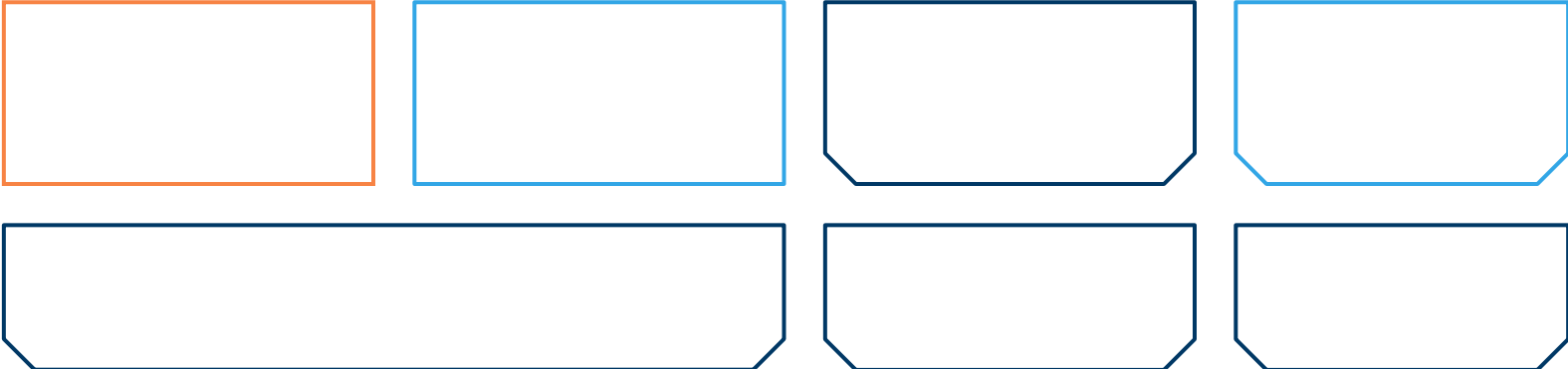


Thanks to these initiatives, our results grew significantly. Driven by the competitiveness of the rail modal, we reached BRL 5,650 million in EBITDA, a 31% rise on a like-for-like basis. The Company's consolidated net profit grew by 41% to BRL 722 million.

Our management practices have been recognized by the capital markets, selecting Rumo to be part of the Dow Jones Sustainability™ World Index and Dow Jones Sustainability™ Emerging Markets portfolios, as the first and only Brazilian company in the logistics sector to be part of this select group. In addition, we are part of the ISE portfolio for the third consecutive year, further cementing our progress year after year.

As we reaffirm our commitment to local communities, we have made investments, partnered with local authorities, and relied on business partners' support because we think that through social actions and public policies, we can create opportunities, high-quality education, and ultimately transform people's lives.

For their commitment and assistance in creating this journey, we would like to thank all of our employees, investors, customers, suppliers and partners. We remain determined to be providing an efficient transportation option that boosts Brazilian competitiveness.



Beto Abreu
Rumo's CEO from April/2019 to March/2024



Pedro Palma
Rumo's CEO as of April/2024

2023 HIGHLIGHTS



BRL 14 million
invested in the communities.



244,872 hours of
employee training.



BRL 3,737 million of total CAPEX
investment.



Completion of the last stretch
on **Malha Central**.



We hired over **200** women.
We have more than **1.000**
female employees at Rumo.



A **3.1%** increase in the volume
transported in 2023.



27.2% reduction in the
railway accident rate.



We have reached **25.75%**
women in leadership roles.



Port of Santos Internal Railway (FIPS)
started operating.



We remain in the ISE portfolio
for the third consecutive year.



2 years of Instituto Rumo.



Progress on Rumo Expansion
project in the state of Mato Grosso,
which will connect the municipality of
Rondonópolis to Campo Verde, Nova
Mutum, Lucas do Rio Verde and Cuiabá.



Member of the DJSI portfolios
(World and Emerging Markets).
First and only Brazilian logistics company
to be included in two Dow Jones
Sustainability Indexes portfolios.



Receipt of Brazil's the two first hybrid
locomotive.

AWARDS AND RECOGNITION



Dow Jones Sustainability Indexes

We are the first and only Brazilian logistics Company to be **included in two portfolios of the Dow Jones Sustainability Indexes (DJSI):** Dow Jones Sustainability™ World Index and Dow Jones Sustainability™ Emerging Markets.

ISEB3

Member of the **ISE Portfolio** for the 3rd consecutive year.

ICO2B3

Member of the **ICO2 Portfolio** for the 5th consecutive year.

Valor^{ECONÔMICO}

We were ranked 118th in net revenue in the **Valor 1000 Ranking** by Valor Econômico.



Rumo received **Prime Status in the Institutional Shareholder Services Environmental, Social and Governance (ISS ESG)** assessment for leading the sector in sustainability performance.



We have been included in the **30% Club Brazil Awards**, as one of the companies among the 100 largest listed on the Stock Exchange that maintains at least 30% female representation on the Board of Directors.



Participation in the **Teva Women in Leadership Index**.



GOLD SEAL in the Brazilian GHG Protocol Program since 2017.



- We were granted the **SESI SDG Seal in the Innovation for Sustainability category** with the Trip Optimizer project.
- We received the **SESI SDG Seal in the Social category** with the Impulsionar Project.



Awarded the best classification in the **Paraná Climate Seal** for the fifth consecutive year.



GOLD SEAL by AB2L Brazilian Association of Lawtechs and Legaltechs in the Legal Department 4.0.



Recognized with the **Open Company Seal** on Glassdoor for transparency in the workplace.



We are a certified **Friend of Justice Company**.



Recognized in Exame Magazine's Best of ESG Guide, as one of the **three outstanding companies in the "Transport and Logistics" category.**



Winners of the **EU ESRI Excellence Award 2023** for using the ArcGIS system in Digital Transformation with Rumo Maps, a project to visualize and monitor right-of-way.



Impulsionar Project was a finalist in **Grupo Tribuna's ESG Award.**



1st place in the Logistics category for the third year in a row in the "**As Melhores da Dinheiro**" award, promoted by IstoÉ Dinheiro 2023.



Ranked 4th in the Infrastructure category of the **Época 360° Yearbook.**



At the **25th Abrasca Awards** in 2023, Rumo ranked 9th with 98.62 points.



Rumo was awarded in the following categories on the **500 Largest in the South:**

- 9th place in the General Ranking of the 500 Largest in the South;
- 4th place in the Top 100 in Paraná; and
- 1st place in the Transportation and Logistics sectors in net revenue.



Among the **50 most innovative companies** in the South by Grupo Amanhã.



Rumo **won the FILASA (Finance & Law Summit and Awards) 2023** prize in the Best Legal Department category, in the Infrastructure segment.



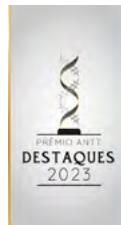
The president of Rumo, Beto Abreu, was awarded the **Leaders of Brazil Award**, by the LIDE group, in the "Infrastructure" category.



In OTM Editora's **Biggest and Best in Transportation**, we were chosen as the largest in "Net Operating Revenue" in the railway transportation category and as the best in the railway freight transportation category ("Malha Norte").



3rd place in the **Via Viva 2023 Award**, in the "Railway" category, which encourages best practices in environmental management.



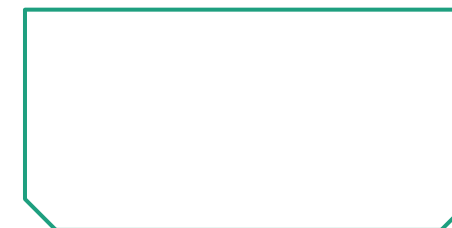
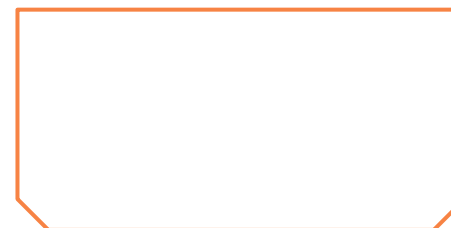
Winner of the **2023 ANTT Highlights Award** in the "Sustainable Development" category for the turtle passageway project on the Malha Sul and in the "Innovation and Technology" category for the accelerated unloading of freight railway cars.



For the fourth year running, we have been recognized by the **Na Mão Certa Program** for our initiatives in the fight against the sexual exploitation of children and adolescents on Brazilian roads.



Finalists in the **Corporate ESG Awards 2023** in the "Best Company for Sustainability Reporting" in the industrial sector.



ABOUT RUMO

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CAPITALS:



Intellectual



Manufactured

MATERIAL THEME:

- Governance and Ethics

CHAPTER SDGs:



WHO WE ARE

Rumo S.A. is Brazil's largest independent rail logistics operator, which through rail concessions, operates in nine Brazilian states, offering rail transportation, storage and transshipment services. **GRI 2-1 | 2-2 | 2-6**

We are Brazil on the move, a publicly traded company, listed on the Novo Mercado – the B3 segment with the highest requirements for best governance practices – with administrative headquarters in São Paulo (SP) and operational headquarters in Curitiba (PR). **GRI 2-1 | 2-2**

Our more than 13,500 km of railway lines and 10 terminals connect major producers and exporters from a variety of economic sectors, such as agricultural commodities (soybeans, soybean meal, corn), sugar, fertilizers, liquid fuels, paper and pulp, to the country's main ports: Santos (SP), Paranaguá (PR), São Francisco do Sul (SC) and Rio Grande (RS). **GRI 2-1 | 2-2 | 2-6**

Because we see mobility as a kind of evolution for our customers, society, the environment, and our people, we have been following a history of progress and beneficial effect for the past nine years through logistics solutions that propel Brazil and the rest of the globe well beyond the railway line.



OUR FIGURES **GRI 2-6**

7,905
employees

106 customers

1,650
direct
suppliers

We have
over **13,500** km
of railway lines

1,200
locomotives

33 thousand
railway cars

BRL 10,938 million
in net operating
revenue

BRL 5,650 millions
EBITDA

We cross over
500 municipalities

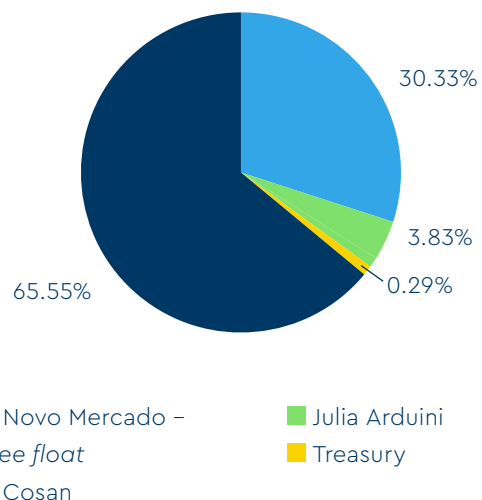
10 transshipment
and storage
terminals

CORPORATE STRUCTURE

SHAREHOLDER COMPOSITION

As a publicly traded company, parts of our shares are available for trading on B3. We closed 2023 with shares RAIL3 priced at BRL 22.95, totaling BRL 42 billion in market value. **GRI 2-1**

We are part of the Cosan portfolio, one of Brazil's largest energy and infrastructure groups. Learn more about Rumo's shareholder structure:



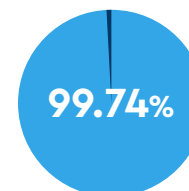
CONTROLLED OPERATIONS

Through railway concessions and sub-concessions, investment in infrastructure, partnerships and logistics operations

with the Federal Government and other entities, Rumo currently has the following assets: **GRI 2-1**

NORTHERN OPERATION

MALHA NORTE



MALHA PAULISTA



MALHA CENTRAL



SOUTHERN OPERATION

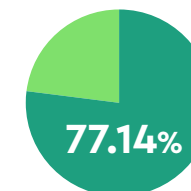
MALHA SUL



MALHA OESTE



brado



OUR OPERATIONS

Rumo's operating structure is organized into three business units: **Northern Operation**, **Southern Operation** and **Container Operation**, which represent the Company's sectors and networks. Altogether, we operate over 13,500 km of railway lines. **GRI 2-2 | 2-6**

NORTHERN OPERATION

Malha Norte
741 km long
Concession period: 2079

Malha Central
1,544 km long
Concession period: 2049

Malha Paulista
2,118 km long
Concession period: 2058

CONTAINER OPERATION

Operation dedicated to intermodal container logistics.

SOUTHERN OPERATION












Malha Oeste
1,974 km long
Concession period: 2026

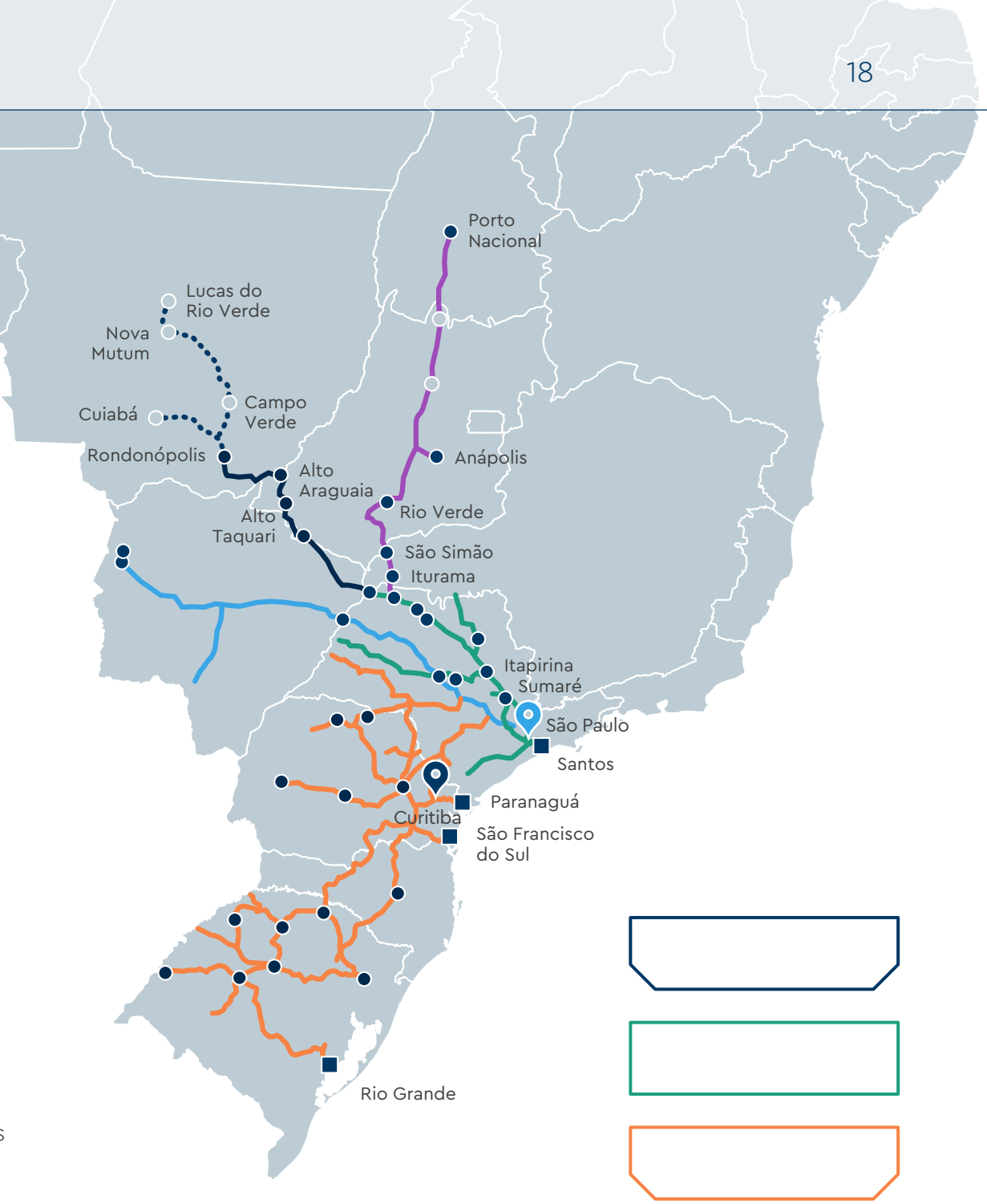
Malha Sul
7,224 km long
Concession period: 2027

OPERATION IN THE PORT OF SANTOS

FIPS¹
100 km long
Term of the associative contract: 2058

¹FIPS: The Port of Santos Internal Railway is an association of which Rumo is a member.

-  Malha Norte
-  Mato Grosso Expansion
-  Malha Central
-  Malha Paulista
-  Malha Oeste
-  Malha Sul
-  Ports
-  Existing Terminals
-  Planned Terminals
-  Administrative Headquarters
-  Operational Headquarters



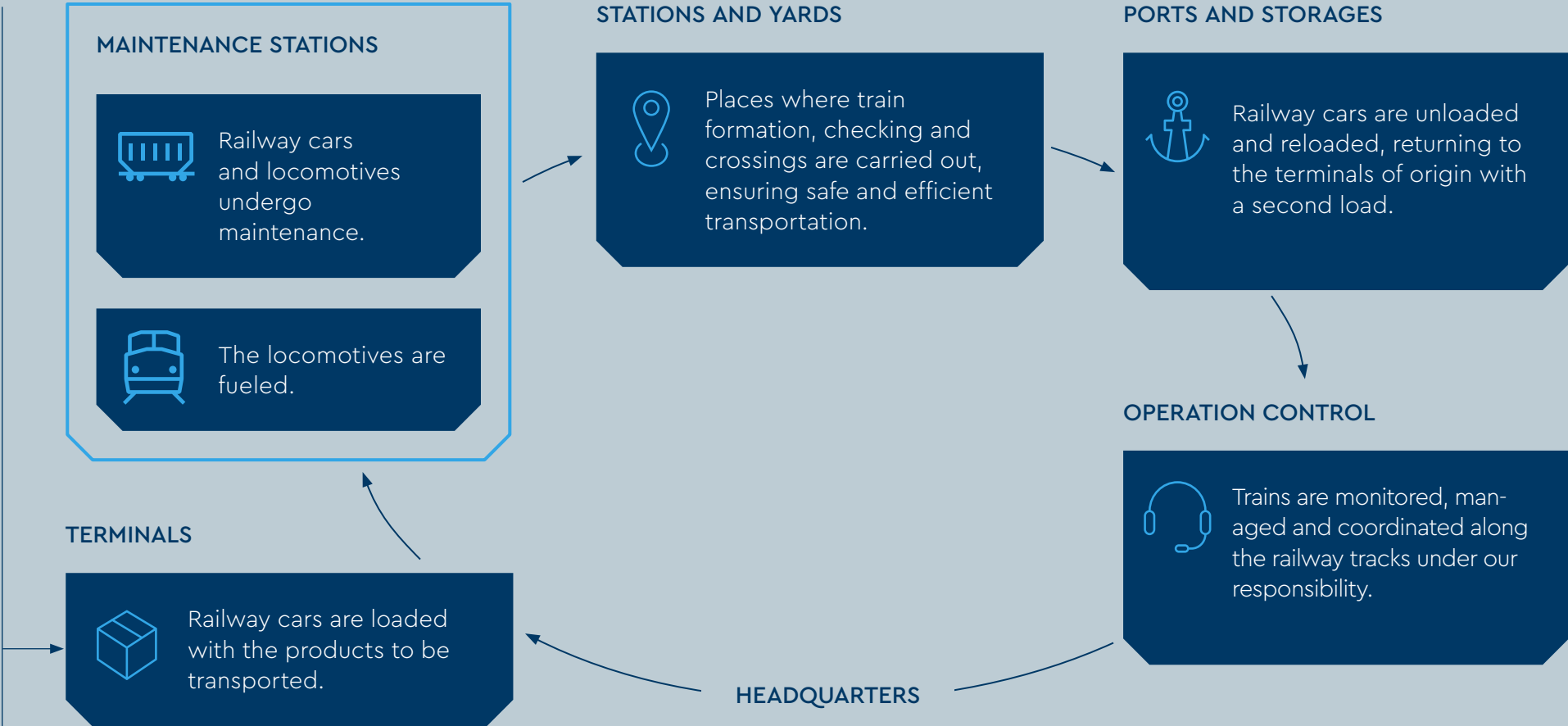
RUMO OPERATIONS

RAIL TRANSPORT



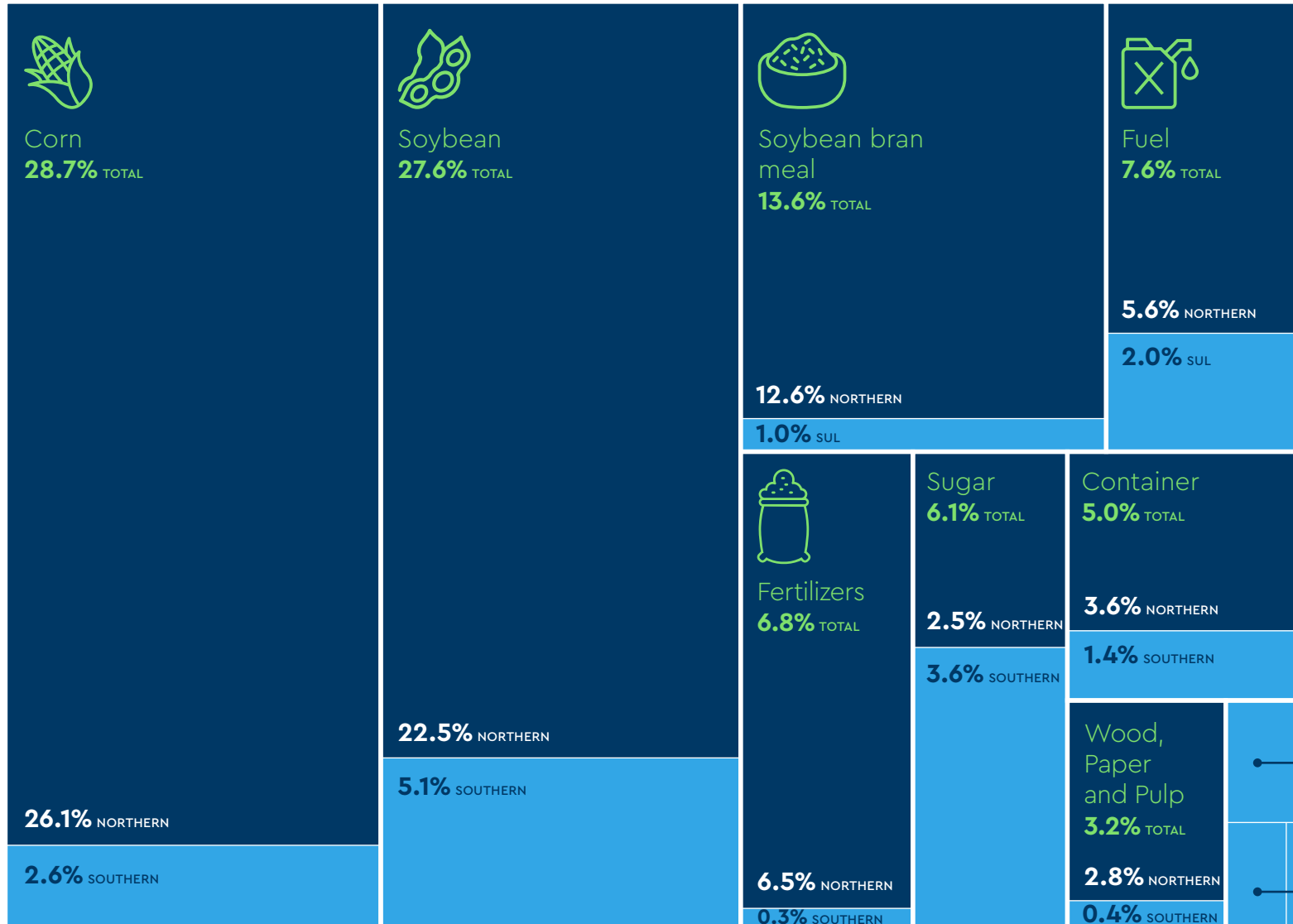
Each railway car has the **capacity to carry 100 tons** on average. At Rumo, we operate with locomotives that haul up to 120 railway cars and by 2025 we'll be driving trains with 135 railway cars.

The best performance and energy efficiency of our operations also depend on good distribution of the load in the railway cars and few stops during the journey, **so these are factors we are always paying attention to.**



VOLUME PER OPERATION

LEGENDA ■ Northern Operation ■ Southern Operation



Type	Product	Quantity (MMKU)
Northern Operation		
Agricultural Products	Corn	20,186
	Soybean	17,351
	Soybean meal	9,705
	Fertilizers	5,037
	Sugar	1,917
	Other Grains	-
Container	Container	2,773
Industrial Products	Fuel	4,320
	Wood, Paper and Pulp	2,131
	Civil Construction	-
	Steel and Mining	-
Southern Operation		
Agricultural Products	Corn	2,016
	Soybean	3,960
	Soybean meal	791
	Fertilizers	245
	Sugar	2,803
	Other Grains	354
Container	Container	1,048
Industrial Products	Fuel	1,546
	Wood, Paper and Pulp	297
	Civil Construction	629
	Steel and Mining	148

Civil Construction: **0.8% SOUTHERN**
 Other Grains: **0.5% SOUTHERN**
 Steel and Mining: **0.2% SOUTHERN**



NORTHERN OPERATION

Northern Operation is responsible for the Commercial Management, Maintenance and Execution of Malha Norte and Malha Paulista and the sub-concession of Malha Central, in the states of Goiás, Mato Grosso and São Paulo, important areas for Brazilian agricultural production. **GRI 2-2**

The Operation also includes five terminals in which we have shareholdings:

- **Terminal XXXIX in Santos**
50.0% shareholding;
- **Guarujá Maritime Terminal – TERMAG**
20.0% shareholding;
- **Guarujá Bulk Terminal – TGG**
10.0% shareholding;
- **Port Elevations T16 and T19 in Santos**
20.0% shareholding from November 2022.

Our main clients in this operation are the following companies: Cargill, Bunge, ADM, Amaggi, Cofco, Louis Dreyfus, among others.

During 2023, the rail volume transported in this operation was approximately 60,647 million RTK, **representing 78.5% of Rumo's volume.**

MALHA CENTRAL

With the completion of the last stretch in June 2023, Malha Central was granted all the authorizations by the National Land Transportation Agency (ANTT) and began operating in September, with a total of US\$4 billion since the start of the concession in 2019.

Boosting the competitiveness of Brazilian agribusiness, the new network connects the northern region of the country to the Port of Santos, as a more sustainable, safer option that enables exporters to increase their efficiency.

MALHA NORTE

Connects the states of Mato Grosso, Mato Grosso do Sul and Goiás to the Port of Santos, representing one of the main export corridors for the volumes generated in the country's largest producing regions.

MALHA PAULISTA

We are currently in the process of modernizing the tracks of the Malha Paulista, to increase the structure's useful life, reduce degradation and cut down on maintenance needs. This action is part of the Company's renewal schedule.

OPERAÇÃO SUL

Operation South is made up of Malha Oeste and Malha Sul, and is responsible Commercial Management, maintenance and execution in the states of Mato Grosso do Sul, Paraná, Santa Catarina, Rio Grande do Sul and south of São Paulo. Apart from the networks, the operation is also responsible for working in the ports of Paranaguá (PR), São Francisco do Sul (SC) and Rio Grande (RS). **GRI 2-2**

The main clients of this operation are Bunge, Vibra, Santa Terezinha, Votorantim and Klabin, among others.

The Southern Operation transported approximately 12,789 million RTK, **corresponding to 16.5% of Rumo's total volume.**

MALHA OESTE

Malha Oeste connects waterway terminals in Porto Esperança (MS) and Ladário (MS) with the network operated by Rumo Malha Paulista in Bauru (SP) and the Bolivian network Ferrovía Oriental, in Corumbá (MS).

On July 21, 2020, we submitted to the National Land Transportation Agency ("ANTT") a request to join the re-bidding process regarding the subject matter of the Concession Agreement entered into between Malha Oeste and the Federal Government, through the Ministry of Transportation.



MALHA SUL

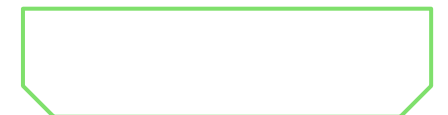
With operations in the three southern states of the country, as well as the southern region of São Paulo, it connects logistics corridors to the region's ports.

CONTAINER OPERATION

Brado Logística is responsible for container logistics in Brazil's main production and consumption hubs. By planning, the Company carries out operations that blend different transport modes with the national network of terminals, storages and ports.

The Container Operation is responsible for the Commercial Management, Maintenance, Storage and Execution of intermodal container logistics and transported approximately 3,820 million RTK, **corresponding to 5% of Rumo's total volume.** **GRI 2-2**

The operations' main clients are: Klabin, Amaggi, Scheffer, Masutti, Minerva, JBS, C.Vale, Copacol, Lar, Coopavel, Jaguafrangos, TRC, Ingredion, Seara, Ypê, ICL and DSM.



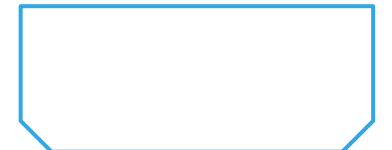
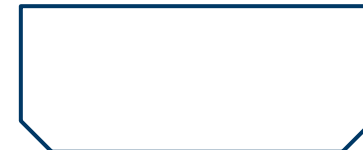


OPERATIONS AT THE PORT OF SANTOS

In 2022, the Company sold 80% of its stake in the port terminals (T16 and T19) in Santos, of which it had control, which represents a capital recycling strategy and makes it possible to develop partnerships for important investments in the port. **GRI 2-2 | 2-6**

FIPS

The Port of Santos Internal Railway line (FIPS) is the new assignee responsible for managing the operation, maintenance, expansion and for defining the entire investment strategy for the rail infrastructure that serves the Port of Santos in the coming years. The association is a partnership between Rumo and other railway companies, MRS and VLI, which has replaced Portofer, the former administrator of the port's roads. **GRI 2-2**



GOVERNANCE

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CAPITALS:



Intellectual



Manufactured

MATERIAL THEME:

- Governance and Ethics

CHAPTER SDGs:



VALUE GENERATION MODEL

As part of our commitments to transparency and sustainability, as of 2023 we have partially adopted the Integrated Reporting model.

Our business strategy guides how we manage the capitals in all our actions and activities, with the aim of positively impacting all of the company's stakeholders.

Find out how we generate short and long-term value for our team, customers, partners, investors, communities and other stakeholders:

OUR CAPITALS



HUMAN

We are all about people, which is why we invest in a diverse team and an inclusive culture that motivates and develops skills and competencies, while ensuring safety and quality in our operations. We also encourage cultural alignment, good relationships and a healthy working environment.



INTELLECTUAL

We foster and produce knowledge that is vital to the business, investing in technology and updating our procedures and protocols. We constantly strive to improve our efficiency, driven by the DNA Rumo culture.



SOCIAL AND RELATIONSHIP

We are committed to transparency and trust in our relations with communities and other stakeholders. We share our values, seeking to strengthen, develop and minimize negative socio-environmental impacts. Through the Instituto Rumo, we work on safety, social empowerment, socio-productive inclusion and education in all our operations.



NATURAL

We work continuously in our operations and in the expansion projects to minimize environmental impact, using co-efficient technologies and practices.



FINANCIAL

Our operations are fully operational through investments and strategic partnerships. Our long-term strategy includes investments in security, maintenance, innovation, technology and expansion.



MANUFACTURED

We have a railway infrastructure of our own and in partnership with other organizations, including locomotives, railway cars, stations, ports and railway terminals. These crucial assets enable us to provide a wide range of services.

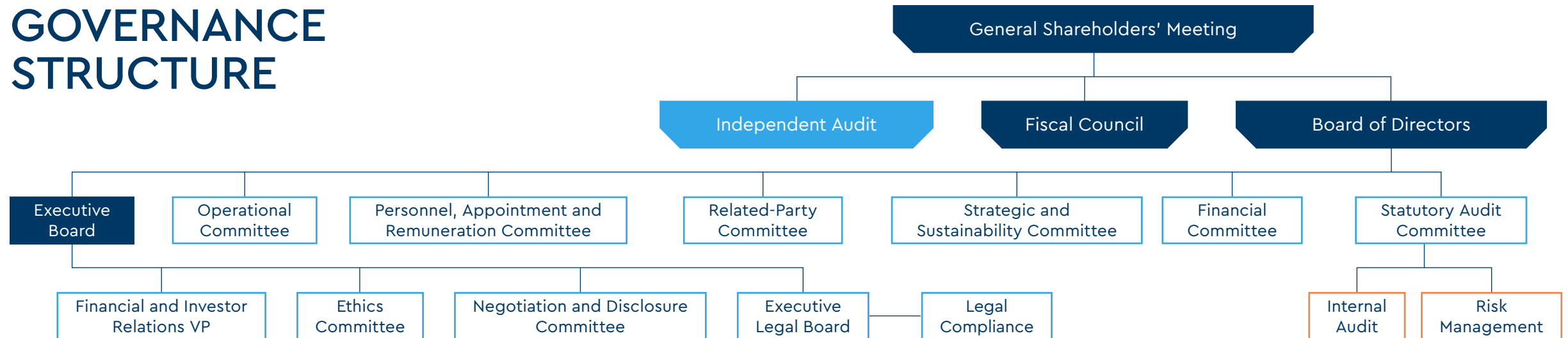
HOW WE GENERATE VALUE



R Solving with efficiency and integrity
U United for safety
M Aiming far with sustainability
O Guided by people

CORPORATE GOVERNANCE

GOVERNANCE STRUCTURE



Committed to the highest Corporate Governance standards, our Governance Structure is comprised of four bodies that act efficiently, with integrity and driven by development: the General Shareholders' Meeting, the Board of Directors, the Fiscal Council and the Board of Executive Officers. We have been a publicly traded Company listed on B3 – Brasil, Bolsa, Balcão since 2004. We are part of the Novo Mercado segment, incorporating the best corporate governance practices into our Bylaws. **GRI 2-9**

The Board of Directors is the body responsible for managing the Company, while the Executive Board is responsible for the ordinary management of operations.

Both bodies act with the advice and support of Advisory Committees, which analyze and support business decisions. The Board of Directors has six advisory committees, namely: Operational Committee, People, Appointment and Compensation Committee, Related Parties Committee, Strategic and Sustainability Committee, Finance Committee and Statutory Audit Committee. The Ethics Committee and the Negotiation and Disclosure Committee advise the Executive Board. **GRI 2-9**

The General Shareholders' Meeting, the Board of Directors and its Advisory Committees, the Fiscal Council and the Board of Executive Officers are responsible for making

decisions and supervising the management of the Company's impacts on the economy, the environment and people. **GRI 2-9 | 2-13**

GENERAL SHAREHOLDERS' MEETING

The General Shareholders' Meeting is responsible for approving matters within its competence, under the terms of the Company's Bylaws, legislation and other extraordinary matters whenever necessary. Shareholders meet mandatorily once a year, in the first four months after the end of the fiscal year. **GRI 2-9**

BOARD OF DIRECTORS

The Board of Directors is in charge of setting the guidelines to be followed and the actions taken to achieve the objectives set at the General Meeting. They act by guiding the actions of the Executive Board in order to maximize the return on investments and positive socio-environmental impacts.

The Board of Directors meets ordinarily every quarter and extraordinarily whenever it deems necessary to approve matters within its scope, under the terms of the Bylaws and current legislation. **GRI 2-9**

To select and appoint the Board of Directors, the Company has a Nomination Policy for the Board of Directors, which establishes criteria and competencies that must be observed when nominating candidates to join this body. Among the criteria, we consider previous experience, knowledge of finance and accounting, markets and compliance, good governance practices, strategic vision, gender and age diversity, availability of time and cultural aspects. **GRI 2-10**

The Board members undertake commitments compatible with the activities carried out on the Board, according to their experience and availability. **GRI 2-9**

Our Board of Directors is currently comprised of 10 sitting members, all elected by the Annual General Meeting and, according to our policies, the Board can be composed of between nine and 17 members. 30% of the members are independent, a higher number than required by the Novo Mercado regulations and the Company's Bylaws, demonstrating our commitment to bringing a relevant external perspective to Rumo. Among the sitting members, we have three women on the Board. **GRI 2-9**

The Chairman of the Board position cannot be combined with that of the Company's Chief Executive Officer. **GRI 2-11**

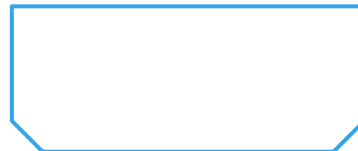
PERFORMANCE EVALUATION

Rumo's performance evaluation is applied to the Board of Directors and the Advisory Committees members on an annual basis by a third-party company. **GRI 2-18**

The main criteria used to assess the Board of Directors and Committee members are: competence and professional profile, knowledge about the Company and the quality of the review and discussion of the matters raised; the organization of meetings and the body's active contribution to the decision-making process. **GRI 2-18**

The annual Board of Directors' performance evaluation is conducted as a collegiate self-assessment, in which open-ended questions are asked so that respondents can give their opinion on performance and opportunities for improvement. **GRI 2-18**

Following the evaluation, the Company sets out an action plan based on the responses. Between 2022 and 2023, we improved the onboarding and governance process, with exclusive sessions with new board members and improvements to the procedure for approving deliberative issues. **GRI 2-18**



BOARD OF DIRECTORS MEMBERS

Rubens Ometto Silveira Mello

Chairman | Attended 100% of meetings in 2023

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

Marcelo Eduardo Martins

Vice-President | Attended 100% of meetings in 2023

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

Maria Rita de Carvalho Drummond

Member | Attended 100% of meetings in 2023

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

José Leonardo Martin de Pontes

Member | Attended 89.5% of meetings in 2023, since being elected

Skills: Experience as CEO or Chairman, Industry Experience, International Experience, Administration and Finance, Corporate Governance, Strategic Planning and Logistics.

Burkhard Otto Cordes

Member | Attended 100% of meetings in 2023

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

Julio Fontana Neto

Member | Attended 100% of meetings in 2023

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

Riccardo Arduini

Member | Attended 100% of meetings in 2023

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

Maria Carolina Ferreira Lacerda

Titular and Independent | Attended 100% of meetings in 2023

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

Marcos Sawaya Jank

Member and Independent | Attended 100% of meetings in 2023

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

Janet Drysdale

Member and Independent | Attended 100% of meetings in 2023

Skills: Experience as Vice-President, Experience in the Sector, International Experience, Administration and Finance, Sustainability, Corporate Governance and Strategic Planning.

Giancarlo Arduini

Alternate

Skills: Administration and Finance and Legislation


All Board of Directors members were elected on April 19, 2023 and have two-year terms, which are scheduled to end in August 2025.

GRI 2-9



30% of members are independent*

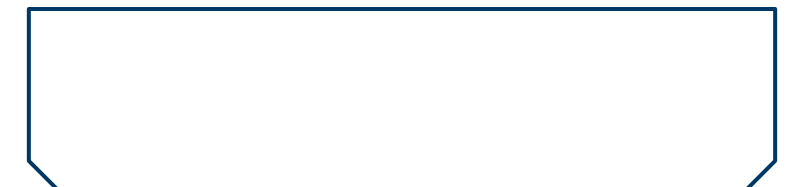
GRI 2-9



30% of members are women*

GRI 2-9

* Disregarding the Alternate Member.



EXECUTIVE BOARD

The Executive Board is the body that acts directly in the daily management of the Company, implementing the policies and actions required to achieve the goals set by the Board of Directors. The Company currently has a president and six vice-presidents: Finance and Supplies; People, IT, Communication, ESG, Property Security, Loss Prevention and Facilities; Operations; Commercial; Expansion and Regulation; and Legal. **GRI 2-13**

In conjunction with the Board of Directors, the Executive Board organizes meetings with various stakeholders on ESG issues, with the aim of promoting the Company's sustainability commitments, as well as discussing the different demands of these stakeholders. **GRI 2-12**

STATUTORY EXECUTIVE BOARD MEMBERS¹

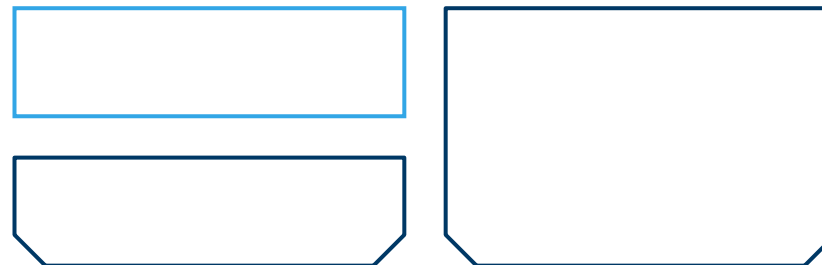
João Alberto Fernandez de Abreu
CEO

Rafael Bergman Financial VP and Investor Relationship Director	Pedro Marcus Lira Palma Commercial VP
Daniel Rockenbach Operation VP	Guilherme Penin Santos de Lima Regulation and Expansion VP

FISCAL COUNCIL

The Fiscal Council works to protect the assets and financial interests of Rumo and its shareholders, inspecting accounting statements and requesting information and clarifications from the Company's management and auxiliary bodies. The Board is made up of a chairman and four sitting members who report directly to the shareholders. **GRI 2-9**

All Fiscal Council members were elected on April 19, 2023 and serve one-year terms ending in 2024.



¹ On February 28, 2024, the Company published a Material Fact and a resolution by the Board of Directors to change the Company's executive officers. The current term of office and composition of the Executive Board will end at the Annual Shareholders' Meeting in April 2024, and any changes may occur during the 2024 financial year.

FISCAL COUNCIL MEMBERS

Luis Claudio Rapparini Soares
Independent Chairman | Attended 100% of meetings in 2023

Marcelo Curti
Independent Member | Attended 100% of meetings in 2023

Carla Alessandra Trematore
Independent Member | Attended 100% of meetings in 2023

Reginaldo Ferreira Alexandre
Independent Member | Attended 100% of meetings in 2023

Guido Barbosa de Oliveira
Independent Member | Attended 100% of meetings in 2023

Paulo Clovis Ayres Filho
Independent Alternate

Elaine Maria de Souza Funo
Independent Alternate

Vasco de Freitas Barcellos Neto
Independent Alternate

Nadir Dancini Barsanulfo
Independent Alternate



LEADERSHIP COMPENSATION

The Company has a compensation policy for managers and the Fiscal Council, approved by the Board of Directors and available on our website, which sets out the guidelines for ensuring adequate compensation, in line with market standards, for the statutory officers, Board of Directors members, members of its advisory committees and Fiscal Council members. **GRI 2-19**

The individual compensation of Board of Directors members and executive officers is defined by the Company on the basis of market research, aiming to equalize the compensation with the metrics applied by compatible publicly traded companies listed on B3, including the compensation of its managers with market parameters and with the requirements of shareholders and other stakeholders. **GRI 2-20**

The Company bases all managers' variable compensation on the achievement of objectives expressed by Key Performance Indicators (KPIs), drawn up through financial targets and projects to be achieved. Every target has an individual performance indicator, which assesses each director's individual and specific contribution to the Company's overall result. The indicators used can be direct, i.e., linked to a line of the Company's results, its costs and expenses, and/or indirect, i.e., linked to a productivity or operational measure of the Company. **GRI 2-19**

On December 19, 2016, the Company's Extraordinary General Meeting approved the Share-Based Compensation Plan, which was amended on July 22, 2020 ("Share Plan"), providing for the distribution of shares issued by the Rumo's executives and managers of Rumo and its subsidiaries. **GRI 2-18 | 2-19**

The participants in each program are nominally appointed by the Board of Directors, and there is no obligation to assign the status of participants to all of the Company's employees and executives, nor to distribute the same number of Restricted Shares or Options to beneficiaries at the same level. Different aspects, such as the complexity and essentiality of the job, the employee's potential, participation in strategic projects and the employee's performance, are taken into account when defining the beneficiaries and the individual quantities granted. **GRI 2-19**

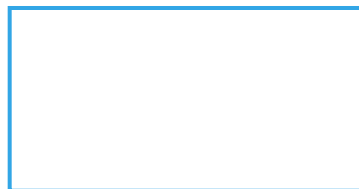
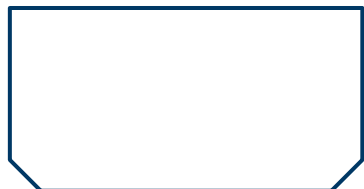
Compensation policies for the Company's other employees are defined by the Compensation and Benefits department and by the non-statutory Personnel, Appointment and Compensation Committee, which advises the Board of Directors and is approved by the Executive Board, through analyses that take into account market practice and Rumo's strategy and guidelines. This Committee is responsible for overseeing compensation and recommending policy reviews when necessary. **GRI 2-19 | 2-20**

We also have a private pension plan, the "Plano de Aposentadoria Futura", administered by Futura II – Entidade de Previdência Privada for all employees, regardless of salary and hierarchical level, or time in service. The plan provides normal retirement, early retirement, disability retirement, death pension, deferred promotional benefit and minimum benefit. The funds in the Futura Retirement Plan are invested in different fixed and variable income investments, at the discretion and responsibility of each employee. In the event of termination, employees can continue to participate in the Plano de Aposentadoria Futura, redeem their funds or transfer them to another supplementary pension fund. In addition, the employees' retirement plans follow the established legal regulations. **GRI 2-19**



For more information on the Compensation Policy for Managers and the Board, please visit:

<https://ri.rumolog.com/en/corporate-governance/bylaw-codes-and-policies/>



ADVISORY COMMITTEES

The Advisory Committees are consultative bodies of the Board of Directors and the Executive Board, which support research, development and analysis of economic, environmental, social, operational and corporate governance issues, according to their specific scope. **GRI 2-13**

Committee members are elected by the Board of Directors from among its own members, with the exception of the Operational Committee, the Statutory Audit Committee and the Negotiation and Disclosure Committee, which have Internal Regulations defining their composition. Operational Committee members are elected from among the members of the Board of Directors, the Executive Board and other operational areas that add value to the topics within their scope of responsibility, while Statutory Audit Committee members are chosen for their independence and technical knowledge, and report on their actions every two months. **GRI 2-9**

Get to know Rumo's non-statutory Advisory Committees:

OPERATIONAL COMMITTEE

The Operational Committee sets and controls operational indicators, seeking opportunities to achieve the established objectives.



5 members with 2-year terms.
4 meetings held in 2023.

STRATEGIC AND SUSTAINABILITY COMMITTEE

The Strategic and Sustainability Committee is involved in sustainability and the environment, dealing with mergers and acquisitions (M&A), investment allocation, associations and strategic partnerships, as well as business opportunities (investments and/or divestments). It is also responsible for monitoring compliance with the legal obligations related to the sustainable development of the Company's business, through policies, strategies, actions and projects, including social and environmental management and communication, as well as evaluating the reports issued by regulatory bodies on the Company.

GRI 2-9 | 2-12 | 2-17

The Strategic and Sustainability Committee reports to the Board of Directors every quarter. Among the issues it reports on are the sustainability strategy, social and environmental impacts and the approval of the Company's Sustainability Report. Over the year, the Strategic and Sustainability Committee fostered dialog and internal discussions on the environment, social initiatives and action plans for the coming years. **GRI 2-17**



3 members with 2-year terms.
4 meetings held in 2023.

FINANCIAL COMMITTEE

The Financial Committee's advisory role is to deal with cash flow (liquidity), investments of available financial resources, fundraising opportunities, capital structure and the Company's opportunities in the capital markets.

GRI 2-9



3 members with 2-year terms.
4 meetings held in 2023.

PERSONNEL, APPOINTMENT AND COMPENSATION COMMITTEE

The Personnel, Appointment and Compensation Committee is tasked with providing the Board of Directors with input for decision-making on strategic issues related to the Personnel department, which includes fixed and variable compensation for managers and other employees, diversity, development and leadership, as well as goals definition and control.

GRI 2-9 | 2-12



5 members with 2-year terms.
5 meetings held in 2023.

All non-statutory Committees report directly to the Board of Directors and meet quarterly. **GRI 2-9**

STATUTORY AUDIT COMMITTEE

The Statutory Audit Committee contributes to monitoring and controlling the quality of the Financial Statements, internal controls and risk management and compliance, operating in compliance with Law No. 6,404/1976 (Brazilian Corporate Law), the Bylaws, the Novo Mercado Listing Regulations (Novo Mercado Regulations) and the respective resolutions and regulations of the Brazilian Securities and Exchange Commission (CVM).

GRI 2-9 | 2-12



3 members with 2-year terms.
7 meetings held in 2023.

RELATED-PARTY COMMITTEE

The Related Parties Committee is a statutory advisory body to the Board of Directors, with independent members, which aims to assess all transactions involving the Company's Related Parties. It must ensure that contracts are signed with related parties under market conditions, recommending to the Board of Directors the approval of transactions, or forwarding an unfavorable opinion on the signing of transactions that are at odds with market conditions. **GRI 2-9**



3 members with 2-year terms.
3 meetings held in 2023.

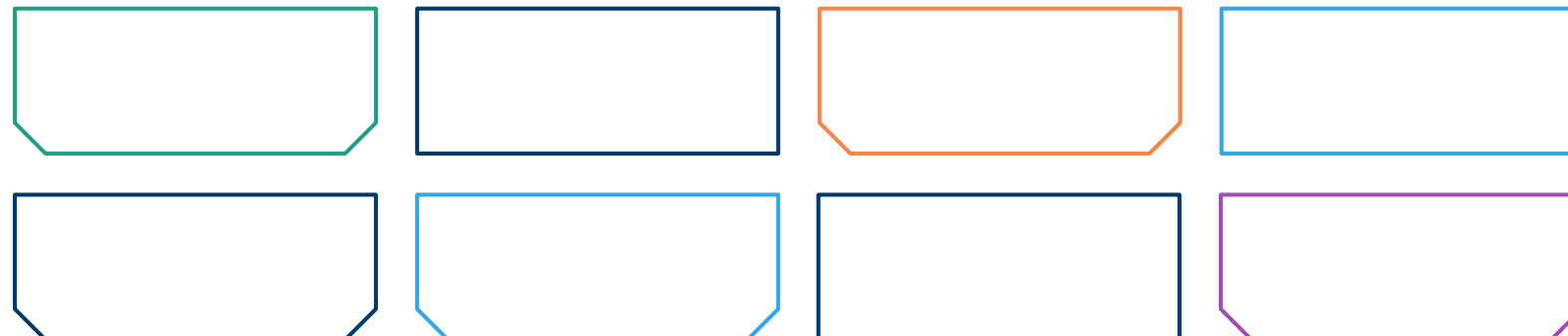
NEGOTIATION AND DISCLOSURE COMMITTEE

The role of the Negotiation and Disclosure Committee is to advise the IR Board on decisions regarding the disclosure of relevant facts and information to the market, to clarify doubts regarding the negotiation of shares by people subject to the Securities Negotiation Policy and Information Disclosure Policy, among others. The Committee also advises the Investor Relations Director, under the terms of the Securities Trading Policy and Information Disclosure Policy. It is currently made up of the two mandatory executives, the Investor Relations Director, the Chief Executive Officer and two Senior Management members. It meets whenever convened by the IR Director. **GRI 2-9**



4 members with 2-year terms.

The Committee meets periodically at the request of the Investor Relations Board.



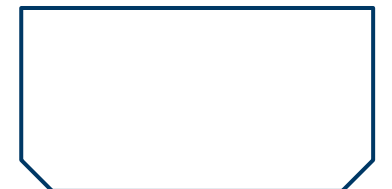
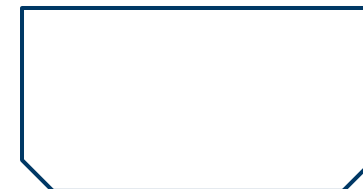
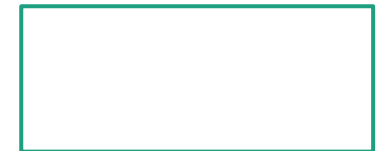
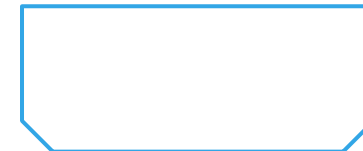
 **The Board of Directors and Advisory Committees' Regulations are available at:**
<https://ri.rumolog.com/en/corporate-governance/bylaw-codes-and-policies/>



ETHICS IN BUSINESS

At Rumo, we follow the highest moral and ethical standards, based on solid values and a commitment to creating a decent working environment, in full compliance with applicable domestic and international laws. Not just a norms, rules and laws, for us, ethics is related to our behaviors that involve a range of attitudes that are part of our daily lives. **GRI 3-3**

Our interactions are based on respect, harmony, fairness and honesty, just as our corporate structure is marked by compliance, policies, tools and a constant search for improvement to ensure transparency and ethics in our relationship with all our stakeholders. **GRI 3-3**



HUMAN RIGHTS

All our activities and relationships in the Company are guided by the Human Rights principles. We believe that respect for each individual, regardless of differences in culture, origin, ideas, race, ethnicity, religion, sexual orientation, economic class, gender identity or academic background, is crucial to the business's development.

GRI 2-23 | 3-3

We do not tolerate child labor or any practices analogous to forced labor, human trafficking or any type of modern slavery, and we respect and encourage freedom of association and collective bargaining, good relations with communities and promoting health and safety.

GRI 2-23 | 408-1 | 409-1

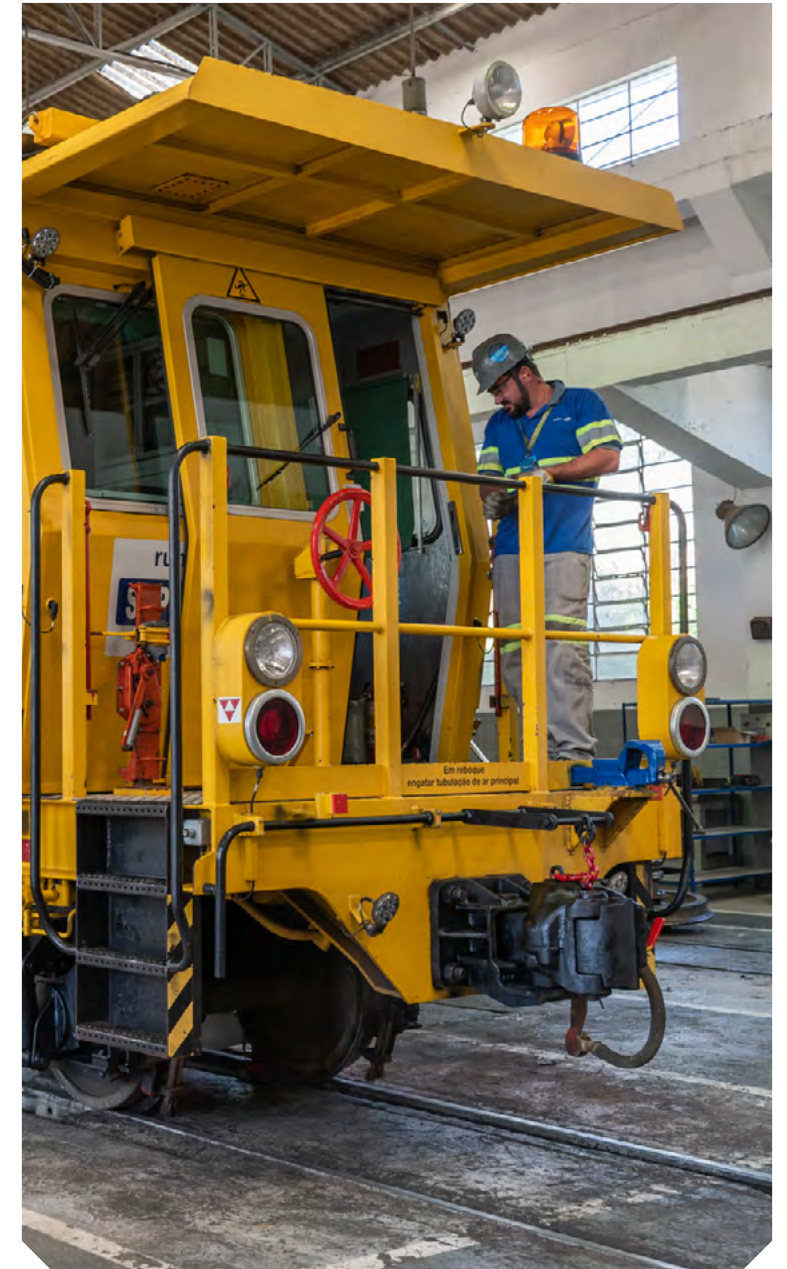
We follow international best practices and standards related to human rights, such as:

- Universal Declaration of Human Rights;
- United Nations Guiding Principles on Business and Human Rights;
- United Nations Global Compact;
- Labor laws in force.

To that end, we follow the Specific Human Rights Policy, which lays down the guidelines and general principles for Rumo's actions in this area. The Policy was approved by the Board of Directors and applies to Rumo and its units. **GRI 2-23**

In relation to its service providers, Rumo has strict procedures for monitoring compliance with labor rules in relation to third-party workers, including on-site verification of work fronts and lodgings, in order to assess the conditions provided. **GRI 308-1 | 409-1**

We also ensure that all our suppliers are informed through Rumo's official channels about the Company's internal policies. For this purpose, we have included a consent clause on the Code of Conduct, Human Rights Policy and Sustainability Policy in the contracts of both our own employees and third parties. **GRI 2-23**



Find out more about our Human Rights Policy by [clicking here](#).

TRANSPARENCY AND ETHICS IN BUSINESS



At Rumo, transparency and ethics are solid commitments that guide our operations and relations with our stakeholders. We emphasize a transparent and clear approach, providing relevant and accurate information. Our commitment to high ethical standards is reflected in all our business practices, encouraging integrity, respect and responsibility in all our activities. **GRI 2-23**

The main policies adopted at Rumo are:

- Related Party Transactions Policy;
- Contributions and Donations Policy;
- Anti-corruption Policy;
- Public Bodies Relations Policy;
- Risk Management Policy;
- Human Rights Policy.

Reinforcing our commitment to ethics, all employees are asked to familiarize themselves with Rumo's policies and sign the acceptance form for its Code of Conduct and Conflict of Interest Policy.



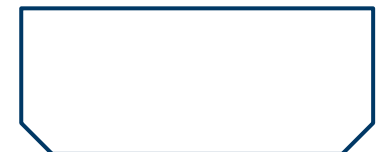
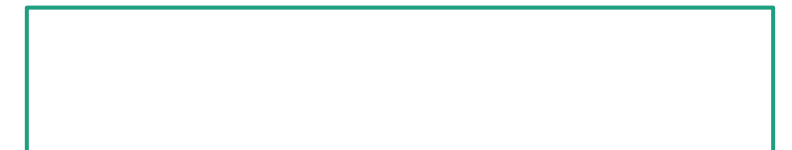
Discover these and other internal policies and procedures adopted by Rumo:

<https://ri.rumolog.com/en/corporate-governance/bylaw-codes-and-policies/>

RUMO LEADERSHIP PROGRAM

Over the year, the Rumo Leadership Academy organized awareness and sensitization actions with all of the Company's leadership, starting with the coordinators. During the program, we addressed key human rights topics, such as respect, ethics and integrity, offering training to fight moral and sexual harassment and any form of discrimination, prejudice, unconscious bias and hate speech. **GRI 404-2**

The program fostered important reflections and discussions on the topics of gender, race, sexual orientation, people with disabilities and abuse of authority. We emphasized the features of respectful, inclusive, diverse and equitable leadership, which contribute to employees' sense of belonging. As well as the importance of the leader in promoting a safe environment that does not affect employees' mental health.



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

In an effort to build a healthy and respectful working environment, we have launched the "Nos trilhos da ética" Campaign, aimed at preventing bullying and sexual harassment, encouraging the use of the ethics channel and encouraging the new Code of Conduct, a document that guides attitudes and decisions on the best way for employees to act. **GRI 2-24**

The Campaign also included training in the areas covered for the whole leadership: integrity, human rights and diversity. In 2023, the entire Company was recertified with the new Code to establish the main policies and all employees must take the training courses available in the on the Training and Learning Platform (POC). **GRI 2-24**

To stimulate debate on the subject, we also provided educational examples and the best conduct to be adopted in cases of non-compliance with the Code of Conduct, for employees to take home and discuss with their families and children. **GRI 2-24**

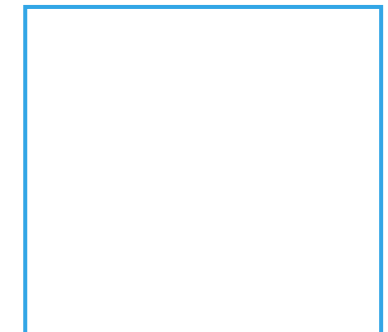
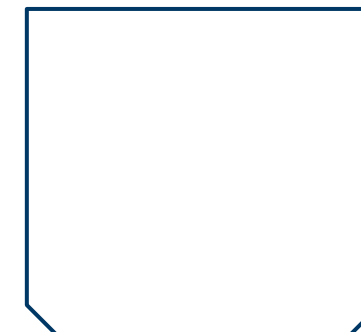


COURT SETTLEMENTS

In 2023, we implemented several actions that prioritized fronts related to working conditions and human rights, both for direct employees and service providers.

Specifically in Malha Paulista, we have adopted a Continuous Monitoring Program, which aims to monitor, inspect, verify and remedy any irregularities found. As already reported, the Program was implemented under a legal agreement reached in 2022 with the Federal Attorney General's Office (AGU).

During 2023, we invested over BRL 8.6 million in renovating structures and expanding tools to enable inspection, including carrying out human rights due diligence on more than 4,000 third-party workers.



NEW CODE OF CONDUCT

At Rumo we define our robust values and reinforce our commitment to society in our Code of Conduct. The document provides the guidelines for conducting the business and our relationship with employees, business partners, suppliers, customers, shareholders and the community in general. **GRI 2-23**

Our new Code of Conduct, updated in 2023, is reflective of Rumo's dedication to strengthening the culture of integrity, trust and respect in the Company, as well as contributing to improving the working environment and relationships, based on pillars such as: respect, honesty, transparency and integrity, with social and environmental responsibility. **GRI 2-23**

For this purpose, we worked on a document with language that is straightforward for employees, as well as adopting a more modern look to make the content easier to understand. The document translates the attitudes, values and actions that are already part of Our Way of Being, which are commonly adopted to curb conflicts of interest in the conduct of our business, promoting diversity, fairness and inclusion, as well as guiding the attitudes and decisions of our stakeholders. **GRI 2-23**

The Code is managed jointly by Rumo's Legal Compliance and Internal Controls areas. The document was approved by the Ethics Committee, Statutory Audit Committee and the Board of Directors. Reading and signing up to the Code of Conduct is compulsory and must be formalized by means of an acceptance form, including in the event of changes. It is also an opportunity to get to know our guidelines in depth. **GRI 2-23**

The Code addresses the issue of conflicts of interest in order to provide guidance on activities that may conflict between employees and third parties. We also have a Related Party Transactions Policy, which addresses the issue and lays down the employee's responsibilities to refrain from making decisions on specific contracts or situations if there is a potential conflict of interest. The policy also defines how the conflicting situation should be reported, including the corresponding justification and indication of refrain. **GRI 2-15**

Shareholders and Board of Directors members are legally prevented from voting on matters of self-interest or related matters submitted for approval to the General Meeting or Board of Directors Meeting, respectively, and the shareholder or Board member concerned must abstain from voting on such matters. **GRI 2-15**

The Board of Directors' Internal Regulations also set out the conduct expected in the event of a conflict of interest. According to its rules, it is the duty of the Board of Directors member to communicate this fact to the other members in a timely manner, and the manifestation of the conflict of interest should be included in the minutes of the meeting, since all meetings of the Board of Directors are held with the exception of the duty of secrecy in relation to the Company's business, as well as the duty to manifest any conflict of interest, and those conflicted should abstain from voting and from taking cognizance of information in this regard. **GRI 2-15**

In 2023, we did not record any cases of conflict of interest within the Meeting or the Board of Directors. **GRI 2-15**

 **Access Rumo's new Code of Conduct by clicking [here](#)**



ETHICS CHANNEL

In an effort to increase credibility and efficiency, in 2023 we implemented a new internal service structure for the Ethics Channel to report inappropriate conduct or violations of internal policies. The changes to the Channel were devised following the Ethical Culture Survey, which identified the bottlenecks in service. **GRI 2-25**

As a result, we have a third-party company, ICTS, to apply the methodology, conduct and operation, ensuring the anonymity of the whistleblower and the reports' confidentiality.

The channel can be accessed by telephone (0800 725 0039) or via the website (<https://canaldeetica.com.br/cosan/#home?!lang=en-US>). **GRI 2-26**

ICTS classifies the reports and forwards them to the Company, which investigates the complaints, with the support of other multidisciplinary departments, such as the People & Culture team, Legal, among others, taking corrective or preventive action, contributing to the development of the Company's Integrity program. The area responsible submits all reports received to the Ethics Committee on a managerial basis, guaranteeing anonymity as its essence. **GRI 2-23**

The Channel is a confidential and secure way for employees, third-party service providers and the external public to report wrongdoings, such as unethical behavior, harassment, discrimination, corruption, crimes, fraud, child or slave labor and other irregularities that harm people and Rumo's business and go against the Company's values and guidelines.

All the complaints received are classified by ICTS according to their impact (critical, high, medium and low) and the type of incident. They are then passed on to the Compliance department, which is responsible for investigating and dealing with them, with the support of other multidisciplinary departments, such as the People & Culture and Legal teams, among others.

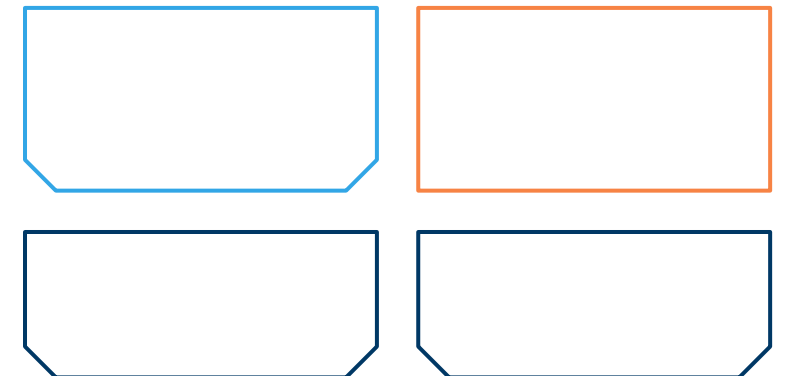
Once the investigations are complete, reports can be classified as well-founded, partially well-founded, not well-founded or inconclusive. In the case of reports deemed to be well-founded, corrective or preventive actions are taken.

The Ethics Committee meets monthly to present the high and critical impact cases that have been investigated and are being investigated. This meeting is attended by the Financial VP, Personnel, Legal, the People Director and the Compliance team. **GRI 2-16**

In 2023, we had 911 reports opened, 86 of which were critical or high impact, which were brought to this Committee. **GRI 2-16**

Through this channel, Rumo reinforces its commitment to transparency, integrity and the strengthening of an ethical corporate culture, encouraging responsible conduct and tackling any form of non-compliance, promoting the sustainability of the business and contributing to the construction of an increasingly upright society.

This is such an important topic for us that we provide live training for new managers every month. We encourage our leaders to reflect on their role in creating an ethical and respectful environment.



FIGHTING CORRUPTION

We assess our suppliers, beneficiaries of donations and sponsorships for integrity and other issues related to corruption.

We analyze third-party counterparties taking into account the purpose of the contract, the operation's risks and preventive measures, which include action plans to reduce risks and regular monitoring of cases classified as high risk, such as negotiations with counterparties under administrative or judicial investigation, in Brazil and abroad; business 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.

All 7,905 active employees at the Company, including the 1,696 new employees, were communicated and trained on anti-corruption procedures in 2023. The mandatory trainings were: Coffee and Compliance; Code of Conduct – RUMO 2023; Compliance – What is it?; Compliance: What to do; Rumo Code of Conduct; and Compliance Training. **GRI 205-2**

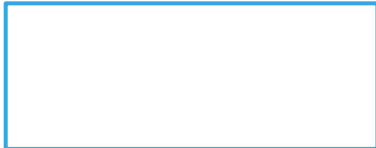


TOTAL NUMBER AND PERCENTAGE OF OPERATIONS SUBMITTED TO CORRUPTION-RELATED RISK ASSESSMENTS **GRI 205-1**

	2021	2022	2023
Total operations	305	447	525
Percentage of operations submitted for assessment	100%	100%	100%

In 2023, 525 assessments were carried out, covering integrity analysis in 100% of the Company's relationships with suppliers, sponsors and relevant consultancies.

During 2023, there were no records related to corruption. **GRI 205-3**



RISK MANAGEMENT

At Rumo, we have a risk management system designed to protect and safeguard the Company against possible risks that could affect our operations, strategy, communities and the environment. As such, the process of identifying, assessing and managing the current and emerging risks to which Rumo is exposed in its operations is carried out in an integrated manner between the Company's departments. The process allows for a precise definition of the degrees of impact, likelihood of occurrence, affected areas and the implementation of effective measures, ensuring the reliability, safety and sustainability of our activities. **GRI 3-3**

All the mapped and monitored risks presented next are followed up in order to define how the company should act to help with the specific handling. That combined action allows the Company to have an in-depth view of the risks and controls, providing a better assessment of the actions taken to deal with the risk. **TCFD**

Rumo carries out an annual Risk Management Program (PGR), to manage and mitigate risks. In the Program, all risks are mapped and the data is used to support the adoption of an action plan by the areas, so that they can be eliminated or mitigated. **GRI 403-3**



STRATEGIC RISKS

Associated with senior management decision making and may generate a substantial loss to the Company's economic value.

MATERIAL TOPICS

- Safety and Operational Risks;
- Governance and Ethics.

ASSOCIATED CAPITALS

- Financial;
- Human;
- Intellectual.



MARKET RISKS

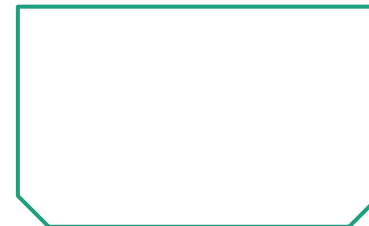
Rumo's performance is directly linked to the agricultural sector since most of its transported cargo comes from this sector. This performance is influenced by crop size, export dynamics and other factors, which are impacted by climatic conditions, planted area, pests and producer profitability. Export dynamics are determined by the global supply and demand of agricultural cargoes, which may vary according to the growth of animal protein consumption and the performance of crops in other countries.

MATERIAL THEMES

- Climate Change and Emissions Management;
- Governance and Ethics;
- Safety and Operational Risks.

ASSOCIATED CAPITAL

- Financial;
- Natural.



FINANCIAL RISKS

Linked to the exposure of the Company's financial operations, they are classified into:

- **Foreign exchange:** associated with market volatility and may affect the Company when it has assets or liabilities linked to foreign currency.
- **Interest:** also associated with market volatility. The Company may, from time to time, contract debts and derivatives indexed to fixed or floating interest rates, however, changes in the risk perception of market agents may generate volatility in the yield curves and, thus, increase the Company's financial expenses.
- **Liquidity:** related to loss of capital and/or inability to liquidate assets to meet obligations.
- **Credit:** associated with the Company's counterparties who may, eventually, fail to honor their commitments and obligations.

MATERIAL THEMES

- Safety and Operational Risks.

ASSOCIATED CAPITAL

- Financial;
- Social and Relationship.

COMPLIANCE RISKS

Exposure to non-compliance with laws and regulations issued by central and local governments, as well as regulations issued by national regulatory bodies or even of an internal nature. They are associated with the prevention of money laundering, ensuring integrity, reducing and mitigating environmental impact, etc.

MATERIAL THEMES

- Governance and Ethics;
- Safety and Operational Risks;
- Community Relations;
- Human Rights;
- Diversity, Equity and Inclusion.

ASSOCIATED CAPITAL

- Financial;
- Human;
- Natural;
- Social and Relationship.

TECHNOLOGICAL RISKS

The Company is dependent on the use of information technology systems in its operations, which can expose it to vulnerable situations. Risks may include network failures, natural disasters, sabotage, vandalism, terrorist attacks, software errors, and malicious acts committed by cyber criminals, among others. Moreover, there is also the need to comply with data protection laws, general Information Technology controls and ensure their proper application.

MATERIAL THEMES

- Safety and Operational Risks;
- Human Rights.

ASSOCIATED CAPITAL

- Financial;
- Social and Relationship;
- Intellectual.

OPERATIONAL RISKS

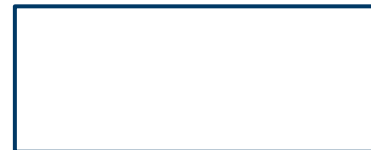
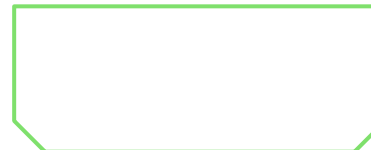
Refers to the possibilities of loss of production, assets, customers, revenues, resulting from failures, deficiencies or inadequacy of internal processes, people and systems, as well as external events such as natural disasters, fraud, strikes, vandalism and terrorist acts. Operational risks generally result in reduction, degradation or interruption, total or partial, of activities, with a negative impact on the company's reputation, in addition to the potential generation of contractual, regulatory and environmental liabilities.

MATERIAL THEMES

- Climate Change and Emissions Management;
- Safety and Operational Risks;
- Relationship with Communities.

ASSOCIATED CAPITAL

- Financial;
- Human;
- Social and Relationship;
- Natural and Manufactured.



ENVIRONMENTAL RISKS

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

It focuses on preventive action for the benefit of the environment, the community and the Company, also acting in compliance with applicable legal requirements, avoiding the generation of legal proceedings and fines.

MATERIAL THEMES

- Safety and Operational Risks.

ASSOCIATED CAPITAL

- Natural;
- Financial;
- Social and Relationship.

Check out our Climate Risk Management processes on page 100.

EMERGING RISKS

We are exposed to emerging risks that are considered long-term risks, with new conditions and/or circumstances and that have a high degree of uncertainty regarding their materialization, severity and probability of occurrence. Considering our strategic planning and the continuity of our business, we identified potential impacts on our operations and results, which may require adaptations to our strategies. Below we highlight two emerging risks that are highly relevant to our business:

- Technological advances may affect demand for our products and services or require substantial capital investments to remain competitive.
- Operations and results may be adversely impacted by natural disasters, specifically rain.

MATERIAL THEMES

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

ASSOCIATED CAPITAL

- Natural;
- Intellectual;
- Manufactured;
- Financial.

WE UNDERSTAND THAT THERE ARE FOUR WAYS TO PROMOTE PROTECTION AND DEAL WITH RISKS:

TO AVOID

When, from an early view of the processes, we completely eliminate the risk-generating factor.

TO REDUCE

We apply internal controls that significantly reduce our exposure and impact to risks.

TO SHARE

When we understand that the risk can be managed with parties outside the Company, we act by sharing responsibilities.

TO ACCEPT

We accept risks when we understand that their impact is irrelevant given their low probability of occurrence.


RISK MANAGEMENT STRUCTURE

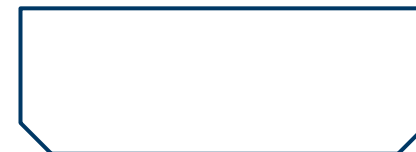
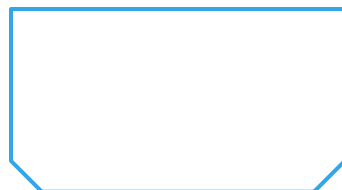
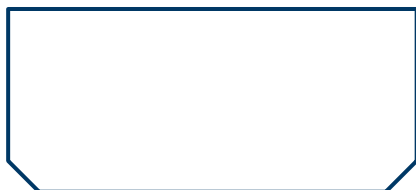
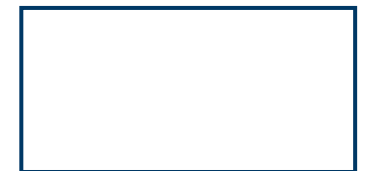
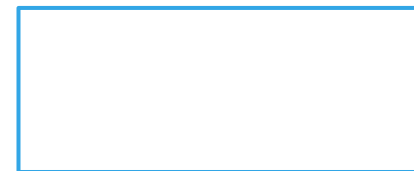
The Board of Directors, together with the Advisory Committees, are responsible for managing risks according to their functions (learn more on page 27), based on the evaluation of periodic reports on risks produced by the Statutory Audit Committee. This Committee is responsible for verifying the adequacy of the operational structure and internal controls to ensure the effectiveness of the risk management policy. **GRI 3-3**
TCFD

We have several areas that work together to manage strategic and operational risks, such as the Statutory Audit Committee, the Internal Controls, Compliance and Information Security areas and the Integrated Security Management (GSI), as well as Cosan's Internal Audit, Risk Management and Compliance Committee teams, which work in an integrated manner.

Additionally, we prepare business continuity plans for immediate assistance if risks materialize.



 **Check out more information on Risk management in the Reference Form clicking [here](#).**



CYBER SECURITY

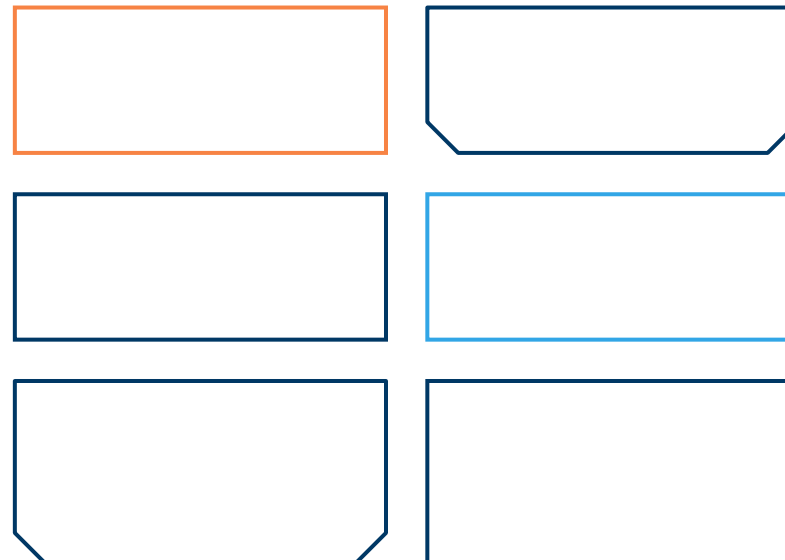
We understand that cybersecurity and information security are priorities. Therefore, we seek to guarantee the integrity, confidentiality and availability of our information systems, ensuring business continuity and the trust of customers and partners.

The Chief Information Security Officer (CISO) works in a matrix manner for all companies in the Cosan portfolio: in partnership with the Business Information Security Officers (BISO) of each of the group's businesses.

In the governance structure, Information Security Management reports to each Company's IT Director – and also to the CISO. The Information Security team is responsible for access controls and authentication, monitoring and detecting threats, evaluating team protection, carrying out tests and simulations, to prevent virtual scams.

In this sense, we reinforce our commitment to complying with national and international laws and standards on privacy and protection of personal data, which includes the General Personal Data Protection Law (LGPD). **GRI 2-23**

Aiming to promote acculturation and reinforce employees' awareness of the importance of cybersecurity, we promote training on the topic, with information on the main concepts of LGPD and knowledge testing on the topic. **GRI 2-24**



Rumo makes its [Privacy Policy](#) available in a transparent and accessible way, both on the website and on the Company's internal channels. Additionally, we seek to ensure that privacy concerns are appropriately addressed and handled appropriately. That's why we provide a communication channel for sending questions and requesting guidance dedicated to third parties, former employees and employees, via the Company's Data Protection Officer (DPO) email, rumolgpd@rumolog.com.

PROGRAMA GUARDIÃO (GUARDIAN PROGRAM)

At Rumo we believe that we are all responsible for protecting data and information. That's why we provide our employees with the necessary conditions to ensure security in the virtual environment as well.

We launched the Guardian Program in 2023, an initiative of the Information Security team to raise awareness and inform our people about how to keep their data and that of the company safe. During the year we launched several campaigns on the subject:

- Internal threats;
- Document disposal;
- External devices;
- Social engineering;
- Use of VPN;
- Cloud services clean desk;
- Privacy & data protection;
- Social networks and phishing;
- Passwords and ransomware;
- App security, travel and permissions.

Thanks to these campaigns, we are alerting people to the importance of identifying threats and preventing attacks, as well as good practices in the virtual environment.



INFORMATION SECURITY MANAGEMENT

We frequently carry out attack simulation, vulnerability management and cyber crisis processes.

We also conduct simulated cyber-attacks and security breaches together with external consultants to assess the effectiveness of the Company's defense systems, and the results contribute to improvements in processes and tools.

Vulnerability tests are carried out on several security layers, with varying seasonality depending on the nature of the test – which can be carried out weekly, monthly or annually.

CYBER DEFENSE & INFORMATION SECURITY CENTER

Rumo's Cyber Defense & Information Security Center is an initiative that aims to drive discussion and continuous improvement in cyber security and information protection practices. The forum brings together experts and professionals in the field to share knowledge, exchange experiences and develop strategies to face the challenges related to cyber security. By doing so, we seek to strengthen the company's defenses against cyber threats, promoting awareness of the importance of information security at all levels of the organization.



INFORMATION SECURITY WORKSHOP

In 2023, we held the first Information Security workshop at Rumo. The event took place in person in October, where we brought together over 30 employees from different departments of the company to raise awareness in the virtual environment. Through the workshop, we shared knowledge, experience and discussed the current challenges related to cyber security, protecting the use of data, systems and our operations.

STRATEGIC MANAGEMENT

Sustainable Growth	50
Our Commitment to Sustainable Development Goals	56
2030 ESG Vision	58
Innovation and Technology	60
	61

CAPITALS:



Human



Natural



Manufactured



Intellectual

MATERIAL THEMES:

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

CHAPTER SDGs:



SUSTAINABLE GROWTH

TCFD

GROWTH STRATEGY

At Rumo, we are committed to offering efficient and sustainable logistics solutions to our customers. Through our logistics infrastructure, we work to contribute to the growth and expansion of Brazilian exports by our rail networks, focusing on increasing our capacity and eco-efficiency.

We are on a sustainable growth path, based on our social and environmental commitments, with respect for the workers and communities around us, the safety of our operations and our goal of building a solid and efficient portfolio of Brazilian logistics infrastructure.

As a result, our growth strategy is based on expanding our networks and operations in order to serve and seek out new markets for the company, with a positive impact on our customers and local economies.

In the third quarter of 2023 we recorded the best result of our operations. We exceeded the record for volume transported, with over 21 billion tons transported per useful km (RTK).

During the year, we continued to invest in the national railway infrastructure, with the aim of increasing our capacity in the long term, as well as keeping our portfolio updated and competitive. We know how important our business is for the decarbonization of the economy and for Brazil's economic growth, which is why we invested in adapting the infrastructure, expanding yards and improving the Company's operations and assets.

INVESTMENTS

BRL 2,305 million
in Expansion Capex
invested in 2023

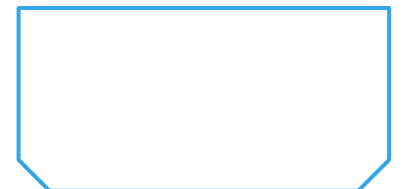
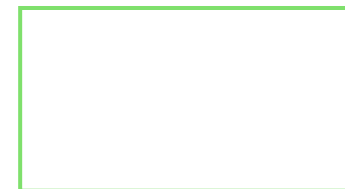
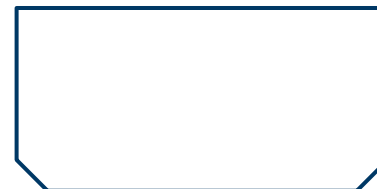
1,800
employees and third
parties involved

22 projects
delivered across the
entire operation

MARKET INTELLIGENCE

In 2023, considering the grain market analysis, we started using improved models and consolidated data incorporating fertilizers, oil products and ethanol. As a result, we increased our understanding of the market and worked on pricing our services intelligently.

Operating by product group, we cover all the markets and clients we serve in the short and long term, with the support of modern systems, trend studies, expected changes in the country's infrastructure and support for future capital allocation decisions, preserving operating margins and improving our results.



INFRASTRUCTURE EXPANSION



COMPLETION OF THE MALHA CENTRAL

The well-known North-South Railway, or Malha Central, connects producers in the central region of Brazil for all our operations to the Port of Santos.

During the year, we obtained a commissioning authorization, the Operating and Environmental License after technical inspections by the National Land Transportation Agency (ANTT) and the Brazilian Institute for the Environment and Renewable Natural Resources (Ibama).

To complete the 1,527 km of railway line in the last four years, we have invested over BRL 4 billion, with more than 5,000 professionals involved. In 2023, for the delivery of section 3, we built 284 km of track integrated with the terminals in São Simão (GO), Rio Verde (GO) and Iturama (MG). **GRI 2-6**

The new stretch, together with the infrastructure works, makes it possible to integrate Goiás agribusiness into the rail transport mode, democratizes the use of railway lines and makes it possible to reduce logistics costs.

Malha Central section 3's first journey transported 112 Brado containers with inputs for industry and pesticides from China, the United States and Europe from Cubatão (SP) to Anápolis (GO), covering 1,511 km in three days. On the return trip to the Port of Santos, the locomotives transported cotton lint from the crop starting in Bahia for export among other products.

Currently, the Anápolis Dry Port is the only container terminal in the state and will be responsible for serving the cotton, mining, steel and food export markets by railway line, including sugar, soy bran meal and grain in containers, as well as beef proteins through operations with reefer containers. Imports will help supply the markets with inputs that supply the industries and agribusiness in the state of Goiás.

To cover all the integration capacity between transport modes, the road-rail (multimodal) grain storage and transshipment terminal on the Malha Central will be built in the municipality of Alvorada (TO). The project includes a structure for drying and standardization, including unloading trucks using tippers, with a capacity of 75,000 tons of grain and to load an average of 12 railway cars per hour.

MATO GROSSO STATE RAILWAY LINE

The Mato Grosso State Railway line will be the first private railway line built since the beginning of Brazil's history.

Work on expanding the railroad is in full swing, with the Mato Grosso State Secretariat for the Environment (SEMA-MT) as the licensing body. The railway line, which will connect Malha Paulista to the municipality of Lucas do Rio Verde (MT), will boost Brazilian agribusiness by expanding the volume transported. The railway line will be approximately 740 km long, with gains such as energy efficiency, a reduction in road accidents, a reduction in CO₂ emissions, among others.

In 2023, we achieved 188 km of installation licenses and made progress on land acquisition. Most of the process took place in a friendly manner and without the need for legal action, within the pre-established timeframe and budget, which allowed us to move forward with the construction of the railway. With the implementation of a program to control legislation, licenses and project conditions. **GRI 2-6**

During the year, we signed an important agreement, which granted permission to use an area owned by the Brazilian army, allowing the optimization of the railway route.

As part of the actions to mitigate this expansion, we are investing around BRL 40 million in socio-environmental projects, planting trees to compensate for the removal of vegetation in permanent preservation areas, necessary for the construction of the railway line, as well as carrying out actions aimed at protecting fauna and flora, and ensuring the safety of employees and the well-being of the surrounding communities.

PROGRESS OF RUMO'S EXPANSION IN MT

2021

- Contract signing and authorization.

2022

- Start of construction.

2026

- Delivery of the first terminal in Campo Verde.



We also have a specific channel about the project, so you can follow more details and news
<https://www.ferroviamt.com.br/>





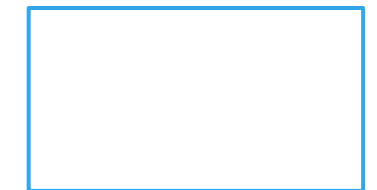
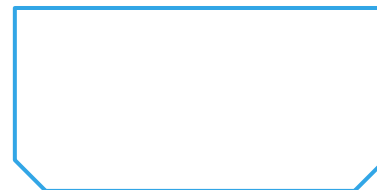
MALHA PAULISTA

On the Malha Paulista, we made investments to increase capacity and safety on the railway. In 2023, we made progress in updating the obligations booklet, which was approved by the TCU (Federal Court of Auditors). This contract shows the company's proactive role in optimizing the concession's obligations, with a more economical and efficient investment proposal, ensuring gains in capacity and safety.

Reinforcing our commitment to the national infrastructure, we continued streamlining the network's operations, investing in new yards for the adaptation of trains of up to 135 railway cars, delivering 7 new yards and extending 31 km of new lines.

During the year, we made important deliveries, such as:

- Duplication of the Rio Claro-Camaquã stretch;
- 18 infrastructure works to resolve urban conflicts, aimed at safety in the mountains;
- Optimization for running trains with 120 railway cars.



PROJETO ESMERILHADORA (GRINDING MACHINE PROJECT)

The grinding machine is a large piece of equipment used to maintain rails, removing surface defects and adjusting their profile, which increases their useful life and improves wheel-rail contact, reducing diesel consumption and thus CO₂ emissions.

Rumo's Grinding Machine Project aims to add quality with safety and efficiency to rail transportation.

To implement the project, Rumo invested, in a pioneering way, in a Full Service Mechanized Rail Grinding contract to serve the Paulista, North and Central Lines, as well as new projects such as the Lucas do Rio Verde, and monitoring the management of this process, carrying out controls on the raw materials used, proper waste disposal, environmental and safety training, as well as clarifying and monitoring operations with the communities.



BAIXADA SANTISTA AND FIPS

In October 2023, we began managing FIPS, the Port of Santos Internal Railway Association, the new assignee responsible for managing the operation, maintenance and expansion of the rail infrastructure that serves the Port of Santos, on the coast of São Paulo.

The partnership established by the country's leading rail companies, Rumo, MRS and VLI, is intended to improve efficiency, prevent waste and control expenses by organizing the queue of trains on both the right and left banks of Santos.

Furthermore, in Santos, we have started to manage the after-sales operations, transferring port control to a partner with a robust operation. This change is aimed at increasing outflow, transshipment and adapting lines to serve the terminals more efficiently and fluidly.

The FIPS association strives to maintain a good relationship with the city of Santos, valuing and undertaking the best solutions for the community in the relationship between the port and the city. To this end, it will carry out works linked to operations, as well as projects of social interest. In 2023, the association announced the construction of the Boulevard Aéreo do Historic Center to connect Rua XV de Novembro to Armazém 4, a project linked to Santos City Hall that will contract a public park in Valongo.

SUSTAINABILITY GOVERNANCE STRUCTURE

As an evolution of our sustainability governance, in 2023 we approved a new management structure, which integrates the main indicators, objectives and strategic projects linked to the Company's Sustainability Themes. The structure is designed to make our actions increasingly resilient and transparent, in order to mitigate risks and develop opportunities, as well as to advance our goals and commitments.

To drive this initiative forward, we are defining leaders' roles and responsibilities who will be in charge of tactical and operational issues through Thematic Forums and an Internal Sustainability Committee, ensuring the generation of more relevant, aligned and assertive information for the business.

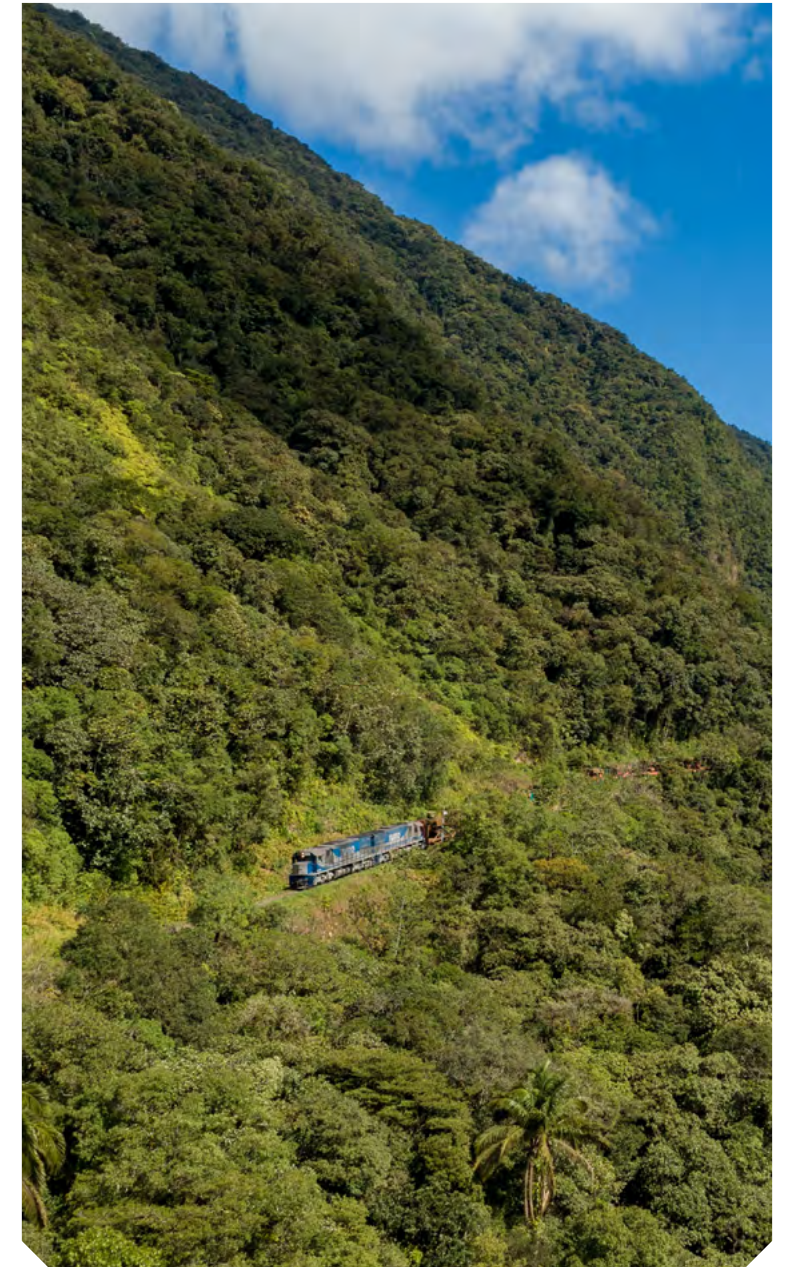
We therefore present the changes to the structure, which will be in force in 2024, with a view to continuous improvement:

THEMATIC FORUMS

Thematic Forums are places where initiatives are managed with the participation of areas related to internal processes, discussing and promoting the agenda of the next management body. Thematic Forums were created for each of the Company's material topics.

INTERNAL SUSTAINABILITY COMMITTEE

The Internal Sustainability Committee is the agenda for internal discussions on the strategic indicators and initiatives for each material topic, together with the Company's executives in charge. The main findings are reported at the meetings of the Strategic and Sustainability Committee.



OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT

Since 2021, we have published a Sustainability Policy aligned with the UN's Sustainable Development Goals (SDGs). This policy outlines our strategy with guidelines in the areas of governance, social and environmental issues. **GRI 2-24**

Rumo's Ten Commitments to Sustainable Development, created in line with this policy, address issues such as the environment, climate change, community relations, diversity, inclusion, human rights, governance and supplier management. These commitments guide collaborative actions among the areas and the Sustainability team, aligning with stakeholder demands and monitoring progress towards the established goals.

GRI 2-24

The commitments are widely communicated through the Company's public literature and communication channels. Internally, we use the training and learning platform (POC) which offers a variety of trainings to ensure that information is disseminated. We also regularly conduct live casts for our suppliers, addressing these commitments, clarifying doubts, publicizing our sustainability initiatives and other topics considered relevant to the Company and society. **GRI 2-24**

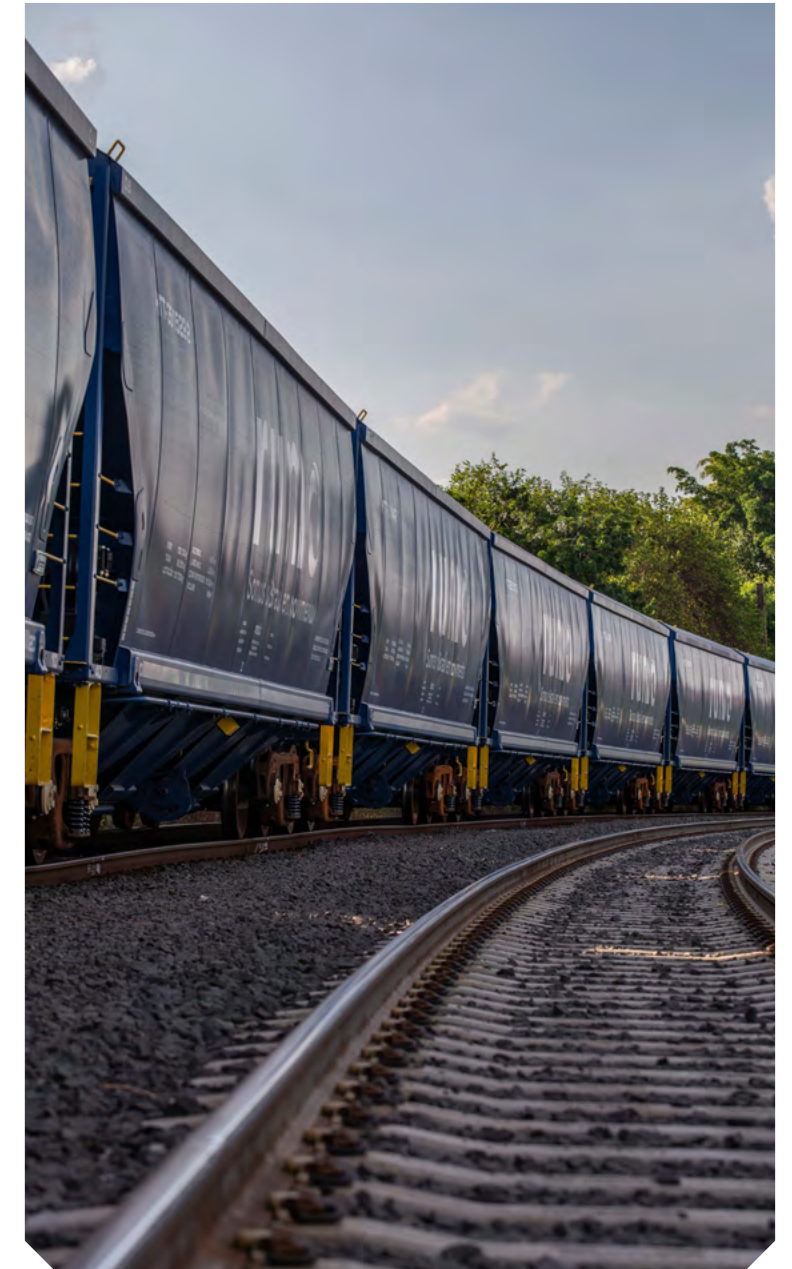
OUR COMMITMENTS

Since 2020, we have been part of the Global Compact, a voluntary initiative of the United Nations (UN) that encourages companies to implement policies and practices related to its ten principles in the areas of human rights, labor, the environment and anti-corruption.

By joining this commitment, we have also taken on the role of contributing towards making the UN's 2030 Agenda a reality. This agenda aims to involve organizations globally in the pursuit of 17 Sustainable Development Goals (SDGs), addressing issues such as eradicating poverty, fighting social inequality and tackling climate change.

VOLUNTARY COMPLIANCE

- UN Global Compact;
- CEBDS;
- Business Pact for Integrity and against Corruption, Ethos Institute;
- UN Women's Empowerment Principles;
- Coalition Brazil;
- "Na Mão Certa" (On the Right Hand) Program;
- Brazilian Business Commitment to Biodiversity;
- Brazilian Corporate Commitment to Water Security;
- Group of Institutes, Foundations and Companies (GIFE).





GOALS









To continuously drive the generation of value for the business, we have set targets directly related to our Commitments to Sustainable Development. These targets are based on initiatives that seek to generate a positive impact on Brazilian logistics, on people's quality of life and contribute to the social, environmental and governance commitments of our business.

All of Rumo's employees are engaged in achieving the ESG Goals, thus linking their variable compensation to the fulfillment of these objectives. This reinforces our commitment to integrating sustainable practices into all areas of our operations, aligning corporate success with the promotion of social and environmental well-being.

We also consider financial and operational performance and strategic projects when calculating our variable compensation program. In line with our commitment to operational safety, we persist in our efforts to reduce incidents, and therefore the Railway Safety and Personal Safety indicators are directly linked to our variable compensation.

Each year, we make progress in relation to medium and long-term targets, displaying a solid performance in the Company's main indicators. Next, we present the progress achieved in 2023:

COMMITMENTS WITH GOALS

	Ensuring the safety of teams, processes and operations	Promoting and stimulating energy efficiency in order to mitigate climate change impacts ²		Promoting gender diversity in selection processes, as well as continuously developing people ³		Promoting sustainability actions together with customers
	Goal Maintain the LTIF ¹ rate at 0.15 by 2025.	Goal 1 15% reduction in specific emissions by 2023, (Base year 2019)	Goal 2 21% reduction of specific emissions by 2030, (Base year 2020)	Goal 1 Increase the employee satisfaction rate to 82% by 2025	Goal 2⁴ Increase the number of women in leadership to 25%	Goal Track the agricultural commodities transported through our networks
2021	0.15	-12.8%	-3.8%	79%	—	<p>Rumo, understanding its important role in the national agribusiness value chain and aligned with the strategies of our business partners, will work on processes to support our customers' needs with regard to the traceability of their cargo during rail transportation⁵.</p>
2022	0.20	-17% 	-8.71%	81.87%	—	
2023	0.16	-17.46% 	-8.94%	88% 	25.75% 	
2025		—	—			
2030	—	—		—	—	

¹ LTIF: Frequency rate, number of accidents with lost time multiplied by one million, divided by the total man-hours worked (in millions of hours) annually, considering the Company's operations.

² The indicator considers the Company's absolute emissions (calculated in CO₂ equivalent, as it includes CO₂, CH₄, N₂O and HFC gases) divided by RTK (tons transported per useful km).

³ Employee satisfaction: The employee satisfaction index is defined through an online survey applied to employees annually, considering the score of the engagement category.

⁴ The goal was established in 2023.

⁵ Given this scenario, Rumo revisited the Traceability Target for the agricultural commodities it transports.

 Target year

 Target achievement year

INNOVATION AND TECHNOLOGY

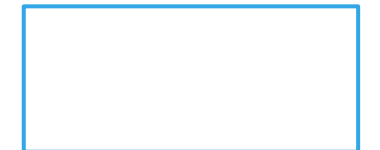


At Rumo, the integration of technological advances in logistics and railway management aims to solve challenges, improve operations, increase efficiency and offer more effective solutions to customers. The incorporation of modern techniques, partnerships with startups and research and development programs in technological innovation makes our portfolio more attractive, boosting the progress of railway logistics in Brazil.

Our investment strategy in Innovation and Technology is oriented towards the efficient allocation of resources, generating value for operations. This translates into reduced transport costs, reduced pollutant emissions and increased operational safety. By doing so, we contribute to lower costs for our customers' products, resulting in greater profitability and competitiveness.

RUTI

In 2023, we added Ruti, Rumo's virtual technology assistant, to all employees. The tool aims to provide greater speed to requests for technology services, such as changing passwords, VPN problems, equipment requests, among others.

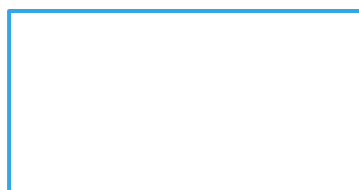


INNOVATION ON THE TRAILS

HYBRID LOCOMOTIVE

In 2023, we received two hybrid locomotives, representing a significant milestone in our ongoing quest for efficiency and sustainability in railway operations. Purchased from Progress Rail – Caterpillar, these locomotives offer 20% greater operational efficiency in terms of emissions and are specially designed to travel on routes with mountains and curves. Starting operation in a pilot basis in the Central region of Paraná, these locomotives have the capacity to transport a train that would currently require six conventional locomotives.

This strategic and pioneering investment in Brazil aims to further improve the energy and environmental efficiency of Rumo's railway fleet. The model in question consumes 22% less fuel compared to conventional locomotives, with 15% of this savings coming from the use of batteries as a source of regenerative energy. Such improvement not only reinforces Rumo's commitment to operational efficiency, but also highlights its role in leading sustainable innovation in the Brazilian railway sector.



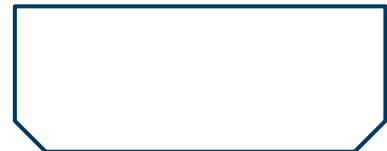
ARTIFICIAL INTELLIGENCE TO DETECT FAULTS

The Broken Rail Detector (BRD) project integrates an Artificial Intelligence (AI) system capable of increasing the assertiveness of identifying track problems from 95% to 98%. In the first phase, which began in 2018, we installed devices at various points on the rail network that detected the condition of the track and passed on the information to the Network Monitoring Center (NMC), which passed on the details in real time to the drivers, avoiding derailment risks.

In 2023, we implemented the second phase of the project with AI resources to optimize fault detection. In just two months, we saw a 6.25% increase in accuracy and a 50% reduction in false alarms for broken rails, which prevents train stoppages and reduced speeds, contributing to the efficiency of operations.

4G NETWORK

Rumo, in collaboration with Embratel, has expanded 4G network coverage in the Serra de Santos (SP) region. The strategic partnership aims to improve connectivity and communication infrastructure in the area, benefiting not only Rumo's operations, but also local communities and other users in the region.



SAFETRUCK

The project envisages monitoring the sway of our railway cars to avoid accidents caused by damping. The multidisciplinary work involves the areas of Research and Development, Railway car Engineering, Railway car Maintenance, CIM and PCM.

DIFFERENTIATED MANAGEMENT OF CRITICAL ISSUES FOR RAIL OPERATIONS

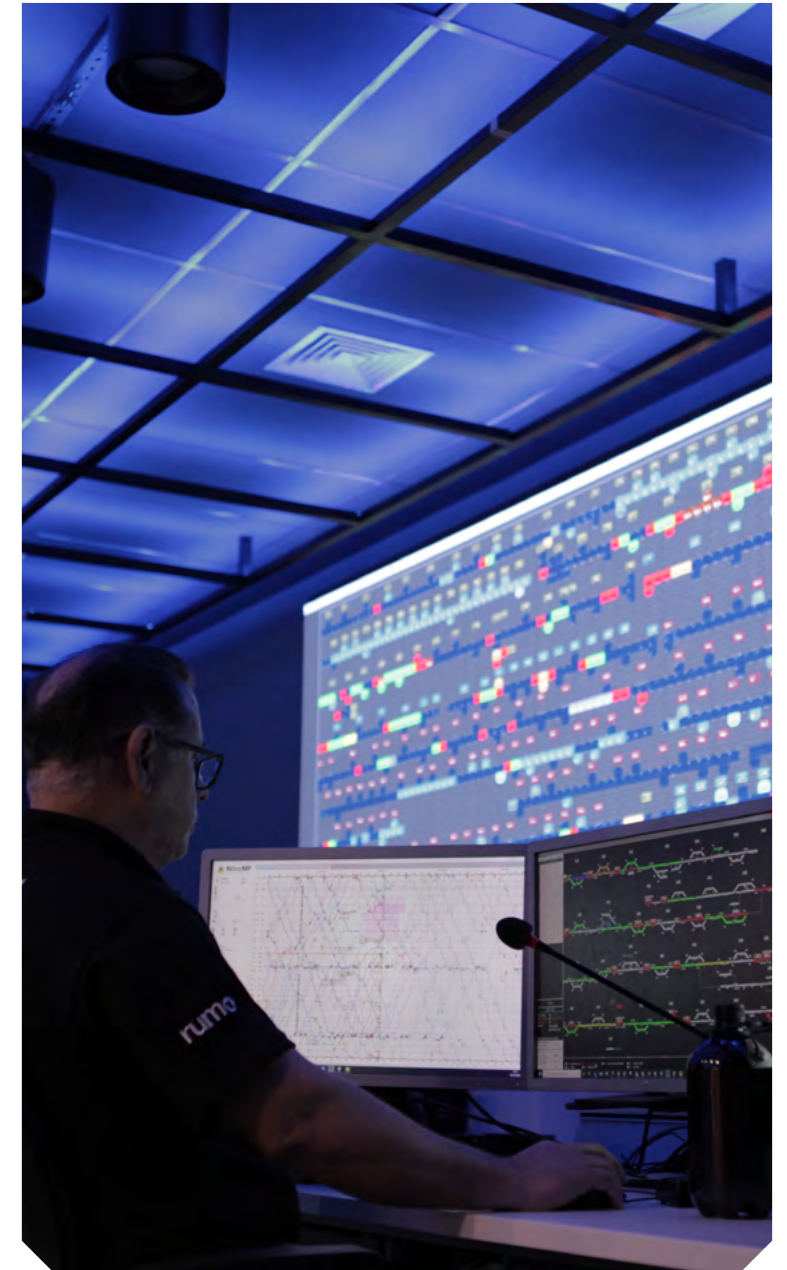
We use AMV flags to highlight critical issues related to rail operations, assigning an operations manager to lead the implementation of best practices and the elimination of failures on a given topic.

Our focus is on intensifying train safety, preventing accidents and rail incidents that could significantly affect the Company's bottom line, the community and the environment.

TECHNOLOGY FOR SAFETY IN OPERATIONS

We use devices that check whether drivers are physically and psychologically fit to perform their duties, including a breathalyzer.

This is part of our efforts to reinforce safety, preventing accidents and railway line incidents that would have repercussions on the Company's results, the community and the environment.



PTC 2.0

As part of its innovation strategy, Rumo is implementing the Positive Train Control (PTC 2.0) automation system in its railway operations. This system connects trains to an operational control center and accurately determines position and dynamics, enabling automation, with efficient and coordinated circulation, increasing transport capacity and safety. Furthermore, this implementation contributes significantly to reducing downtimes and operating costs.

PTC 2.0 allows trains to start and stop autonomously, further improving safety and avoiding collisions between lines. Moreover, the optimization of train circulation in the Port of Santos increases the pace for a more efficient and productive operation. The modernization also increases the capacity of the trains, as they are longer and heavier, providing an increase in travel efficiency.

The implementation of PTC 2.0 will simplify the rails and modernize the locomotives, which will receive modern on-board components, high-precision GPS, high-capacity computers and the end of trains in the last car of the train to synchronize location. The railway lines will thus become an intelligent ecosystem, with data analysis, connectivity and great safety, in line with global excellence standards.

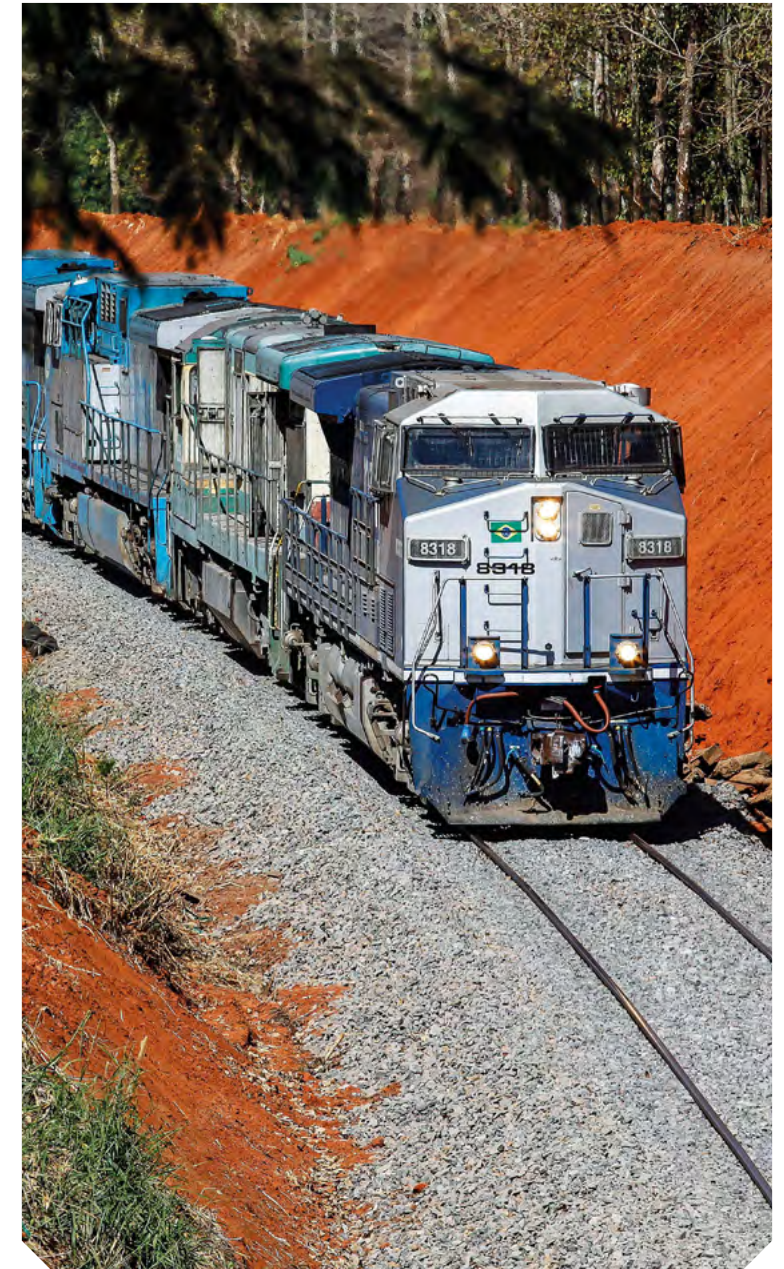
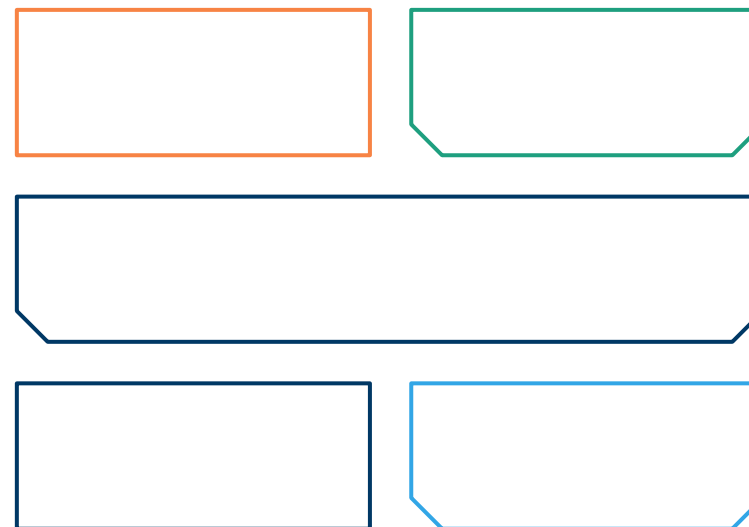


TRIP OPTIMIZER

In partnership with Wabtec, we implemented semi-autonomous trains. Thanks to this innovation, the trains enter automatic driving mode after reaching a certain speed, optimizing journeys and contributing to operational efficiency. Trip Optimizer's evolution has resulted in a significant reduction in fuel consumption and an increase in safety. This progress has already been successfully implemented in 100% of the Northern Operation and in the operational section of the Malha Central, presenting:

Diesel consumption
4% lower

Reduction of **25**
thousand tons
CO₂/year



OUR RELATIONSHIPS

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Trust that Moves Us	91
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CAPITALS:



Human



Social and
Relationship

MATERIAL THEMES:

- Safety and Operational Risks
- Community Relations
- Diversity, Equity and Inclusion

CHAPTER SDGs:



STAKEHOLDER *RELATIONS*

We value and recognize the importance of maintaining a close relationship with our stakeholders. We believe that transparency and communication are essential for sustainable growth and the generation of value in our business for communities, customers and the environment.

We are committed to building solid, long-lasting relationships, ensuring accessibility and understanding of the public information we provide and answering questions about our operations. This means that we keep our channels open and accessible for interaction with shareholders, customers, local communities and other stakeholders. **GRI 2-29**

RELATIONSHIP CHANNEL

Rumo has a relationship channel which is focused on receiving general requests, complaints, denunciations and other assistance. The information entered on the form is forwarded to the areas according to the respective subject. Registered communications are received by an independent and specialized company, ensuring absolute confidentiality and the appropriate treatment of each situation, with no conflict of interest. Reports can be made on the website <https://canalconfidencial.com.br/rumo/> or on 0800 701 2255. The service is available 24 hours a day, seven days a week. **GRI 2-25 | 2-26**



HOW WE ENGAGE WITH OUR STAKEHOLDERS:

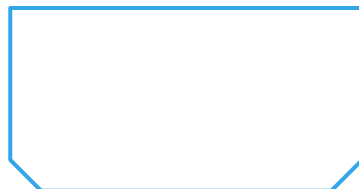
GRI 2-29

INVESTORS

We have forged a strong relationship with our investors, based on the active engagement of all stakeholders. Our commitment is to make public information accessible and understandable, responding to market queries in an open and transparent manner.

To improve communication, we provide access to the Investor Relations area through the 'Talk to IR' channel on our website, accessible at ri.rumolog.com/en/ and also via e-mail at ir@rumolog.com. The Investor Relations website provides access to all relevant Company documents, as well as a direct channel for communication with the Investor Relations team. We maintain regular and active contact with the main capital market agents, providing updates on issues and events that impact Rumo's results and operations in the short, medium and long term.

We also organize in-person visits to our operations and conduct annually in the "Investor Day" event, where our leadership shares our investment thesis, business plan updates and market vision.



RELATIONS WITH THE PUBLIC SECTOR

We have close and open relationships with government bodies, local authorities and other public sector entities.

We actively participate in public consultation processes, hearings and other ways of interacting with the public sector, with the aim of sharing information and integrating the needs of the community and authorities into operations.

COMMUNITIES

We focus our actions on communities with the aim of nurturing dialogue and strengthening trust, generating a positive impact. Our commitment aims to drive long-term social transformation by establishing strategic partnerships, identifying local needs and seeking concrete solutions.

Our aim is to strengthen Rumo's ties with the communities surrounding our operations, in order to promote a relationship based on transparency and dialog, always looking to the future of the people impacted by our actions.

TRADITIONAL COMMUNITIES

We also work with native peoples and quilombolas in the regions of the Malha Paulista for the ethno-development of the territories. The projects developed in 2023 are part of the works under the Basic Environmental Plan (BEP), with the aim of social and environmental compensation for the duplication of the Itirapina-Cubatão stretch and the renewal of the São Paulo rail network. We served the villages of Guyrapaju, Tape Mirim, Krukutu and Tekoa Mirim with works to facilitate road access, as well as improving the infrastructure of community kitchens, sanitary modules, culture centers and sanitation networks. With the BEP, work is still planned in another 12 villages.

In the expansion works in Mato Grosso, in 2022, the Federal Public Prosecutor's Office, the Federal Public Defender's Office, the State of Mato Grosso, the Indigenous Association representing the Boe Bororo and Rumo signed a Term of Commitment with the aim of carrying out the consultation process with the Boe Bororo Indigenous People of the Tadarimana and Tereza Cristina Indigenous Lands, following the normative legal rite imposed, to be structured according to the Consultation Plan.

In order to carry out the Free, Prior and Informed Consultation (FPIC) in the most transparent way possible, it was determined that the process will be conducted by the State of Mato Grosso, represented by SEMA/MT, advised by a Technical Consultancy.

The indigenous people will be involved in the process through their Association and also through a Specialized Technical Consultancy, with contracts being signed to conduct the FPIC, which will begin in March 2024.

CUSTOMERS

We run a flexible agenda that includes a variety of meetings, from daily meetings to annual events, establishing connections with our clients and terminal partners. During these interactions, we address issues related to the operation and execution of contracts, with a particular focus on performance indicators.

Our sales team, coupled with the commercial execution and customer experience team, plays a crucial role in day-to-day service, identifying and understanding our customers' and partners' needs and demands. This collaboration extends to areas related to the customer journey, involving not only the customer themselves, but also resulting in the joint development of solutions aimed at providing the highest possible standard of service.

SUPPLIERS

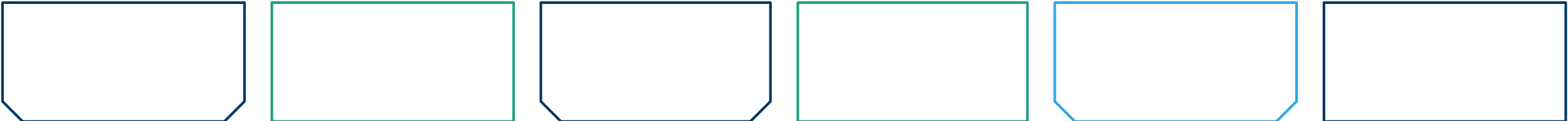
We thoroughly evaluate our suppliers' performance through the Supplier Performance Index (SPI), gathering a comprehensive view of their services and materials. On a daily basis, we collaborate with these business partners to create action plans aimed at improving any underperforming areas identified in the Index. The selection of the most critical suppliers results in specific committee meetings, where we address critical issues related to Health, Safety and the Environment.

Additionally, we promote positive agendas with our strategic suppliers, seeking to improve communication and strengthen partnership ties. On a monthly basis, we hold live events that include targeted training and information, providing closer interaction and ensuring that they are familiar with our rules and standards. An additional approach to engagement is our annual awards event, where we recognize and celebrate suppliers who have excelled throughout the year in aspects such as innovation and ESG-related practices, integrated into our Partnership in Motion Program.

EMPLOYEES

Our employees are the Company's lifeblood, playing vital roles whether in railway operations, terminals or offices. For this reason, providing a safe environment that values diversity and promotes personal development is a priority. All team members enjoy a wide range of benefits and participate in programs aimed at improving quality of life, maintaining health and well-being, and extending these benefits to their families.

Through the Employee Journey, aligned with Rumo's DNA, people are integrated into the Company's core values, receiving support through training and continuous development initiatives, ensuring constant evolution. Performance evaluations are conducted annually and are linked to the variable compensation system. In addition, we carry out the Vc Movimenta survey every year, giving everyone the opportunity to express their assessments of Rumo's practices, and we also make the Ethics Channel available for reports of conduct considered to be highly critical.



OUR TEAM

At Rumo, our employees are the main strength of our business. They are the ones who put Rumo's logistics operations to work, creating value for the Company and all our stakeholders. That's why we strive to create a welcoming work environment that values diversity, development, well-being and the safety of our team.

GRI 3-3

CULTURAL EVOLUTION

In 2023, we began restructuring the area that looks after our team, defining the priorities of the People and Culture area based on Rumo's strategy and long-term objectives. The initiative resulted in an action plan, the Culture Project, which will run until 2025.

The Program was divided into three phases:

- 1. Cultural Diagnosis** – understand the employees' perception of the positive points and those to be improved in the Company's daily routine;
- 2. Creation of the Common North** – using the results of the diagnosis to redesign features and symbols of our culture together with the Company's executive leadership;
- 3. Activating the DNA** – connecting the previous stages with the day-to-day lives of employees.

This year we completed the Cultural Diagnosis and, in order to do so, we listened to our people to understand their perception of Rumo's DNA, so as to reinforce the strong and essential points and address important issues. In view of all the results, we understand that we must act **with efficiency combined with integrity, looking far ahead with a sustainability lens and always guided by people and to meet the demands that have not yet received due attention**, evolving in people issues that are a priority for the engagement and safety of our teams, highlighting themes of ethics, integrity, respect and development.

With all the phases completed, we will act on a cultural evolution, defining symbols, rituals and expected behaviors. Based on our DNA, attitudes and leadership principles, we will adapt our People & Culture processes and systems, especially valuing meritocracy, career development and promoting workplace health and well-being.

ATTITUDES THAT WE EXPECT FROM ALL OUR PEOPLE, BASED ON OUR DNA:

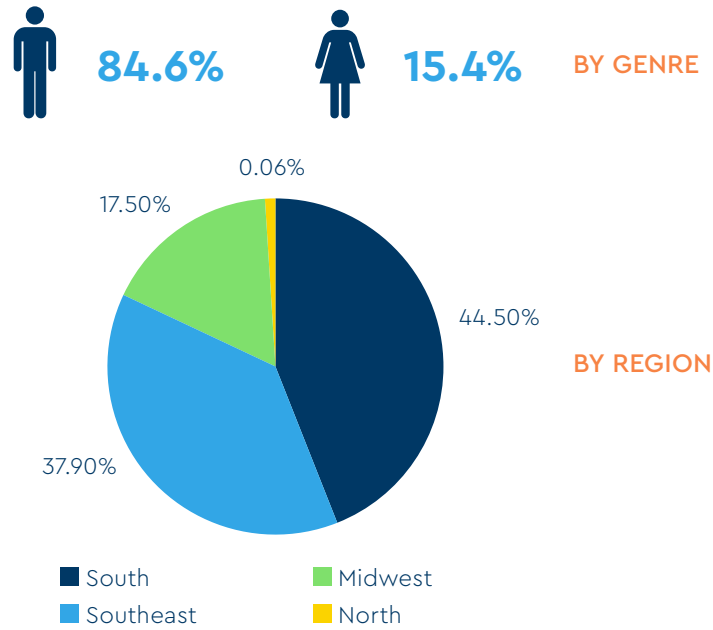


10 RUMO ATTITUDES

- 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

In 2023, we had 7,905 employees working for the Company, of which:



Turnover in 2023 was the lowest in the last three years, resulting in a 15.3% rate. This has occurred as a result of a reorganized employee hiring process, demonstrating greater assertiveness.

* 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.

EMPLOYEES BY FUNCTIONAL CATEGORY AND GENDER **GRI 405-1**

2023	Men	Women
President and Vice President	7	0
Directors	18	1
Executive management	34	11
Management	96	43
Coordination	240	82
Other positions	6,290	1,083
Total	6,685	1,220

EMPLOYEES BY FUNCTIONAL CATEGORY AND AGE GROUP **GRI 405-1**

2023	Under 30 years of age	From 30 to 50 years of age	Over 50 years of age
President and Vice President	0	5	2
Directors	0	17	2
Executive management	0	40	5
Management	3	131	5
Coordination	36	273	13
Other positions	1,639	5,107	627
Total	1,678	5,573	654

PERCENTAGE OF THE BOARD OF DIRECTORS BY GENDER **GRI 405-1**

Gender	%
Men	70%
Women	30%
Total	100%

EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER **GRI 2-7**

2023	Men	Women
Permanent*	6,293	920
Temporary**	392	300
Total	6,685	1,220

EMPLOYEES BY EMPLOYMENT CONTRACT AND REGION **GRI 2-7**

2023	Midwest	North East	North	Southeast	South
Permanent*	1,267	0	5	2,660	3,281
Temporary**	116	0	0	338	238
Total	1,383	0	5	2,998	3,519

EMPLOYEES BY RACE **GRI 405-1**

2023	Men	Women
Asian	50	13
White	4,013	807
Indigenous	28	1
Brown	2,018	311
Black	545	80
Not informed	31	8
Total	6,685	1,220

PERCENTAGE OF THE BOARD OF DIRECTORS BY AGE GROUP **GRI 405-1**

Age Range	%
Under 30 years of age	0%
From 30 to 50 years of age	30%
Over 50 years of age	70%
Total	100%



EMPLOYEE JOURNEY

At Rumo, we have an Employee Journey, which brings together all the programs and actions for attracting talent and professional development.

In the Journey, we have six "stations", each of which includes a series of programs that support the development of our people and strengthen Rumo's culture through the #VEMCRESCER:

VALUES

The employee's connection with Rumo DNA, from the first day of work.

EXPERIENCE

Training, programs and dialogues that inspire this journey.

MERIT AND RECOGNITION

Continuous development, with recognition of protagonism and evolution.



Attract



Welcome and Engage



Develop



Assess



Recognize and Retain



Career

ATTRACT

With the intention of fostering the diversity of talent at Rumo, while respecting the uniqueness of each individual, we have adopted more humane recruitment methods free of unconscious bias, thus guaranteeing a fair and inclusive selection.

EMPLOYER BRAND

We persist in our commitment to being recognized as an Employer Brand that looks after the long-term development and well-being of our employees. We strive to be perceived by market talent as a valuable career opportunity.

On the Glassdoor platform, a global benchmark for company and job evaluations by employees and former employees, the results of our efforts are evident. With 901 evaluations, in 2023 we obtained an overall rating of 4.2, on a scale of up to 5. This performance represents our work to ensure the excellent reputation of our employer brand.

91% of reviews
recommend Rumo

79% of reviews
have a positive outlook

The revision of the Employee Journey began in 2023, as part of a comprehensive initiative to align procedures with Rumo's culture. This year, the first change made was to the onboarding process, resulting in a reduction in the Response Time, or Service Level Agreement (SLA), for hiring from 20 to 11 working days. This improvement aims to enhance the experience for both leaders and candidates.

As of 2023, all new employees embarking on the Employee Journey receive a Welcome Kit, which includes a moleskin, pen, seed paper welcome letter, sticker page and plastic bottle.

In addition to talking to those who are already Rumo employees, in a world where exceptional talent is the key to success, we recognize the importance of connecting with the next generation of professionals early on. That's why we hold talks at colleges, promoting Rumo as an Employer Brand and also inspiring new talent for the future.

APPRENTICE PROGRAM

In partnership with ETEC and SENAC, we offer young people between the ages of 14 and 21 their first professional experience with the Apprentice Program. In the Program, young people are trained by the partner institutions and have the opportunity to apply the knowledge they have acquired in practice. Apprentices can be hired in the Administrative or Technical areas, and their employment contract lasts between one and two years.

INTERNSHIP PROGRAM

Aimed at finding new talent and developing trainees, Rumo's Internship Program focuses on providing knowledge about the business and the technical structure, as well as developing the participants' professional behavior, through meetings with leaders, conversation circles and training.

Rumo's Internship Program was expanded in 2023. During the year, 21 openings were offered in the states of São Paulo, Paraná and Mato Grosso.

MANEUVER SCHOOL PROGRAM

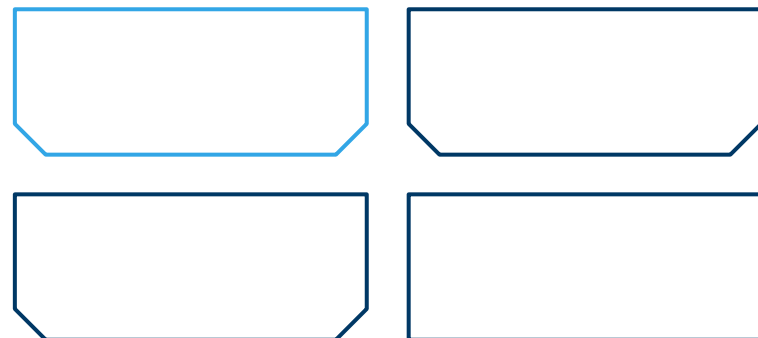
This year, the program was made up of 86 women, which represents 28% of the participants. The initiative seeks to attract female employees and promote equity in operations.



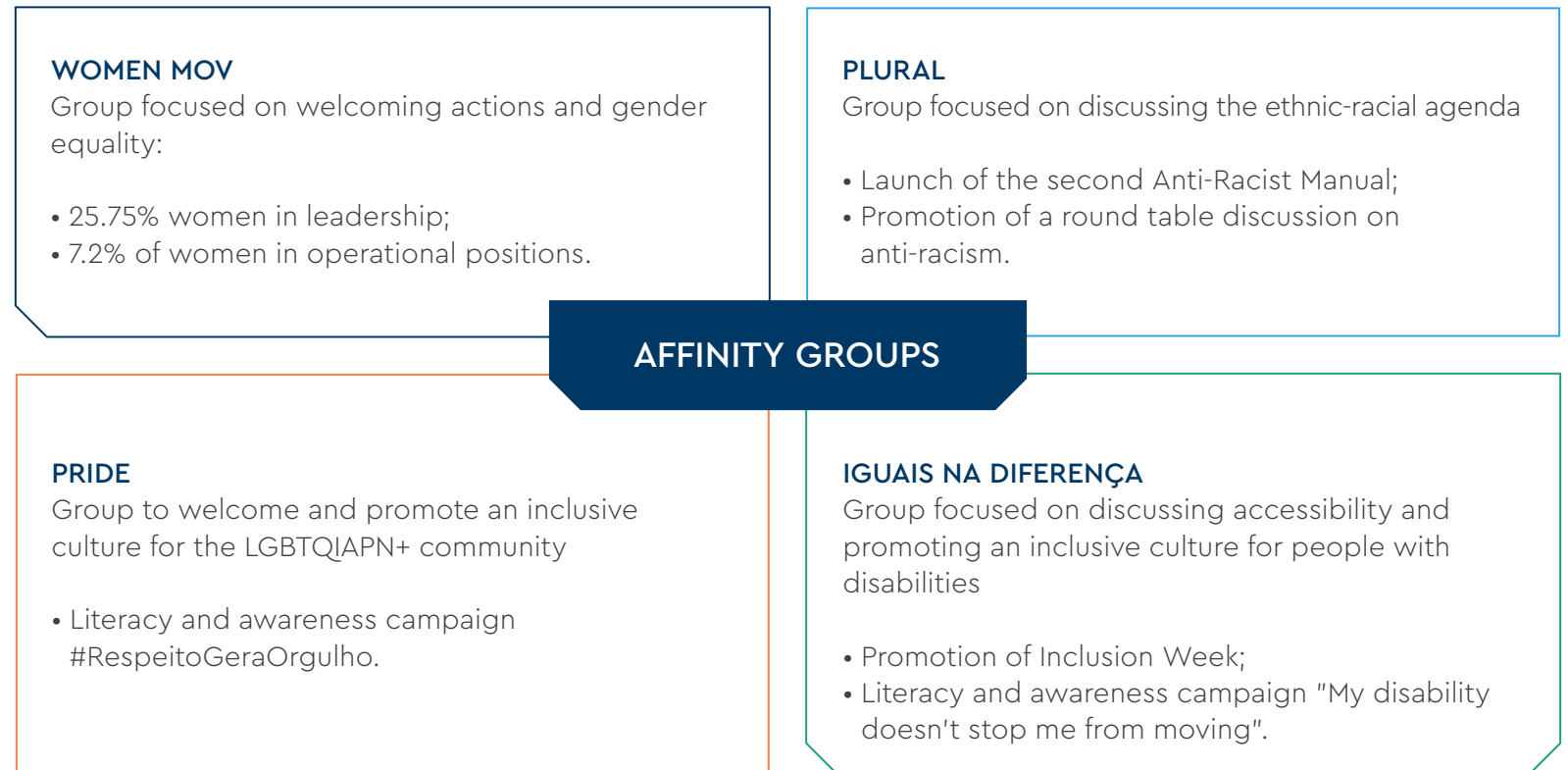
WELCOME AND ENGAGE

We welcome people into our team with inclusion, striving for equity and diversity. Every year we carry out an employee engagement survey to assess satisfaction with the work environment, belonging, compensation and benefits, leadership and career. Diversity is one of Rumo's core values. In line with our purpose of being **Brazil on the Move**, we recognize the importance of effectively reflecting the diversity of the Brazilian population. **GRI 3-3**

In 2023, we promoted awareness and sensitization actions with all employees, but especially with the leadership within the Diversity calendar. During the year we held lives, training sessions and conversation circles, which focused on equity, inclusion and non-discrimination, gender issues, people with disabilities, ethnic-racial diversity, LGBTQIAPN+, among others.



To strengthen employee participation in debates and raise awareness about diversity and inclusion, we have restructured the Affinity Groups, which are now divided into:



In recent years, as a reflection of our efforts and focus on the issue of female representation, we have significantly increased the number of women in leadership. We have also increased female participation throughout the operation, employing the first female train driver in the Ports.

We have reached the milestone of over 1,000 women in the Company, as a result of our commitment to diversity and gender equality.



As part of our commitment to Diversity and Inclusion and as an Employer Brand, we have implemented Maya, the virtual Brazilian Sign Language (Libras) translator, on our website, thus promoting inclusion and reinforcing the importance of respect and accessibility in our relationships. To educate our employees on the subject, in the week of the National Day for People with Disabilities we promoted Inclusion Week.

In the Black Awareness Month, we also launched the second edition of the Anti-Racist Manual, to help fight prejudice and racial discrimination. The ethnic-racial affinity group held a round table discussion on anti-racism.

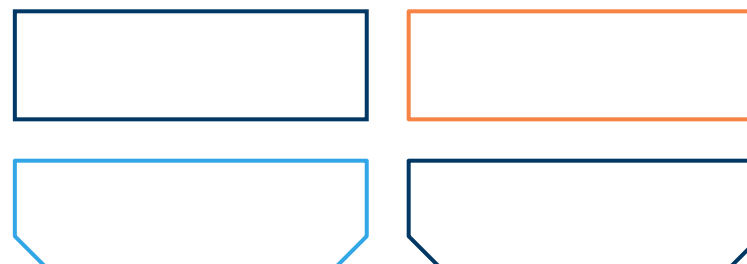
PROJETO IMPULSIONAR

IMPULSIONAR PROJECT

The Impulsionar Project is designed to boost the professional growth of black and brown employees. With it, we subsidize 100% of higher education in order to expand opportunities and build a fairer, more equal society.

Candidates for the project completed an application, a Performance and Management Assessment, an interview and were approved in the selection process carried out by SENAI. All approved employees have their development monitored by mentors, who advise the participants and answer any questions.

In total, we offered 61 scholarships for the Industrial Production Management course in asynchronous mode.

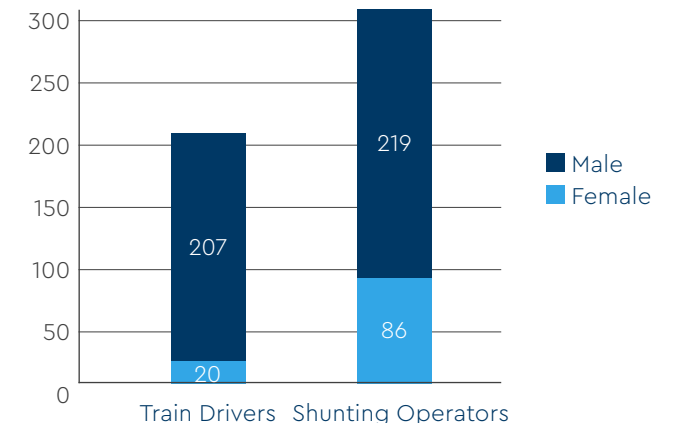


DEVELOP

In order to boost professional development and motivate our employees, we have introduced training programs at all levels of the Company. We use the POC system, a platform that unifies all areas of the organization, simplifying communication and broadening access to our range of training, which includes both mandatory and recommended training. **GRI 404-2**

Train Driver and Shunting Operator Training Course: In 2023, we included the topic of health and well-being in the course, an initiative designed to develop technical and behavioral knowledge in employees who will be working as train drivers and yard operators. The aim of the training is to ensure safety and efficiency in the execution of Rumo's operations. Over the year, we trained 305 shunters and 227 drivers. **GRI 404-2**

TRAIN DRIVER AND SHUNTING OPERATOR TRAINING COURSE



Rumo Leadership Academy: At Rumo, we understand that the success of our journey is linked to the quality of our leaders. That's why this year we revisited our development programs.

The program not only identifies and nurtures talent, but also empowers existing leaders to face the industry's ever-evolving challenges. During the development journey created this year, we emphasized the importance of inspiring, collaborative and ethical leadership, creating a work environment where every leader is a role model. We also promoted awareness and sensitization actions with the leadership within the Diversity calendar, on the themes of respect, ethics and integrity, as well as training to tackle moral and sexual harassment and any kind of discrimination, prejudice and hate speech. **GRI 404-2**

Mentoring and Coaching: In mentoring programs, we aim to connect experienced minds with up-and-coming ones, creating a channel for sharing knowledge, insights and practical experiences. This exchange not only expedites learning, but also strengthens ties within the Company, creating a culture of collaboration and mutual growth. **GRI 404-2**

In the area of coaching, we recognize that personal and professional development is an ongoing journey. Our coaching programs offer individualized support, enabling our employees to identify goals, overcome obstacles and reach their full potential.

During 2023, we invested BRL 8.658 million in developing our team and impacted 9,415¹ employees.

ASSESS

For our employees' continuous development, it is crucial to regularly assess their performance and skills. Based on these evaluations, we develop plans to recognize, retain and improve talent.

All Rumo employees are periodically evaluated by their managers according to their individual performance, which directs them towards career development. Historically, we have carried out annual performance and career development evaluations, coordinated by the People & Culture area. However, as a result of the people cycle review, carried out throughout 2023, the evaluations have been postponed until the first half of 2024. The review is part of the initiatives of Rumo's Culture Project, which aims to develop a solid and strong culture. **GRI 404-3**

¹ The number of employees impacted exceeded the total number of employees reported (7,905), as we considered all the people who received training during the year, regardless of whether they were still active in the Rumo team.

RECOGNIZE AND RETAIN

During the year, we carried out the VC Movimenta survey and Employers for Youth (EFY), a survey that measures the perception of employees aged between 18 and 35 about the work environment, with the aim of recognizing the best companies for young professionals to work for.

VC MOVIMENTA

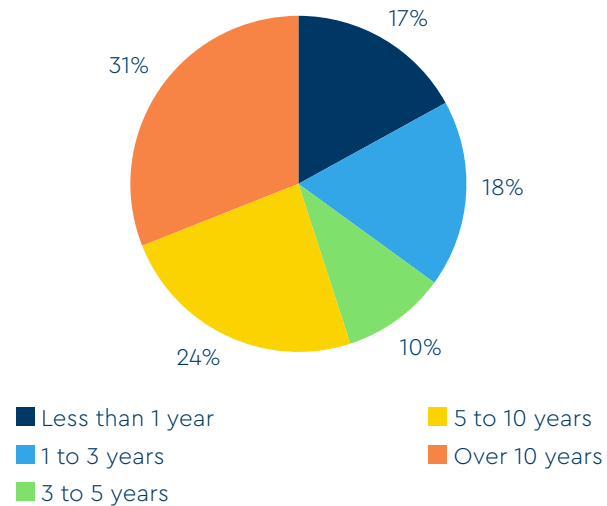
In 2023, we carried out another edition of the VC Movimenta Survey, in which we assessed the organizational climate and satisfaction of the Company and collected demographic data from our team. With a 93% response rate, reaching 6,836 employees.

95% of employees say they are proud to work for the Company.

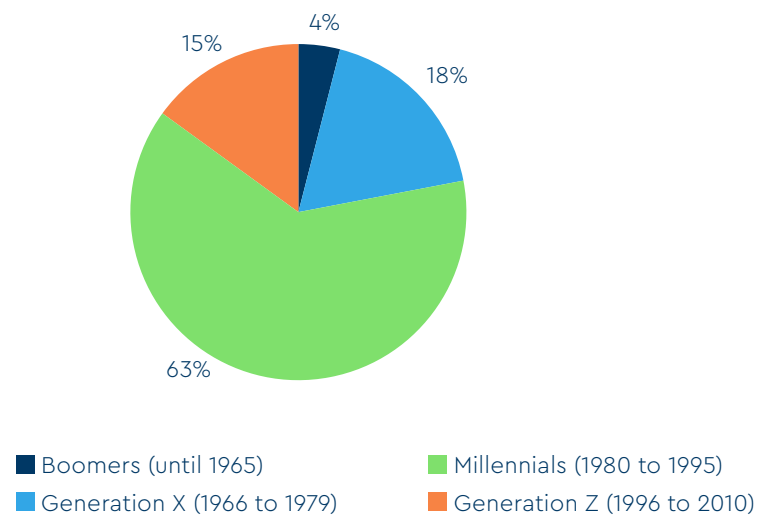
93% would recommend Rumo as a good place to work.

Nos trilhos da ética, **92% of employees** say they are treated with respect and dignity by their immediate leadership.

TIME AT THE COMPANY



GENERATIONS (BORN IN)



CAREER

We want everyone who is part of Rumo to be able to develop fully within the Company, and to this end we strive to put into practice career guidance actions in line with our strategy.

CAREER IN MOTION

At Rumo, we prioritize our employees' professional development, which is why 111 of the 335 vacancies opened in 2023 were filled internally.

WOMEN ON THE MOVE

The program aims to help female employees face the daily challenges of the corporate world. It is aimed at promoting self-knowledge and self-confidence, expanding the careers of women in the Company. Furthermore, the program is intended to contribute to plurality of thought, incorporating women's perspectives into organizational strategies and decisions. By highlighting and celebrating women who make a difference, "Women on the Move" not only impacts Rumo's business, but also aspires to make a positive contribution to society as a whole. **GRI 404-2**

UNIONS

We maintain Collective Bargaining Agreements and Collective Bargaining Agreements entered into by trade unions and we value good relations with the various professional categories we work with. The Company currently works with 16 labor unions in six different Brazilian states. The initiative is focused on drawing up and implementing 23 Collective Bargaining Agreements (ACT) relating to the base date and 12 agreements relating to the Profit Sharing Program (PPR). Soon, another union will be part of this process, STEFEM – the Union of Workers in Railway Companies of the States of Maranhão, Pará and Tocantins, serving the category of railway line workers in Tocantins with the start of work with the North-South Railway, on the Malha Central.

Apart from negotiating agreements, the Company has developed a partnership to resolve situations that may arise with its employees and which may hinder the efficiency and effectiveness of its activities.

This work is also aimed at complying with the agreements, standards and laws in force, with a commitment to promoting excellence in work management through the qualification of processes, with favorable conditions for the work environment, participation and valuing people.

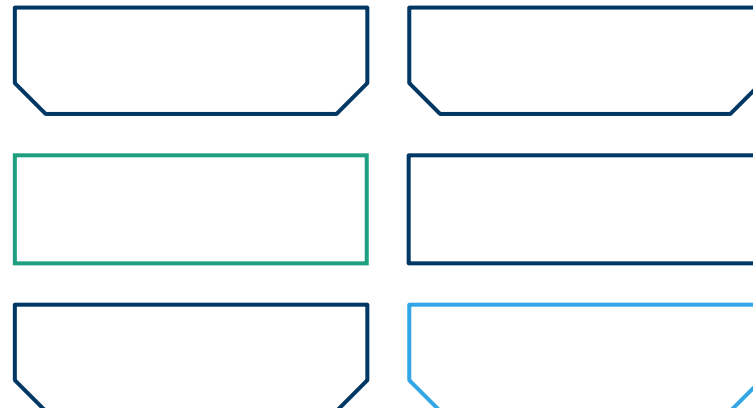


HEALTH AND SAFETY



OCCUPATIONAL HEALTH AND SAFETY

Health and safety in operations are one of our top priorities. We are constantly dedicated to providing preventive tools, promoting actions and initiatives to consolidate safety as a core value in all sectors and levels of the Company, maintaining high standards and values for our team, third parties and protection of communities. **GRI 3-3**



PRONTOS

Committed to employee safety and the well-being of our team, we have started implementing the "Prontos" online tool, which integrates science and technology to reduce the risk of accidents in the workplace by assessing employees' ability to perform their duties.

Every day, before starting the working day, the employee must access the "Prontos" app and answer a questionnaire that will monitor their readiness and attention to carry out their duties, taking into account physical, mental and socio-occupational factors.

The platform was developed with resources that make it possible to analyze data in the short and long term, based on fatigue indicators. In 2023, approximately 1,100 of the operation's employees already use "Prontos" on a daily basis. Our goal is to triple this number next year, expanding our teams' assessment, identifying possible problems and ensuring greater safety for everyone.

RUMO ZERO ACCIDENT PROGRAM

Implemented since 2020, the Rumo Zero Accident Program aims to protect our employees. The program covers all the Company's safety actions to prevent and mitigate risks. To this end, it relies on daily audits and various tools such as: Policies, procedures and Task Safety Analysis (TSA), Task Safety Verification (TSV), Individual Risk Assessment (IRA) and Observe, Stop and Act (OSA). **GRI 403-1 | 403-7**



7 RULES OF LIFE

We have developed the 7 Rules of Life as a set of guidelines to be strictly followed and behaviors to be avoided at all costs.

These behaviors cause exposure to the physical integrity of employees and may potentially cause permanent damage or even fatalities. Within this context, it is imperative that everyone knows and complies with the 7 Rules of Life.

To meet the needs and features of all operating units, for the year 2024, we have reformulated the process and unified the 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 identified.
7. It is forbidden to walk on product masses without adequate protection.





PREVENTING ACCIDENTS AT WORK

As safety is one of our top priorities, we are constantly taking preventive action and throughout the year we carry out several campaigns focused on accident prevention.

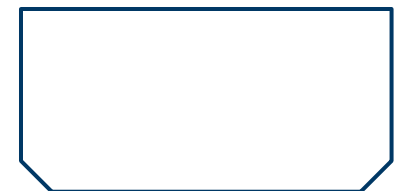
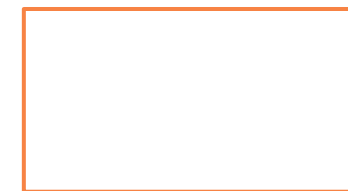
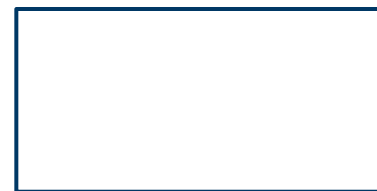
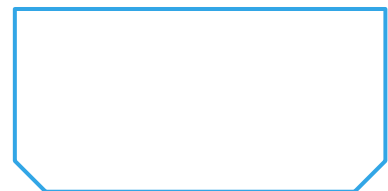
On July 27, National Day for Occupational Accident Prevention, we carried out field actions to make our employees aware of the importance of accident prevention. During the month of August, we carried out the action with partners from Malha Central and Malha Paulista.

We also organized the Internal Week for the Prevention of Occupational Accidents, with the aim of training and raising awareness among workers about appropriate attitudes in the workplace. During the week we covered the following topics: bullying, safe driving, smoking and alcoholism, hand protection and machinery.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

Rumo's Safety teams are responsible for periodically carrying out individual risk assessment, task analysis and verification, as well as participating in investigations into work incidents. This procedure entails a technical investigation that covers the area related to the incident and follows the guidelines established by the Company, along with the use of the Cause and Action Definition (CAD). Using these tools, it is possible to identify the main risks involved and establish measures to mitigate them. After this stage, a committee is set up to discuss and disseminate the actions to be taken to all the Company's employees. **GRI 403-2**

All employees, own and third parties, who enter Rumo's premises are covered by the Health and Safety Management System, totaling 15,717 people. **GRI 403-8**



WORKER PARTICIPATION AND TRAINING

The active participation of workers in consultations on safety is made possible through committees and monthly meetings dedicated to discussing and improving the subject. These committees are made up of professionals from different areas, with the aim of optimizing the approach and understanding of the subject. The committees are made up of employees and workers who play a crucial role in occupational health and safety management. Their responsibilities, frequency of meetings and decision-making powers may vary according to the complexity of the activity or topic being discussed. **GRI 403-4**

For own employees, some training is mandatory for all positions in the Company, such as internal training like Health and Safety Integration, Operational Regulations and 7 Rules of Life. Other training in relation to normative training is defined according to the position held in accordance with the Occupational Health Medical Control Program (PCMSO). **GRI 403-5**

Training is offered free of charge during working hours by duly approved suppliers. Employees have the opportunity to assess the quality and language of the content via our POC platform. Following completion of the training, evaluations are carried out, including tests and scores, as a measure to verify the effectiveness of the program and the employees' retention of the content. **GRI 403-5**

For third-party employees, we provide a platform where they can upload their training certificates in accordance with the requirements of their activities and applicable legislation. After submission, audits are carried out to validate the certificates, ensuring that they are able to perform their duties properly. **GRI 403-5**

In total, we carry out over 80,000 hours of regulatory training and over 95,000 hours of safety training throughout the year, **totaling over 175,000 hours of training.**

We also provide employees with other tools linked to the Rumo Zero Accident Program that encourage them to participate in risk management. With Look, Stop and Act (OPA), our people anonymously report health and safety risks, ensuring confidentiality in the application of the tool.

HEALTH PROMOTION

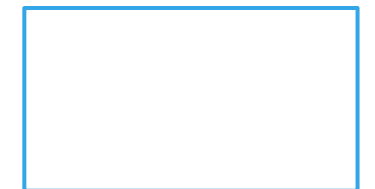
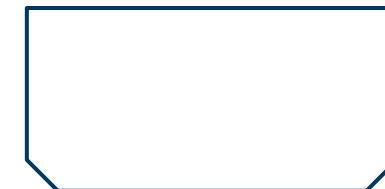
The Employee Health Promotion program is made up of:

SEST/SENAT: The Social Service for Transport and the National Transport Learning Service (SEST/SENAT) was born out of the dream of offering workers in the transport sector quality of life and professional development, because looking after the health of these professionals is key to ensuring more efficient, safer and better quality transport. Health care is offered in the specialties of dentistry, physiotherapy, nutrition and psychology, with highly trained teams. **GRI 403-6**

COERGO: Rumo's Ergonomics Committee is a collaborative committee that enables the participation of various areas and professionals in order to promote improvements in ergonomics and employee health in the environment and during work activities. The Committee identifies the activities carried out and the ergonomic risks present, as well as suggesting and monitoring improvements, and can take preventive or corrective action. **GRI 403-6**

HCP: The purpose of the Hearing Conservation Program ("HCP") is to prevent, identify and stabilize occupational hearing loss in employees. The HCP is implemented in all areas of the operation where there are risks to hearing, improving quality of life and preventing hearing problems. We also carry out a Hearing Mapping to identify employees with possible hearing loss and redirect them to compatible positions and functions. **GRI 403-6**

LABORAL GYMNASTICS: Labor gymnastics is offered to employees with the aim of promoting health, as it provides moments of musculoskeletal recovery, reducing the risk of injury and overload, improving general conditions of well-being and performance at work. **GRI 403-6**



WELL-BEING IN THE WORKPLACE

To ensure well-being management, we reformulated the structure of employee care with the creation of the Health and Well-being Management. We have moved on from an occupational health approach to looking at employee health in an integrated way, carrying out prevention, awareness and support actions.

In line with our commitment to providing employees with quality of life, we worked to reduce overtime. For the whole Company, employees worked 21.106 million hours (n/million hours worked).

During the year, we also invested in facilities to welcome and provide quality accommodation for employees. These improvements include living quarters, pantries and bathrooms to promote comfort and a better experience. These spaces not only aim to increase employee well-being and satisfaction, but also contribute to retaining talent, increasing productivity and creating a positive image for the company.

For the administrative areas, we maintain our Home Office Policy, which provides flexibility, reduced commuting time and a balance between employees' professional and personal lives, as well as encouraging a sustainable practice.

MENTAL HEALTH MATTERS

In January, we held an awareness campaign to promote and care for mental health, with themed talks, quick massages and sessions for employees.

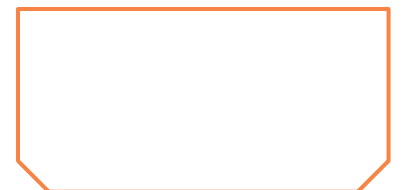
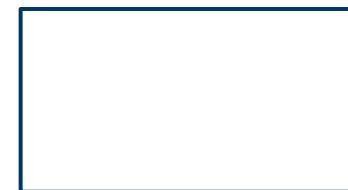
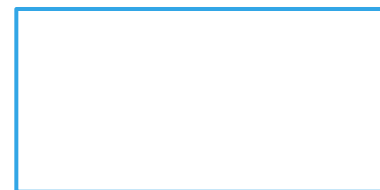
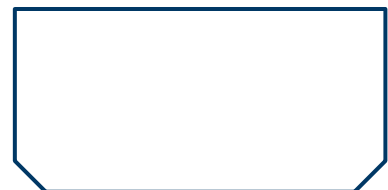
PRAVC PROGRAM

To take care of those who work for the success of our business, we run the PraVC Program throughout the year to support employees and their families in the areas of well-being, health, legal, finance and social service. We provide psychologists, social workers, lawyers and financial advisors in a safe, confidential, unrestricted and free of charge manner. **GRI 403-6**

With the Liveweel portal, we provide employees and their families with up-to-date content on health and well-being and instant assistance to help with specific issues that need immediate attention. Furthermore, through the portal it is possible to access assistance from psychologists and lawyers in LIBRAS. **GRI 403-6**

OTHER CAMPAIGNS TO TAKE CARE OF THOSE WHO MOVE OUR BUSINESS:

- **White January** – promoting mental health;
- **Pink October** – discussions and talks on women's health;
- **Blue November** – discussions and talks on men's health;
- **Safe Environment** – discussions and talks on mental health, suicide prevention and leadership training on the subject;
- **Vaccination campaigns** – protection against Tetravalent flu for over 3,000 employees;
- **Local campaigns** to check employees' blood pressure and capillary glycemia.



SAFETY IN OPERATIONS

We conduct operations on an extension of around 13,500 kilometers of railway line, with 1,200 locomotives and 33,000 railway cars. We cover nine states and over 500 municipalities. The broad scope of our operation highlights operational safety as a crucial challenge to ensure our sustainability. **GRI 3-3**

The main risks related to Operations Safety are associated with the reliability of our assets, which has the potential to cause serious accidents and risks to life. We recognize that a single rail accident of high severity can significantly impact our business and the communities around our operations, which is why we are pioneering initiatives that strengthen safety in our operations and protect life, collaborating with public agencies, implementing contingency technologies and investing in revitalization and maintenance.

At Rumo, we record accidents and incidents using an integrated management system, which is monitored by the Company's Operational Committee. The Operational Safety area is responsible for managing the Strategic Safety Plan (SSP), conducted by a Committee made up of members from all the operational and technology areas, the aim of which is to outline structuring actions to reduce the risk of accidents in our operation.

This Committee meets periodically to monitor progress on each area. **GRI 3-3**

With the aim of strengthening operational safety and mitigating possible human failings, we have implemented the Prontos System (find out more on page 76). The initiative aims to map the psychosocial conditions of our operating teams, identifying opportunities for preventive interventions by the health and local leadership sectors. Data is collected through rapid, daily tests, providing a continuous assessment of care conditions and early identification of potential health risks.

Our operation's technical experts also review 100% of the operational procedures to simplify and facilitate the absorption of knowledge by the teams and reduce doubts and risks in the operation's routine.

Our commitment to Railway Safety has been bringing positive results. The indicator, which follows the criteria of the Federal Railway line Administration (FRA) to determine rail accident rates with derailments and damages exceeding US\$11,500, based on the distance traveled, was reduced by 27.2% compared to 2022, as a result of the focus on safety and execution discipline in the Company's operations and maintenance areas.

YELLOW MAY CAMPAIGN

Yellow May is a multi-sectoral initiative that has been running for 10 years and seeks to raise awareness in society about the high rate of deaths and injuries in traffic. We participate in the campaign to encourage care and attention in traffic, because caring is Choosing Life and safety is a priority issue.

In our internal communications, we raise awareness about the dangers of recklessness, reinforce safe behavior in traffic on the roads and especially when interacting with railway lines. We also carry out actions with the operations team in all the locations where Rumo operates.

Throughout the year, we partnered with SEST/SENAT to disseminate the rail safety module within the defensive driving module to all its students, in over 18 major cities and their regions around the railway, including cities such as Apucarana (PR), Rondonópolis (MT) and Rio Verde (GO).

We also partnered with Detran-PR, which presented the students with topics such as guidance on the railway line, signs and accident prevention.

COMMUNITY SAFETY



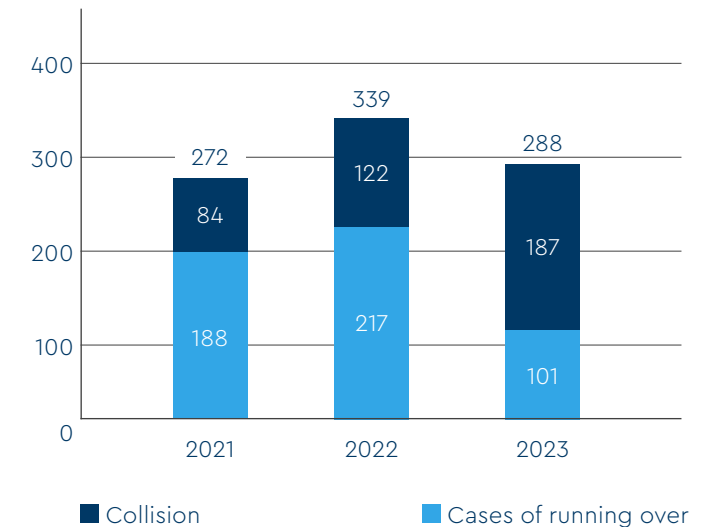
Following the **"United for Safety"** guideline, which is intrinsic to Rumo's DNA, we have implemented a number of initiatives aimed at the safety of the communities surrounding our operations. Through our Strategic Safety Plan (SSP), we have organized a front of action directed at the community, with the aim of reducing accidents.

GRI 3-3

In this context, we promote awareness among the population, establish partnerships with key stakeholders such as the Department of Transport and municipalities, delimit right-of-way and build overpasses in areas subject to urban conflicts.

ACCIDENT RATE INVOLVING THE COMMUNITY

We assess community safety impacts in order to improve 100% of our services based on incident rates. In 2023, there were 288 accidents, in which 187 collisions and 101 cases of running over incidents were recorded. This result represents a 15% lower rate than in 2022 and a 53% drop in cases of running over. These figures are explained by our work in prevention and awareness-raising with communities since these accidents occur with third-party interference. **GRI 416-1**



The Malha Sul accounted for 71% of the collisions that occurred in 2023, with the municipalities of Curitiba (PR) and Paranaguá (PR) having the highest number of records, 20 and 13, respectively. In terms of pedestrian accidents, 56% occurred on the Malha Sul and 43% on the Malha Paulista, with the highest concentration in Curitiba, with 25 incidents.



DISCOVER THE MAIN PROJECTS DEVELOPED IN 2023:

WALKWAYS

To ensure people's safety and improve the flow of traffic on the right side of the road, we inaugurated the Customs Walkway at the Port of Santos, which is 54 meters wide and 7.1 meters high, with elevators for 16 people and is expected to serve 20,000 people a day.

LEVEL CROSSING (LC)

Sensored LCs are level crossings that use technology involving cameras, sensors and artificial intelligence, which together detect the train's approach and, in synchronization with the traffic light, activate the "red light", thus indicating to the driver that it is not safe to cross the LC at that moment. Remember that, according to the Brazilian Traffic Code, the train always has priority. This technology has already been in test since 2021 and in 2023 we completed the implementation at new points, making a total of 24 locations that feature this technology. By doing this, we have managed to prevent and reduce accidents. In the places where we have these sensors, we've only had six accidents, all of which were caused by reckless drivers.

Over the year, we carried out several improvements to LCs, repainting, resurfacing, changing and installing signs, as well as routine inspections and maintaining the conditions of the LC visibility triangle.

Rumo took part in the 1st workshop on Safe Routes promoted by the ANTT, bringing the topic for discussion with other railway line companies to address best practices.

REBUILDING SIGNAGE

The plan to rebuild passive signaling throughout the network included investments to ensure that railway line crossings are properly signaled.

WORKS ON THE MALHA PAULISTA

The works to reduce urban conflicts as part of the obligations to reconduct the Malha Paulista earmarked BRL 132 million for the construction of road viaducts, footbridges and bypasses.

RELATIONSHIP CHANNEL

The Relationship Channel, presented on page 85, is an important tool for ensuring safety in communities, as we develop actions to prevent accidents and incidents. We address their needs more efficiently and understand how we can work to improve safety from the local population's point of view.

NATIONAL TRAFFIC WEEK

In September we took part in National Traffic Week to raise awareness and education in the interests of safety.

In partnership with the National Land Transportation Agency (ANTT), we carried out actions in the cities of Santos (SP), Sumaré (SP), Hortolândia (SP) and Cruz Alta (RS) on compliance with the rules for drivers and pedestrians.

AWARENESS CAMPAIGNS

- Inclusion of the topic of railway safety in driver training and refresher courses at DETRAN/PR;
- Monthly dissemination of safety pills on social media;
- Inclusion of the Railway Safety module in SEST/ SENAT in the nine states where Rumo operates, in addition to Detran (PR).



SOCIAL IMPACT

COMMUNITIES RELATIONS

Our network covers Brazil's four regions, providing interactions with over 500 municipalities. This reach reflects our potential to positively impact Brazilian society, whether through logistics operations or direct social initiatives in the locations where we are present. **GRI 3-3**

The aspects arising from rail operations which, in particular, can have a negative impact on local communities in all the locations of our operations are urban mobility, train horns (noise) and mowing services on the right-of-way. **GRI 413-2**

To this end, our social and community relations activities follow core guidelines, such as the Private Social Investment Policy, the Human Rights Policy and the Sustainability Policy. Our approach thus aims to promote peaceful coexistence with the communities surrounding the railway line, through ethical and accessible relations. **GRI 3-3**

EMPLOYABILITY IN EXPANSION PROJECTS

Through our operations and expansion projects, we have the opportunity to positively impact by generating employment and income in the regions surrounding our activities.

Throughout the year, we created the "Nos Trilhos do MT" Project in partnership with SESI to train and develop professionals in the municipalities of Rondonópolis (MT) and Jaciara (MT) in the construction industry. Through this initiative, we aim to train members of the local community for future employment on the expansion construction sites and also in the communities. The 14 groups will be trained throughout 2024.

We carried out over 132 hours of dialog and training activities with the workers together with our partners.

HEALTH IN THE COMMUNITIES

As a condition of the Installation License for the expansion works in Mato Grosso, we implemented the Malaria Control Action Plan (MCAP), agreeing with six municipalities in the Mato Grosso region.

In 2023, approximately BRL 420,000 were spent on malaria control and 13 representatives from the Municipal Health Departments were trained.

LEARN MORE ABOUT OUR SOCIAL IMPACT

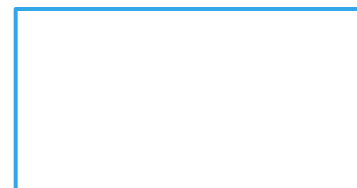
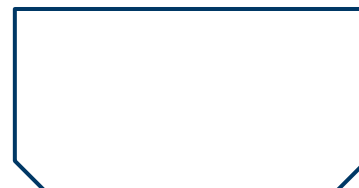
In an effort to promote a relationship based on transparency and dialog, always with a view to the future of the people impacted by our operations, we have developed a number of actions and invested in the social area and in our relationship with communities.



To find out more about the initiatives and impact created by Rumo throughout the year, go to: <https://rumolog.com/responsabilidade-social/>



Learn more about our Private Social Investment and Sustainability Policies [clicking here](#).



COMMUNICATION CHANNELS

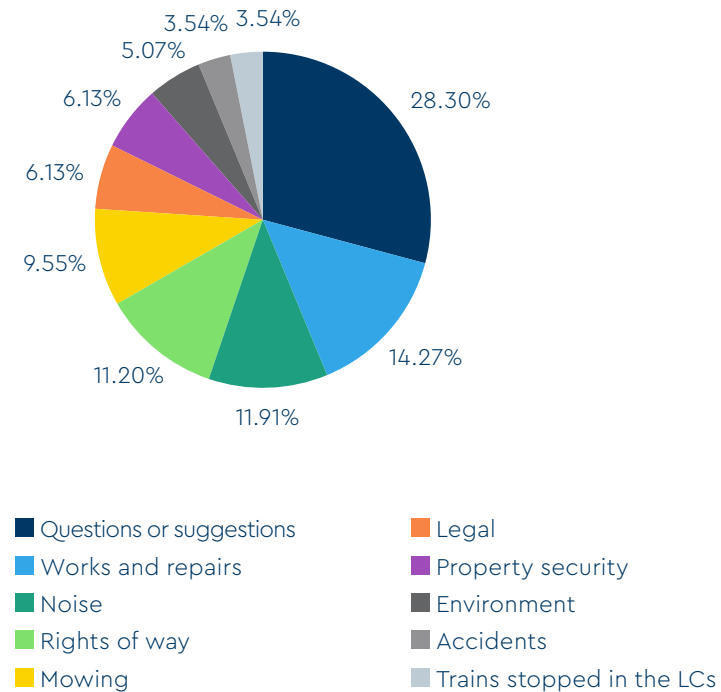
We believe that by communicating transparently and ethically with the people in the local communities, we can bring about a safer and more transformative operation for these regions.

During 2023, we reformulated our customer service channel for the communities, with the aim of streamlining our contact with this public, bringing greater closeness and swiftness to our processes.

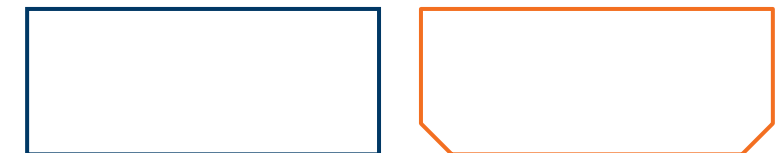
Rumo's Relationship Channel includes options for registering general requests, complaints, denunciations and assistance to students. The information is received by an independent and specialized company, ensuring absolute confidentiality and the appropriate treatment of each situation by Rumo's Senior Management.

The Relationship Channel can be accessed via the e-mail address <https://canalconfidencial.com.br/rumo/#home> or by calling 0800 701 22 55, 24 hours a day, seven days a week.

RELATIONSHIP CHANNEL REGISTRATIONS



In 2023, 848 cases were recorded.



COMMUNITY ENGAGEMENT

When we start planning a new railway line, even before the start of expansion constructions, we perform a socio-environmental diagnosis process in the region. Through this initial diagnosis, we establish a harmonious relationship with the communities surrounding our railway lines, as we recognize the importance of understanding them, as well as developing effective means of communication to listen to their needs. **GRI 3-3**

203-1

To this end, we maintain ongoing impact assessment programs throughout the entire length of the network, allowing for the implementation of appropriate measures to mitigate or compensate for the negative impacts identified. **GRI 2-25**

RUMO AO NATAL

We carried out the Christmas event with the illuminated train on the Malha Paulista, which traveled 800km through the cities of the countryside and coast of São Paulo.

On the Malha Sul, the Christmas trains traveled through 21 municipalities in Paraná and Santa Catarina, aboard a special *Maria Fumaça* (steam train), the only one of its kind in circulation in South America.

HIGHLIGHTS OF THE YEAR

IMPACT

3.8 million people impacted

INVESTMENT

Over BRL 14 million invested in communities

INITIATIVES

169 initiatives and actions with communities

LOCATIONS

115 municipalities

BAIXADA SANTISTA

We experienced a significant increase in acts of vandalism against trains in the Baixada Santista region in the first quarter of 2023 compared to 2022, which affected the efficient movement of trains to the Port of Santos, damaging operational indicators and the surrounding communities in Cubatão and São Vicente.

We recognize that public safety is a state responsibility, but as a Company involved in these areas, we understand our power of influence and assume our social responsibility. That's why we've intensified our social work in the communities close to our operations in Cubatão and São Vicente.

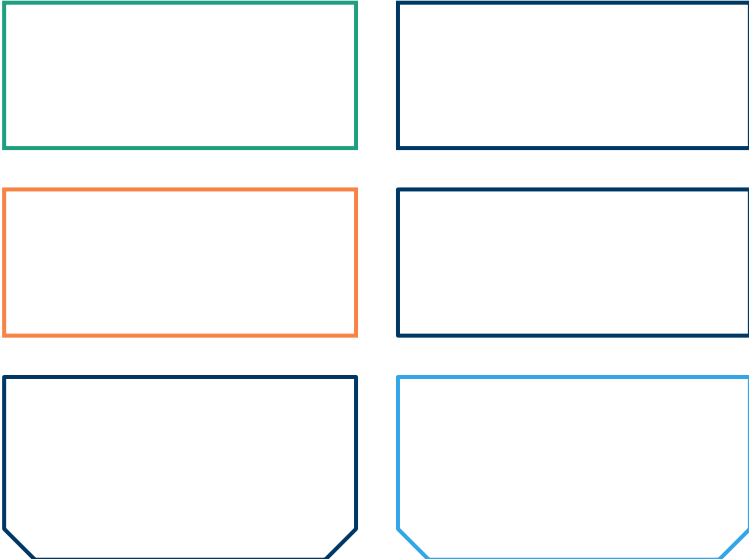
We are committed to promoting community empowerment and cultivating an open and collaborative dialog with local communities and the different players involved. In partnership with strategic organizations, we have begun socio-territorial diagnoses in the communities surrounding our operations in Cubatão and São Vicente, which will allow us to target our territorial development actions with more accuracy. Our aim is to align these actions with current public policies, as well as with the desires and aspirations of the residents, working closely with other local agents to ensure the effectiveness and sustainability of our initiatives.

For the first time, our project "Rumo ao Natal" toured the Baixada Santista region, strengthening the connection with local communities. We also developed over 80 initiatives in the areas of education, sport, culture and leisure in 8 communities in the Baixada Santista region, impacting over 20,000 local residents.

ENVIRONMENTAL EDUCATION PROGRAM

The Environmental Education Program (EEP) includes activities aimed at the communities in the regions where we operate. The program's aim is to carry out structured teaching and learning activities on environmental education and railway line safety in the communities that interact with the railway line.

During 2023, we carried out initiatives with students from various schools and with the community, aimed at promoting actions related to social development with a focus on environmental education and rail safety, as well as lectures on specific topics such as solid waste management and local fauna.



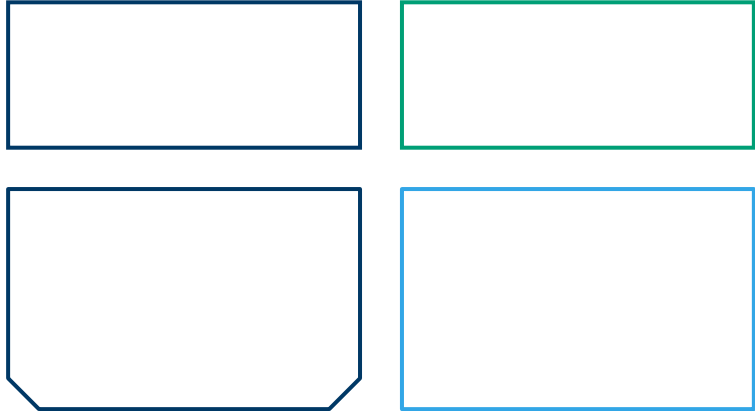
HIGHLIGHTS

EEP OPERATIONS

336 students impacted, from **13 schools** in **9 municipalities**

EEP EXPANSION

2,300 students served and **150** people in the communities, in **108 classes** and **89** hours of activities



RELATIONSHIP WITH INDIGENOUS COMMUNITIES

In 2023, Rumo made significant progress in its activities with the indigenous communities associated with the railway operation, meeting IBAMA's environmental license requirements.

In the Serra do Mar region of São Paulo, where the Basic Environmental Plan for the Indigenous Component (PBA-CI) is being carried out, nine villages received works including the implementation of more than 12km of road access, two drinking water supply systems with 90,000L each, renovation of 28 ecological septic tanks and over 750 m² of improvements built: two cultural centers, two lodges, two community kitchens, four sanitary modules, one observation deck, a boat house, a craft sales space and a lecture arena.

In the project to reactivate the Bauru (SP) – Tupã (SP) stretch of the Malha Paulista, the Indigenous Component Study (ECI) with the Araribá Indigenous Land, made up of four villages, was drawn up and had its Work Plan approved by the community. **GRI 203-1**

In 2023, there were no incidents of violations of the rights of indigenous communities as a result of Rumo's operations. **GRI 411-1**

PRIVATE SOCIAL INVESTMENT

Our private social investment actions are based on our Private Social Investment Policy, which establishes strategies, guidelines and actions for investing Rumo's financial, human and material resources.

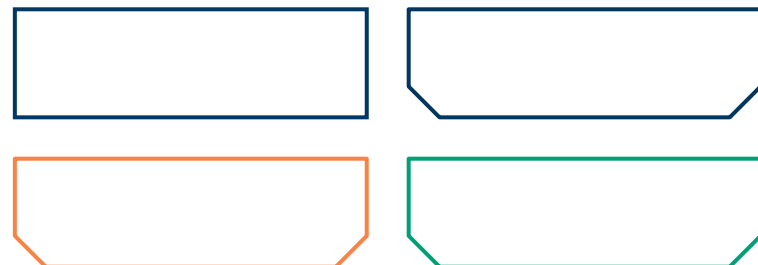
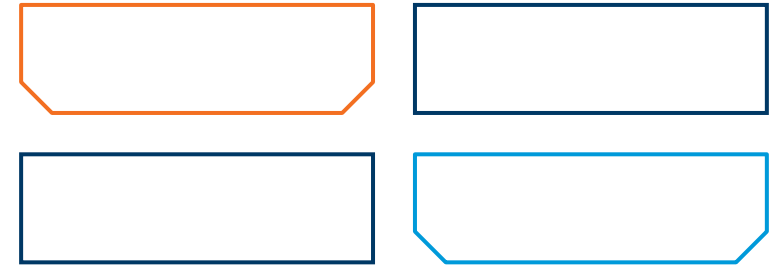
Through private social investment, we aim to generate positive social impact in the municipalities where we operate. Furthermore, with a focus on leverage our initiatives, we actively participate in the Group of Institutes, Foundations and Companies (GIFE), a platform with over 160 members, whose work aims to strengthen philanthropy and private social investment in Brazil.

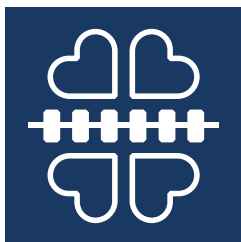
In 2023, we donated to 34 institutions, with a direct investment of BRL 3.9 million, in donation services aligned with Rumo's Social Policy.

GRI 203-1

INVESTMENT

BRL 3.9 million in direct investment





TREM DO BEM PROGRAM

(TRAIN OF GOOD)

Since 2017, we have had the "Trem do Bem" volunteer program, which aims to encourage employees to carry out activities in institutions that help socially vulnerable people, in the communities near our units and in all the municipalities where our railway lines pass through.

In 2023, the "Trem do Bem" volunteer program support 26 projects in 13 municipalities in five states, through financial support. The Committee, made up of senior leaders from various areas of Rumo, evaluated and selected the projects based on the criteria of vulnerability, impact, financial resources, institution, return and type of action.

Among the projects chosen are educational, cultural and health initiatives, covering schools, hospitals, associations, NGOs and institutions that serve children, young people, adults, the elderly, people with disabilities, the environment, animals, among other causes.

In 2023, Instituto Rumo celebrated its second anniversary!

The Institute supports actions and projects aimed at expanding training and bringing new opportunities to young people aged 15 to 24. Its purpose is to bring young people closer to the communities in the municipalities where we have operations, stimulating protagonism and promoting socio-productive inclusion.

In these two years, the Instituto Rumo has developed activities in rail safety, education, culture and sport, covering 15 cities and impacting the lives of approximately 5,400 young people. **GRI 203-1**

FUTEBOL DE RUA

Another of the initiatives supported by the Instituto Rumo, the Street Soccer for Education program, present in Cubatão (SP), Lucas do Rio Verde (MT) and Rondonópolis (MT), arrived in São Francisco do Sul (SC) in 2023. With the initiative, we have impacted around 340 students.

RESULTS

Over BRL **232,000** invested

285 direct and indirect **volunteers**

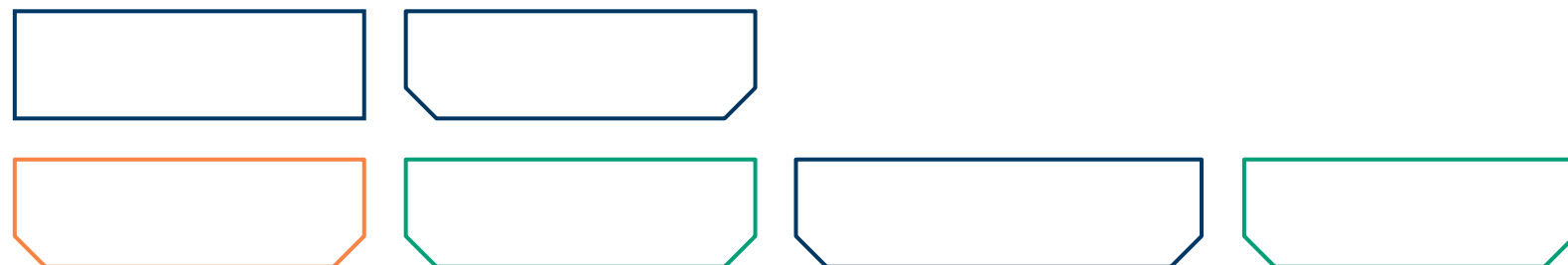
10,000 people impacted

374 hours of volunteer work

COLLECTION CAMPAIGNS 2023

With the aim of engaging our teams in social causes, in October 2023 we donated over one ton of recyclables to three charitable institutions.

PET bottle caps, aluminum can seal and metal medicine cartridges were donated. This initiative aims not only to reduce environmental impact through recycling, but also to generate a source of income for the projects.



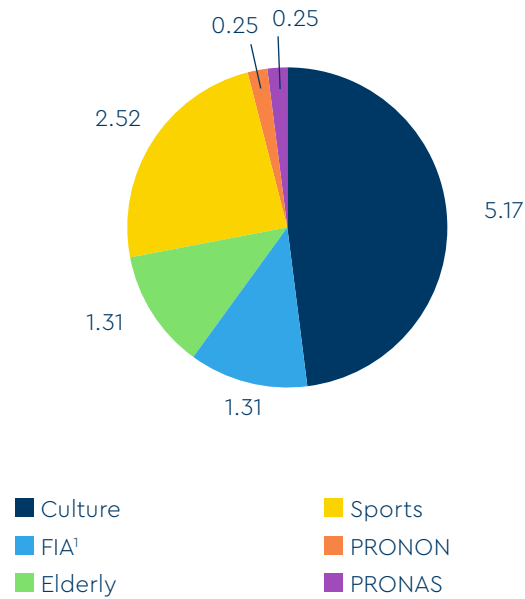
INCENTIVE LAWS

Through tax incentive laws, we allocate tax funds to contribute to the development of the communities in our areas of operation.

During the year, we made significantly more investments than in previous years. In addition, we have returned to making contributions to the National Program to Support Oncological Care (Pronon) and the National Program to Support Health Care for People with Disabilities (Pronas), renewed by the Ministry of Health.

In 2023, we earmarked **BRL 10.8 million** for 33 projects aimed at social impact, culture, education, the health of the elderly, young people, children and sport, impacting around 350,000 people. **GRI 203-1**

AMOUNT ALLOCATED TO EACH INCENTIVE LAW (IN MILLIONS OF REAIS).



¹ FIA: Fund for Children and Adolescents.



THE TRUST THAT DRIVES US

OUR CUSTOMERS

At Rumo, we cultivate close relationships with our customers, adding value to their businesses through competitive and efficient logistics solutions, both operationally and in terms of the environment. We believe that through technological innovations we can make our services more competitive and attractive to our customers.

In 2023, we consolidated our relationship with customers, maintaining trust even when facing major challenges during the year, such as the cases of vandalism in Baixada Santista (SP) and the heavy rains in São Carlos (SP). In situations beyond our control, such as these incidents, we received support, demonstrating the solidity of our relationship with our clients. To this end, we are transparent, maintaining a daily and open channel of communication.

During the year, in order to support a closer and more productive dialog with our clients, we created a Commercial Management department.

KEY PARTNERSHIPS OF THE YEAR

INPASA AND GREENBIER MAXION (GMBX)

We established a strategic partnership with Inpasa, which was materialized by investing in the acquisition of railway cars and locomotives for a multimodal project, with the aim of ensuring a more efficient operation. During this transition, the Inpasa Group acquired 50 railway cars and two locomotives, which will be operated by Rumo for the next ten years.

PARTNERSHIP WITH CHS

Rumo and CHS Agronegócio do Brasil have officialized a joint venture to develop a multimodal grain storage and transshipment terminal, located in Alvorada (TO), with the capacity to load an average of 12 railway cars per hour and up to two railway cars per day.



CUSTOMER SATISFACTION

To assess customer satisfaction, we carry out surveys using the Net Promoter Score (NPS), a methodology that allows customers to identify gaps and suggest improvements in our relationship.

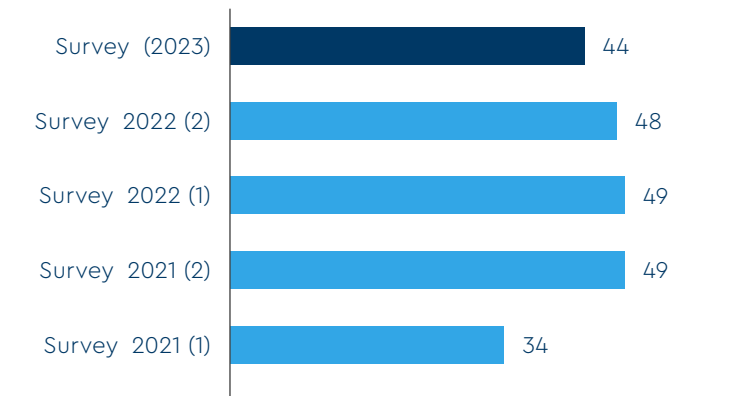
With the NPS, we can measure the loyalty and satisfaction of customers and terminal partners. We also draw up action plans to address the aspects highlighted in the surveys, following the results obtained. These plans are carefully structured and implemented with the support of the areas involved in the customer journey.

With the survey carried out in 2023, we had a four points reduction in the NPS. This result mirrors the impact of the vandalism in Baixada Santista at the beginning of the year, which affected part of our infrastructure, caused interruptions in operations and damaged the perception of quality and the experience of our customers.

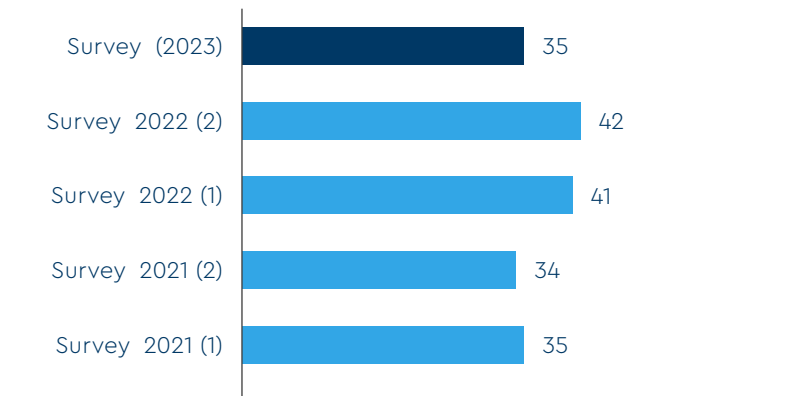
Faced with the need for a more efficient and responsive communication process in atypical situations and to reduce risks, we worked to implement improvements such as: optimizing processes, improving communication channels and carrying out social actions to strengthen the communities involved (find out more on page 85).

We believe that investing in social empowerment in the region will help us to address the root cause of vandalism and consequently increase our operational efficiency and customer perception of quality.

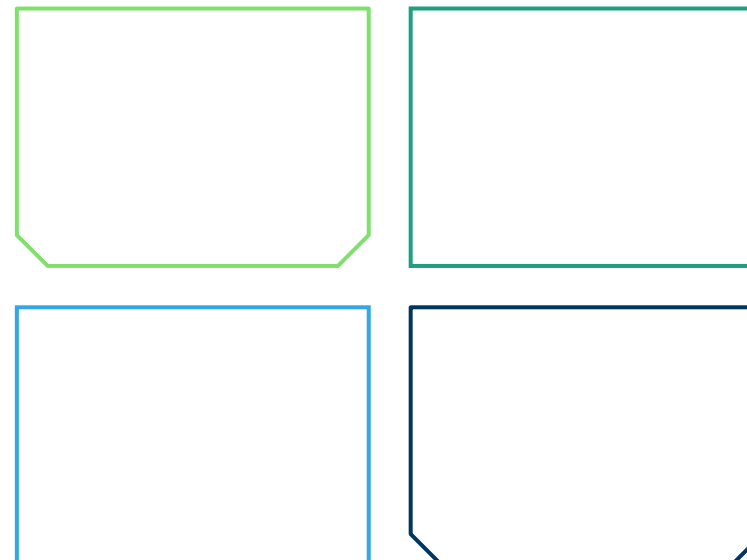
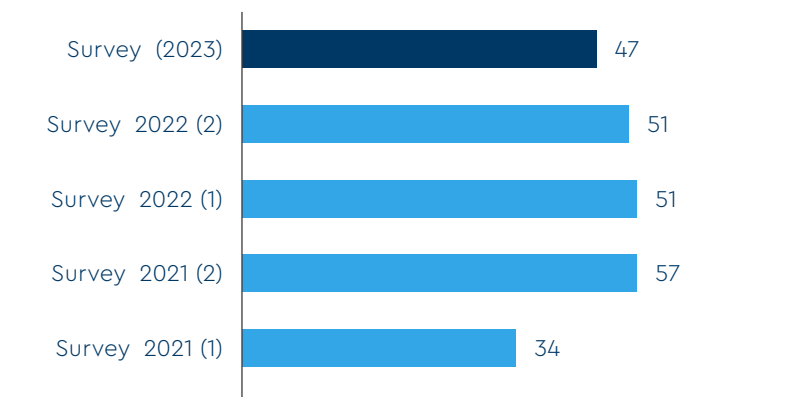
RUMO NPS EVOLUTION



NORTHERN OPERATION NPS EVOLUTION



SOUTHERN OPERATION NPS EVOLUTION



RESPONSIBLE SUPPLY CHAIN

PROFILE

Our aim is to expand our Company's positive impact on society and the environment by partnering with suppliers of responsible who share our purpose and values.

Our main suppliers are divided into two main categories:

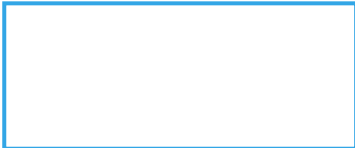
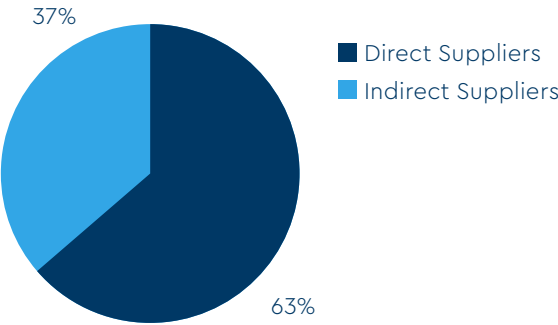
- **Service Providers**, which include railway car and locomotive maintenance, equipment rental and maintenance, security services, facilities, cleaning and maintenance, consultancies, contractors and maintenance and expansion works, engineering and technology; and
- **Material Suppliers**, which include 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

92.9% of Rumo's suppliers are Brazilian

SUPPLIER PROFILE



SUPPLIER MANAGEMENT

Suppliers play a crucial role in fully complying with all applicable laws and regulations in the locations where they operate while fulfilling their contractual obligations. Within this context, Rumo is committed to supervising, guiding and implementing policies, standards and principles throughout our operations and expansion works. **GRI 408-1 | 409-1**

The approval process for suppliers who provide services to Rumo, in accordance with the general terms and conditions established, requires that the supplier complies with the legal requirements of the applicable legislation. We carry out strict monitoring of compliance with labor rules in relation to third-party workers, checking work fronts and lodgings on site in order to assess the conditions provided in our suppliers' service chain. We also require suppliers to follow the internal rules outlined in Rumo's Supplier Manual. **GRI 408-1**

All of Rumo's contracts include strict clauses regarding compliance with these labor and Human Rights obligations, requiring continuous provision of documents and information by service providers and penalties in the event of non-compliance.


We are committed to guaranteeing everyone's safety, regardless of the area of operation or region in which the suppliers are located. This comprehensive approach aims not only to comply with legal obligations, but also to foster a safe environment in accordance with the highest standards, reinforcing Rumo's commitment to integrity and well-being throughout our network. **GRI 408-1 | 409-1**

We have a checklist that allows us to regularly check the places used by third-party employees to rest. This checklist is completed by Rumo's safety technicians, who assess aspects such as accommodation, living areas, toilets, the provision of basic food, the safety of transport vehicles, among others. All these elements must comply with the standards established by Rumo and non-compliance results in penalties for suppliers. **GRI 409-1**

Every month, the different areas, together with Supplier Management, evaluate the Supplier Performance Index (SPI) based on indicators such as time, quality and safety, including compliance with the safety standards stipulated by Rumo and the Ministry of Labor and Employment. **GRI 409-1**

It should be noted 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. Up until the closing of this report, we were not aware of any non-compliance with the standards of any of the items mentioned or of any significant risk of cases of forced, or slave-like, or child labor by any of our suppliers. **GRI 408-1 | 409-1**

In 2023, we published a new procedure for critical suppliers that was adopted in the Social and Environmental Management of the Supply Chain, evidencing our commitment to mapping and evaluating critical suppliers, i.e., those whose supply may cause significant economic, environmental, social or reputational impacts for Rumo.

 **Learn more about Rumo's Supplier Manual at [clicking here](#)**



All 1,650 companies approved and re-approved in 2023 answered social and environmental questionnaires, of which 672 (40.73%) represent new suppliers of key inputs and services for our long-term operation, such as diesel supply and maintenance of our locomotives.

GRI 414-1

In 2023, we submitted 672 new suppliers for assessment, of which 11 were selected based on environmental criteria (1.64%) and 366 were assessed for environmental impacts. We identified six companies as potentially causing environmental impacts.

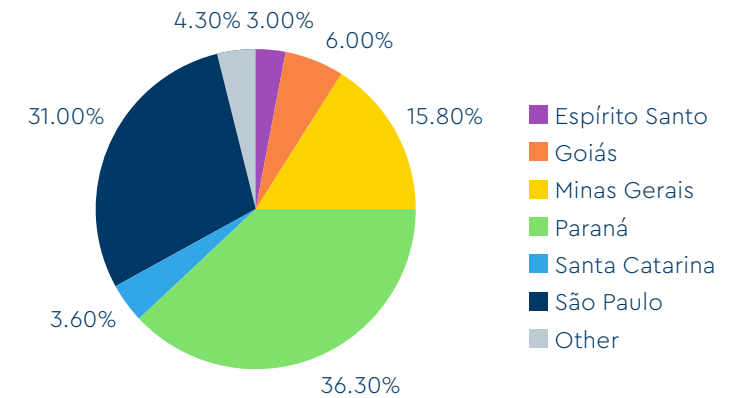
GRI 308-1 | 308-2

LOCAL SUPPLIERS

In order to further boost the hiring of local suppliers, we entered into a strategic partnership with the Federation of Industries of the State of São Paulo, receiving support from the S System to train local labor.

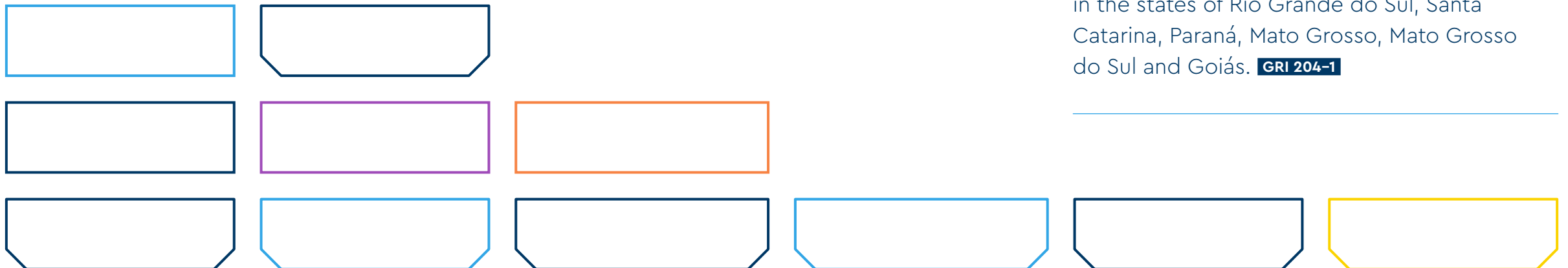
At the expansion project in Lucas do Rio Verde (MT), we prioritized hiring local workers and companies. We maintain strict supervision, carried out both by our internal team and by third-party contractors who provide services, with the Supplier Performance Index (SPI) being responsible for operational supervision. We also organize communication and engagement campaigns on safety through regular forums and hold monthly meetings with our occupational safety technicians.

BREAKDOWN OF LOCAL SUPPLIERS BY STATE



82.44% of Rumo's suppliers were hired locally in the states of Rio Grande do Sul, Santa Catarina, Paraná, Mato Grosso, Mato Grosso do Sul and Goiás.

GRI 204-1



PARCERIA EM MOVIMENTO

(PARTNERSHIP IN MOTION)



During the year, we held the 3rd edition of the Partnership in Motion Program, an initiative aimed at strengthening relationships with our suppliers and encouraging them to follow better social and environmental practices, as well as maintaining the quality of the materials and services provided to the Company.

During the year, the program underwent improvements, setting stricter criteria for the awards, adding the "Outstanding" category.

The program is divided into four categories: "Performance", "Outstanding", "Innovation" and "ESG", with the aim of evaluating performance, management, safety, compliance, integrity and innovation indicators aligned with Rumo's DNA.

We believe that the initiative plays an important role as an effective tool for attracting new suppliers to the Company. As such, we not only recognize, but also seek out partners who share our full commitment to the principles of sustainability and ESG. This approach reinforces our commitment to innovation, sustainability and excellence throughout our supply chain.

The 2023 awards event was attended by 150 guests and another 800 people participated virtually.

CRITERIA ASSESSED

- Performance;
- Management
- Safety;
- Compliance;
- Integrity;
- Innovation;
- Alignment with Rumo's DNA.

PARTNERSHIP IN MOTION IN NUMBERS

50 projects entered in the ESG and Innovation categories

Over 1,300 suppliers evaluated

19 award-winning partners

Apart from the awards event, in order to address themes that are relevant to our partners, we held 14 live casts with suppliers, where partners took part in a large number of events. We covered occupational safety issues, such as the 7 Rules of Life and driver training, anti-corruption and the Code of Conduct, dealing with migrant workers, working conditions and human rights, as well as partnerships with suppliers in social projects and Instituto Rumo.



EXTERNALITIES

Together with a specialized consultancy, in 2023 Rumo identified, assessed and valued its positive and negative socio-environmental externalities, which consist of the effects of its activities that, involuntarily or not, can bring benefits or impose costs/impacts on third parties.

In the case of beneficial effects, these are positive externalities and when they involve impacts, they are negative externalities.

IDENTIFICATION AND EVALUATION

In view of this, the identification and evaluation of externalities stage was carried out, which included the following phases:

MAPPING

Document analysis and interviews, using sector references, benchmarks and a survey of Rumo's effects and impacts, considering Natural, Human, Social and Produced capital.

PRIORITIZATION

Definition of prioritization criteria – likelihood of occurrence, number of people affected, criticality of the impact and possibility of reversibility – analysis of effects x criteria, prioritization matrix and consolidation in detailed sheets on the effects analyzed.

MANAGEMENT GAP ANALYSIS

Overview of impacts of externalities (analyzing policy and commitments, impact, integration, monitoring, reporting and remediation) and view by theme (analyzing policy and commitments, governance, initiatives and programs, indicators and reporting).

APPLICATION OF THE LOCAL FOOTPRINT METHODOLOGY

Using the Local Footprint methodology, which makes it possible to quantify the socio-economic contribution and environmental impacts generated by the Company - direct, indirect and induced – based on modeling that integrates our data and cross-references it with several databases, considering 380 sectors of activity, it was done:

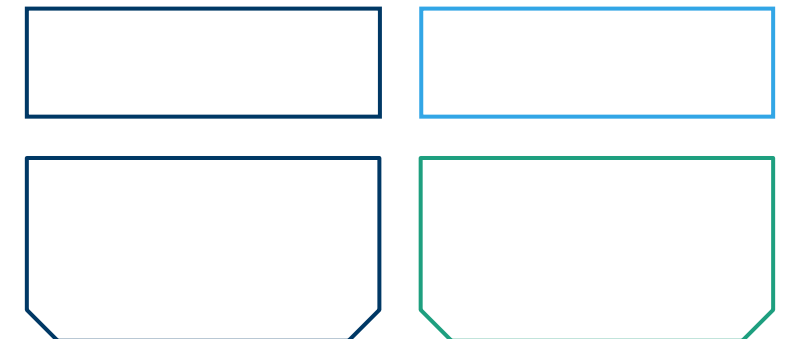
- Measurement and valuation of impacts;
- Recommendations for action and communication.

For many companies, the impacts on Natural, Social and Human capital and the resulting costs or benefits remain externalities, i.e., they are not taken into account in their decision-making.

However, carrying out this study will further reinforce Rumo's ongoing quest to act in a sustainable and responsible manner, in order to minimize its negative impacts on the entire environment.

As a result of the project, we describe some of our externalities:

- Decarbonization of transport;
- Air composition;
- Climate change;
- Balance between species;
- Employment and income generation;
- Community accidents.



ECO-EFFICIENT OPERATION

Climate Change Management	99
Emissions	106
Environmental Management	110
Waste	113
Water and Effluents	116
Biodiversity	118

CAPITALS:



Social and
Relationship



Natural



Manufactured

MATERIAL THEMES:

- Governance and Ethics
- Safety and Operational Risks
- Climate Change and Emissions Management

CHAPTER SDGs:

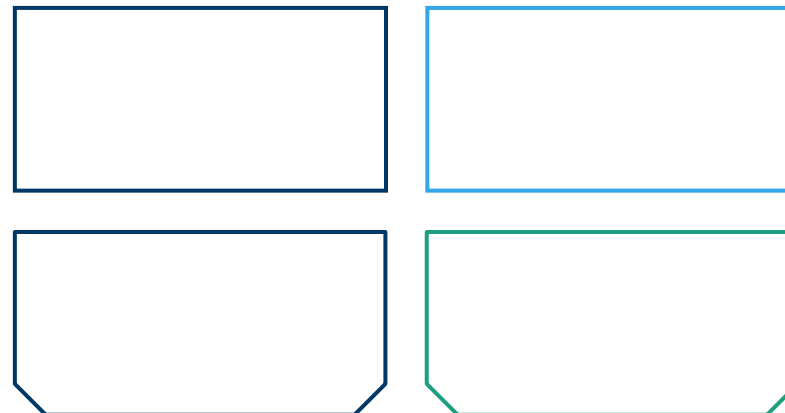


CLIMATE CHANGE MANAGEMENT

Climate Change represents one of the most pressing and complex challenges to be faced today, given the increase in greenhouse gas concentrations in the atmosphere, resulting mainly from anthropogenic activities, which has triggered significant changes in climate patterns on a global scale. The importance of this issue transcends geographical boundaries and sectors, impacting ecosystems, economies, communities and the quality of life of future generations.

In view of this, for Rumo the issue of Climate Change and Emissions Management remains material and relevant, both because of the Brazilian transportation sector's intensive use of fossil fuels and because of its strong relationship with climate-dependent sectors, such as agribusiness. Therefore, the Company's strategic action is based on the guidelines set out in the Sustainability Policy, in order to continually seek to reduce greenhouse gas emissions, adding value to projects and operations, but also reducing the resulting impacts to move ever further along the path towards a low carbon economy and business longevity. **GRI 3-3**

Aware of the growing challenges posed by Climate Change in our sector and business, the theme is monitored and supervised by Senior Leadership and the Board of Directors, supported by the Strategic and Sustainability Committee, which meets quarterly, we also follow specific reporting standards, such as the Disclosure Insight Action (CDP), GHG Protocol and the Task Force on Climate-related Financial Disclosures (TCFD). **GRI 3-3**



CLIMATE RISKS

With regard to the Company's risk management, it evaluates risks and opportunities, ensuring the protection of its assets and the continuity of its operations. Also, due to the fact that some of the emerging risks in our sector are caused by climate change, during 2023, Rumo finalized the review of the entire process of identifying, evaluating, valuing and managing risks and opportunities related to Climate Change, in accordance with the recommendations of the Task Force on Climate Change-related Financial Disclosures (TCFD). **GRI 3-3 | 201-2 | TCFD**

Accordingly, with a view to reinforcing the perception of the risks related to Climate Change that had already been included in the group of corporate risks, Rumo began the management process by determining the necessary parameters for climate modeling – history of climate events, types of risks, time horizons and climate scenarios – as well as the scope – assets and operations -, aligning with the best scientific references and market practices. **GRI 201-2**

Consequences that may be caused by the climate can impact both on the level of physical risk, either acute or chronic, from damage to infrastructure, interruption of operations, safety and the environment, and on the level of transition risk, either through current or emerging regulations, technology, market or reputation, both of which were assessed for all five railway line networks under our concession, which operate in different regions of Brazil, as well as the port terminals of Santos (SP), Paranaguá (PR), São Francisco do Sul (SC) and Rio Grande (RS).

The time horizons were established in line with those considered in the Company's strategic planning and in accordance with the indications of the Intergovernmental Panel on Climate Change (IPCC): **GRI 201-2**

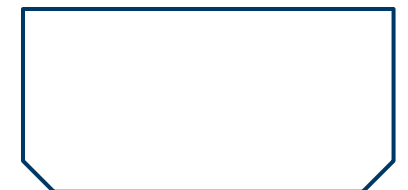
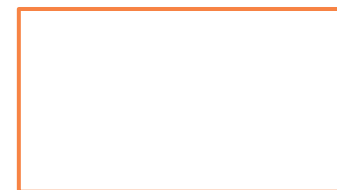
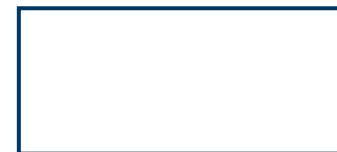
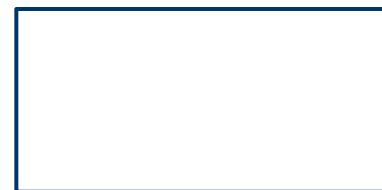
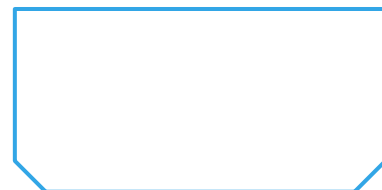
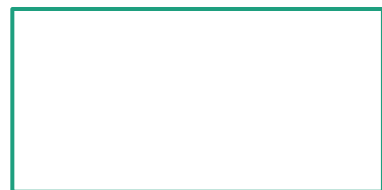
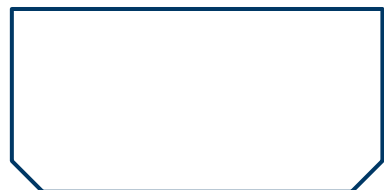
- Short term:** 1 to 10 years;
- Medium-term:** 11 to 30 years; and
- Long term:** 31 to 60 years.

Scientifically recognized climate scenarios have been selected to allow for the analysis of risk behavior in extreme situations, in both optimistic and pessimistic perspectives, capturing a wide range of future outcomes, both favorable and unfavorable: **GRI 201-2**

PHYSICAL RISK

Scenarios of the Representative Concentration Pathway (RCP)/ Shared Socioeconomic Pathways (SSP) from IPCC AR6, 2021.

- Optimistic** – Low Emissions: RCP 2.6/ SSP1-2.6, in line with 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.



TRANSITION RISK

International Energy Agency (IEA) scenarios from the World Energy Outlook (WEO 2022).

Optimistic – Net Zero Emissions (NZE), aligned with the goal of limiting the global temperature increase to 1.5°C by 2100 (above pre-industrial levels), considering the fulfillment of 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.

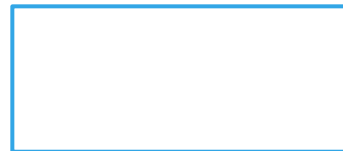
Given these parameterizations, six types of physical risk were analyzed through modeling and based on the main climate databases, in order to capture their respective behaviors in the short term, as well as their tendency to increase in the medium term, leading to reflection on the potential impacts and adaptation and mitigation measures. Meanwhile, in order to model the transition risks most relevant to the business, there was an initial qualitative analysis of the drivers of each risk selected – political and legal, technology, market and reputational – as well as those commonly pointed out in analyses of our sector and market, highlighting the degrees of relevance for the short and medium term horizons. **GRI 201-2 | TCFD**

Once the risks have been identified, assessing the financial impact allows preventive action to be taken in relation to possible scenarios. Therefore, from the physical risk point of view, the aim is to monetize the financial impact resulting from the interruption of our activities, potential damage to our infrastructure, or emergency actions that we may have to take due to the impact of extreme weather events on our operations and surroundings. For financial impacts related to the risks of transitioning to a low-carbon economy, technological alternatives that translate into opportunities for the company will be verified. **GRI 201-2 | TCFD**

FLOODS IN SÃO CARLOS

At the beginning of 2023, extreme rainfall affected the municipality of São Carlos (SP) and caused the flooding of the Córrego do Monjolinho, a region in which we manage a railway line that connects the states of Mato Grosso and Mato Grosso do Sul and the north of the state of São Paulo to the Port of Santos. The event caused the rupture of pipes under the railway lines, paralyzing our operations for seven days and requiring a mitigation effort to stabilize the drainage systems and recover the affected area.

In the following months, together with the São Carlos City Hall, through the Government, Security and Civil Defense departments, we implemented a Contingency and Emergency Plan to support the municipality in coping with floods, helping with evacuations, providing signaling, monitoring and rescue equipment. We also took part in training sessions and signed a Readiness Contract with the company Ambipar, to ensure emergency response within 2 hours in the event of flooding emergencies.



PHYSICAL RISKS **GRI 201-2 | TCFD**

	EXTREME HEAT	FOREST FIRES	WATER STRESS / DROUGHT	LANDSLIDES BY RAINFALL	RIVER FLOOD	TROPICAL CYCLONES
Type of Risk	Chronic	Acute	Acute	Acute	Acute	Acute
Description of the Operational Impact	Very high temperatures can cause the rails to buckle, leading the structure to deform and causing the trains to derail.	Fires can cause direct physical damage to tracks, signaling equipment and railway line track points, eventually interrupting operations.	Water stress/droughts can cause less water availability for runway maintenance and cleaning	Landslides can cause direct physical damage to tracks, signaling equipment and railway line track points.	River floods can stop train circulation until the damage caused to the composition is repaired, impacting the transported cargo and the surrounding environment.	Cyclones can cause direct physical damage to tracks, signaling equipment and railway line track points.
Financial Quantification of Transition Risks	After the occurrence of an accident, there is an interruption in train circulation in the stretches, directly impacting productivity, with the need to repair the rolling stock involved.	Forest fires can permanently compromise the railway line and the rolling stock, resulting in damage related to repairs.	Water stress/drought can cause less water to be available for maintenance and cleaning of the railway, as well as increasing operational or logistical costs, affecting the productivity of our customers.	Barrier collapses can cause railway incidents, with loss of productivity and damage to the permanent track and rolling stock, in addition to possible impacts on the occurrence surroundings.	Floods caused by rains can stop train circulation until the damage caused to the composition is repaired, impacting the maintenance of commercial contracts (cargoes) and the surrounding community.	Cyclones can cause direct physical damage to the tracks, signaling equipment and railway line track points, compromising contractual deadlines and putting the safety of employees and surrounding communities at risk.
Adaptation and/or mitigation measures	In order to act preventively, derailment detectors were installed at various points along the stretches and track break detectors, which allow the driver to identify the adverse event and prevent more serious occurrences.	After understanding the climate dynamics, meteorological stations were installed to predict extreme weather events at relevant points and ensure early action, thus avoiding possible damage.	After understanding the climate dynamics, meteorological stations were installed to predict extreme weather events at relevant points and ensure early action, thus avoiding possible damage.	In locations considered critical for the operation and with a history of occurrences, constant monitoring is carried out so that possible interurrences are detected preventively, such as barrier collapse detectors.	In locations considered critical for the operation and with a history of occurrences, constant monitoring is carried out so that possible interurrences are detected preventively.	Although this risk is identified as a more regional risk, weather alerts help prevent potential occurrences.

TRANSITION RISKS **GRI 201-2 | TCFD**

	NEW TECHNOLOGIES	MARKET ANALYSES	CHANGE IN CONSUMPTION PATTERN	GREENHOUSE GAS (GHG) PRICING	SECTORAL IMPACT OF CLIMATE CHANGE
Type of Risk*	Technological	Market	Market	Political & Legal	Reputational
Description of the Operational Impact	There are growing demands for low-carbon transportation services that are more energy efficient or for the use of renewable energy.	Changes in the rainfall and temperature regime can cause changes in large crops and a drop in grain production in the region of Mato Grosso, which causes a reduction in transport flow, mainly through the Rondonópolis terminal.	We seek to adapt to the demand and supply of products affected by climate change, but there is difficulty in creating branches for short distances to transport other products.	As the topic of climate change advances globally, the identified risk refers to the existence of legislation on the subject, carbon pricing and emissions taxation, a reality that exists in some countries	We increasingly identify the need for companies to take a stand in relation to climate change and effectively reduce its impacts and the risk of not taking a stand.
Financial Quantification of Transition Risks	New technical specifications for equipment and new operating standards can increase operating costs.	Changes in grain productivity have a direct impact on transport carried out by rail, which, in addition to large volumes, accounts for 80% of the total transported volume.	The unavailability of the railway network in some stretches and regions can make transportation unfeasible, leading to cargo loss to other modes or routes.	If there is a need to adapt to new laws and charges, the cost for the Company must be estimated, considering its annual emissions.	Conduct scenario assessments and analyses that can help predict potential impacts to operations from climate change and major climate-related events related to productivity.
Adaptation and/or mitigation measures	As an alternative, studies and assessments can be carried out to adjust existing assets to renewable technologies and gradually replace equipment.	We carried out a market analysis with prospecting customers to diversify the load and reduce dependence on the transport of agricultural products. An example of this is the transporting fertilizers, which involves transporting the input to the central region of the country on trains that unload agricultural products at the port of Santos and previously returned empty besides geographic diversification achieved through access to other markets via the Malha Central.	We seek to retain existing customers and carry out market analyses to establish logistics focused on raw material producers, demonstrating the competitive advantage of the railway modality.	Hiring consultants to anticipate the conduction of studies and preventive action in these cases that may result in higher operating costs.	We carried out a study of the internal emissions scenario and production and energy efficiency projections to estimate the possible impacts generated by our operations, with the definition of public targets to demonstrate the Company's commitment to its impacts.

* Reputational risks are linked to all risks.



We carried out an analysis to verify the adherence of climate change management to the guidelines of the Task Force on Climate-Related Financial Disclosures (TCFD), identifying opportunities for improvement.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

GOVERNANCE

At Rumo, we have a Strategic and Sustainability Committee responsible for directing the guiding themes of sustainability and ESG, which includes risk management and issues related to climate change, its actions, objectives and targets. Its members meet quarterly to monitor progress and deliberate on the subject.

STRATEGY

We are committed to and act in line with business growth, a transition to a low-carbon economy and tackling climate change. The impacts of climate change-related risks and opportunities on the business are incorporated into the Pillars of our corporate strategy, which include Infrastructure Expansion, Operational Safety and Innovation and Technology.

METRICS AND TARGETS

Our ESG targets are linked to the payment of variable compensation for all employees, which include social and environmental performance index, including targets for reducing specific GHG emissions. We establish GHG emissions metrics by year and monitor compliance with the targets for reducing emissions per RTK and the impacts on climate change. Our public targets cover the Company as a whole:

Reduce specific emissions by 15% by 2023, with a base year of 2019; **Reduced to 17.46% in 2023.**

Reduce specific emissions by 21% by 2030, with a base year of 2020. **Reduced by 8.94% in 2023.**

RISK MANAGEMENT

Based on the climate risk study carried out in 2023, we have updated the entire process of identifying, assessing and managing risks and opportunities related to climate change, as well as reviewing our physical and transition risk matrix. To intensify the integration of climate risk management into the Company's strategic plan and financial planning, we are calculating the financial impact due to the interruption of our activities, potential damage to our infrastructure, or emergency actions that we may have to take due to the impact of extreme weather events on our operations and surroundings, and developing assessment tools, such as internal carbon pricing.





CARBON PRICING

Internal carbon pricing is a metric that allows a monetary value to be assigned to the carbon emissions associated with a Company's operations. It therefore consists of a strategic approach that can be adopted to incorporate the cost of these emissions into decision-making, internalizing the impacts associated with greenhouse gas (GHG) emissions and encouraging their reduction, contributing to a low-carbon economy.

With the support of a specialized consultancy, Rumo conducted a study on internal carbon pricing with the following objectives:

- **Anticipate** risk assessments and opportunities associated with a mandatory pricing scenario in the future;
- **To support** voluntary emission mitigation strategies in order to better understand the associated costs and to increasingly promote energy efficiency;
- **Identify and measure** their socio-environmental externalities and, consequently, contribute to choosing projects with a lower impact.

In order to map out the profile of Rumo's risks and opportunities in this matter, we considered the construction of scenarios and the simulation of carbon prices based on the Marginal Abatement Cost Curve (MACC), which indicates the cost associated with the reduction (abatement) of an additional ton (on the margin) of CO₂e (tCO₂e) by the Company. As such, a complete assessment of the abatement costs of each available reduction option will result in an overview of the potential for reducing emissions and the associated costs.

Among the reduction options available, we analyzed eco-efficiency projects and actions already underway, as well as automated systems. In order to define the Company's internal carbon price, we evaluated the pricing projections that should be adopted worldwide by 2030, following the Paris Agreement, and also considered the values that are already in force in Latin America and followed by some Brazilian companies.

GRI 201-2

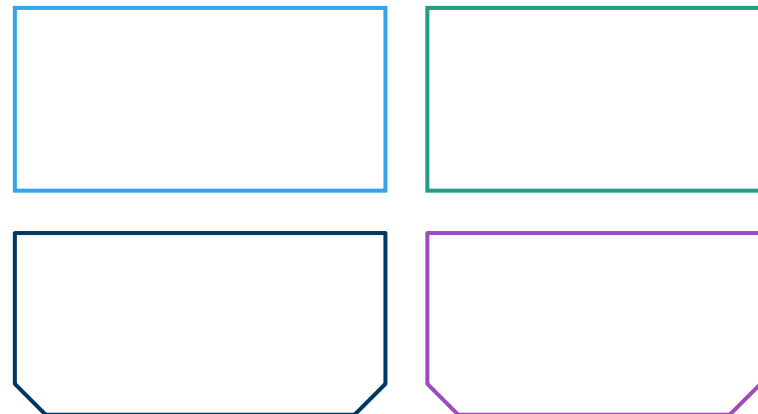


EMISSIONS

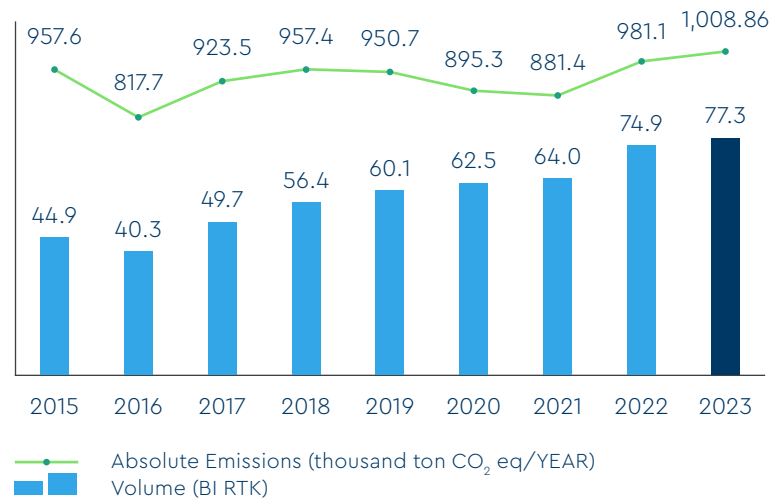
Our negative impacts on climate change are linked to the emission of Greenhouse Gases (GHG), especially from the burning of fossil fuels in the transportation sector. However, we would like to point out that the rail modal is more sustainable, as it emits around 7.6 times less GHG than other less efficient modes.

Recognizing the importance of mitigating climate impacts whenever possible, we have implemented several energy efficiency actions. These initiatives aim to improve performance, reduce fuel consumption and, consequently, reduce GHG emissions in our operations. Furthermore, we seek to take an assertive stance on the subject, positively influencing other stakeholders.

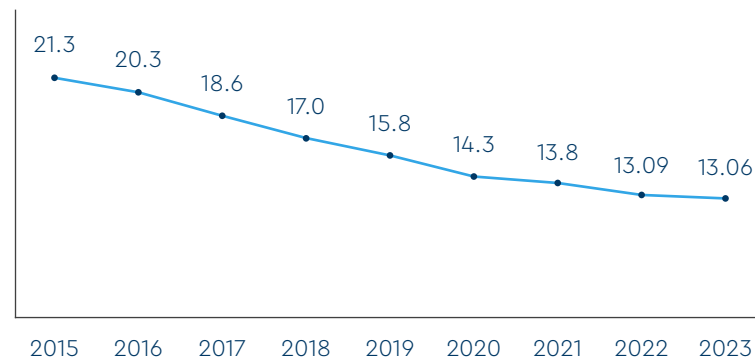
GRI 3-3 | TCFD



VOLUME (BI RTK) X ABSOLUTE EMISSIONS (thousand ton CO₂ eq/YEAR)



SPECIFIC EMISSIONS (gCO₂ eq/RTK) GRI 305-4



To show our commitment to mitigating environmental impacts through the use of electricity, in 2023 we acquired the International REC Standard (I-REC), which is a certification that proves that part of the electricity consumed comes from a renewable energy source, reducing the Company's scope 2 emissions by 45.70%.

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

	2017	2018	2019	2020	2021	2022	2023
Total gross CO ₂ emissions	923,581	957,487	950,756	895,366	881,421	981,114	1,008,862

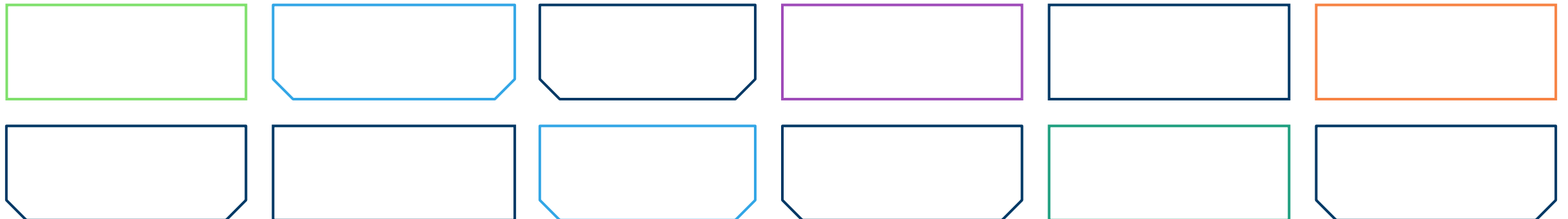
DIRECT EMISSIONS OF GREENHOUSE GASES – SCOPE 1* (tCO₂ EQUIVALENT) GRI 305-2

	2017	2018	2019	2020	2021	2022	2023
Total gross CO ₂ emissions	2,309	2,265	2,418	2,164	7,504	2,632	1,429

* The following gases were considered in the aforementioned calculations: CO₂ – Carbon dioxide; CH₄ – Methane; N₂O – Nitrous Oxide; HFCs – hydrofluorocarbons. The base year chosen for accounting is 2023, due to the continuity of emissions accounting. In the said year, total emissions were 1,008,862 CO₂ equivalent and biogenic emissions totaled 117,166.51 ton CO₂ eq. The methodology and emission factors are based on the GHG Protocol and audited annually by an independent third party. The consolidation chosen for emissions is operational control.

INTENSITY OF GREENHOUSE GAS EMISSIONS (gCO₂ eq/RTK) GRI 305-4

2020	2021	2022	2023
14.34	13.77	13.09	13.06

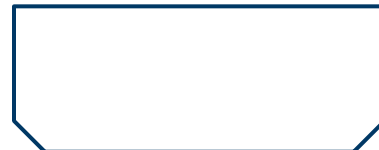
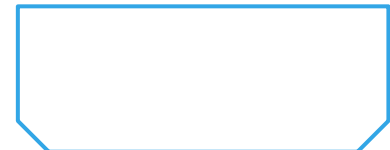


ATMOSPHERIC POLLUTION

At our terminals, air pollution is caused by the handling of grains and fertilizers, including receiving, transport, storage and shipping. We employ advanced technology, such as bag filtering systems, pulsating jets, air curtains, automatic doors and centrifugal fan suction, as well as chimney-controlled residual emissions to control these particulate matter emissions.

Quantification of the particulate matter mass is carried out in accordance with CONAMA Resolution No. 491/2018, by gravimetric analysis, and the concentration is obtained from the mass/volume ratio of the gas sampled. In 2023, the average emission of particulate matter was **354.20** Total Suspended Particles (TSP). Sampling took place at the Rio Verde (GO), São Simão (GO), Alto Araguaia (MT), Rondonópolis (MT), Itirapina (SP) and Sumaré (SP) terminals, at two emission sources per terminal. The Jaú and Port Elevations terminals, reported in previous years, were disregarded because they are not managed by the Company; the same happened with the Alto Taquari Terminal due to its low level of operation. The figures presented below represent the average of all measurements and sources.

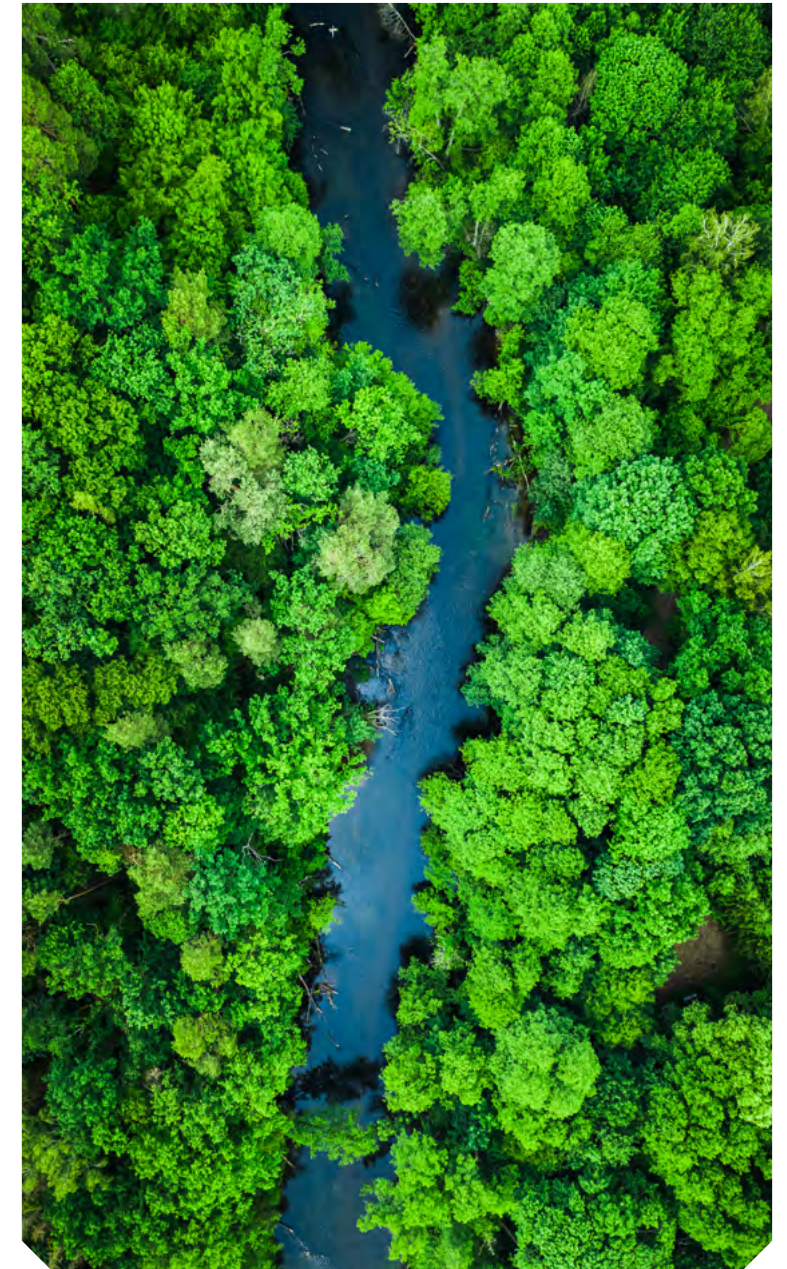
GRI 305-7 | TR-RA-120a.1



POLLUTION BY TERMINAL

Terminal	PTS
Rio Verde (GO)	354.32
São Simão (GO)	221.62
Alto Araguaia (MT)	130.20
Rondonópolis (MT)	541.38
Itirapina (SP)	120.87
Sumaré (SP)	756.81
Average final value	354.20

Factors such as partially paved streets in the surrounding area, heavy vehicle traffic in the yards and the presence of other companies nearby influence the standards shown at each terminal.



ENERGY EFFICIENCY IN OPERATIONS

ENERGY EFFICIENCY

The train mode is more sustainable than the others, as it emits 7.6x less GHGs than the road mode.

In advance, we achieved the goal of reducing specific emissions by 15% by 2023, with a base year of 2019, reaching a 17.46% reduction, in addition to **reducing specific emissions by 39%** since 2015.

With our operations in 2023, we have **avoided the emission of 6.6 million tons of CO₂**, the amount that would be released if trucks were transporting the equivalent load.

LOAD CAPACITY

The railway transports more cargo. Our locomotives carry up to 120 railway cars and by 2025 we will be driving compositions with 135 cars.



25 ton.
/truck



12,000 ton.
/train

INTEGRATED LOGISTICS

A 120 car train is equivalent to 480 trucks.



By issuing sustainability-linked bonds (SBL) with financial institutions, we offered a debenture worth BRL 1.5 billion. We are continuing the energy transition process, restating our ambitious greenhouse gas (GHG) reduction target. The new transaction means that Rumo has around 40% of its total debt linked to commitments to sustainability and ESG targets.

GREEN BOND FUNDING

In 2020, the Company achieved a significant feat by issuing the first Green Bond for freight railway lines in Latin America, raising US\$500 million and obtaining certification from the Climate Bonds Initiative (CBI).

These investments are part of the Company's strategy to improve the energy efficiency of transportation, resulting in the continuous reduction of greenhouse gas (GHG) emissions. They also aim to mitigate possible impacts resulting from climate change, making a substantial contribution to achieving our environmental goals.



To find out more, access the third report disclosing the use of our Green Bond resources:

<https://ri.rumolog.com/en/disclosures-and-documents/green-bond>

ENVIRONMENTAL MANAGEMENT

Rumo's Environmental Management System relies on the main corporate management tools, based on methodologies and systems consolidated in the market. We use the Online Integrated Management System (OIMS) to manage environmental licenses, conditions and legal requirements.

We have a structured process of internal environmental audits to identify non-conformities and deal with them together with the areas involved. As a result, we manage the environmental quality of Operation Support Units through the Environmental Performance Indicator, applicable to Supply Stations, Locomotive and Railcar Maintenance Stations, Terminals, Workshops and Track Headquarters, considered relevant for greater focus on the company's environmental management, requiring constant monitoring and evaluation to ensure environmental and legal compliance.

In addition, we manage environmental risks through an Environmental Risk Matrix, anticipating possible impacts on the business and guiding the Company's investments.

HIGHLIGHTS

EPI MALHAS
Development of the Methodology for the Environmental Performance Index for Networks.

SIGAR: WEBSIG RUMO
Acquisition of ArcGis Enterprise for the development of Rumo's Environmental Management System.

NETWORK ENVIRONMENTAL PERFORMANCE INDEX

The Network Environmental Performance Index (EPI Malhas) is a tool being developed to gather information on Rumo's environmental impacts related to management practices and operational processes on the routes. In 2023, we developed the EPI Malhas methodology with the aim of ensuring environmental compliance on the railway line stretches, identifying, monitoring and evaluating activities in the themes of: Environment, Regulatory, Track Maintenance, Communication and Legal.

The calculation of the EPI Malhas will be made up of secondary data, obtained from federal, state and municipal environmental agencies, and primary data, collected directly by the Company. With this data, it will be possible to plan corrective and preventive actions more assertively, prioritizing the stretches with the greatest challenges.

ENVIRONMENTAL MANAGEMENT SYSTEM

SIGAR: WebSIG Rumo is Rumo's new Environmental Management System, which will come into effect in 2024, to meet the conditions of the operating licenses for the railway line networks and support units, as well as to manage environmental deviations from the Lucas do Rio Verde (LRV) expansion works. In 2023, we acquired a lifetime license for ArcGis Enterprise, which will allow us to develop the WebSIG platform next year, based on a georeferenced and consolidated database, thus ensuring the integrity of information, optimization of analyses and integration between areas.

With EPI Malhas and SIGAR, we are committed to continuously improving management processes, reducing the Company's exposure to risks and irregularities and increasing compliance with conditions, leading to a reduction in the socio-environmental impacts of our operations.

ENVIRONMENTAL POLICY

In line with the principles of Rumo's Sustainability Policy and Environmental Policy, we strive to mitigate the impacts of our operations, contributing to the preservation of natural resources and complying with legislation, with the aim of standing out in environmental management.

During the year, we held talks and live casts together with partner companies in celebration of International Environment Day, on June 5th. The talks covered waste management, best environmental practices and emergency assistance, as well as planting tree saplings.

We were also present at the 16th Environment Week held by the Paranaguá (PR) city council, with a stand displaying materials from the Natural History Museum.

On Tree Day, we carried out 19 actions with the participation of 842 employees. Together we planted 745 seedlings and donated 330 kits with native seeds.

OPERATIONS ON THE MALHA PAULISTA

Environmental management at the Malha Paulista operational units and terminals was excellent in 2023, as a result of our team's coordination and execution.

In the interests of operational efficiency, positive impact creation and safety, we highlight the following actions: Responding to and mitigating environmental incidents; Improving environmental performance; Carrying out adaptation works; Revising contingency plans; Carrying out positive agendas with environmental agencies and external entities; Periodic inspections and meetings with technical teams from Ibama and the Forestry Foundation and Rumo representatives; Training with emergency simulations.

BEST PRACTICES

INVESTMENT

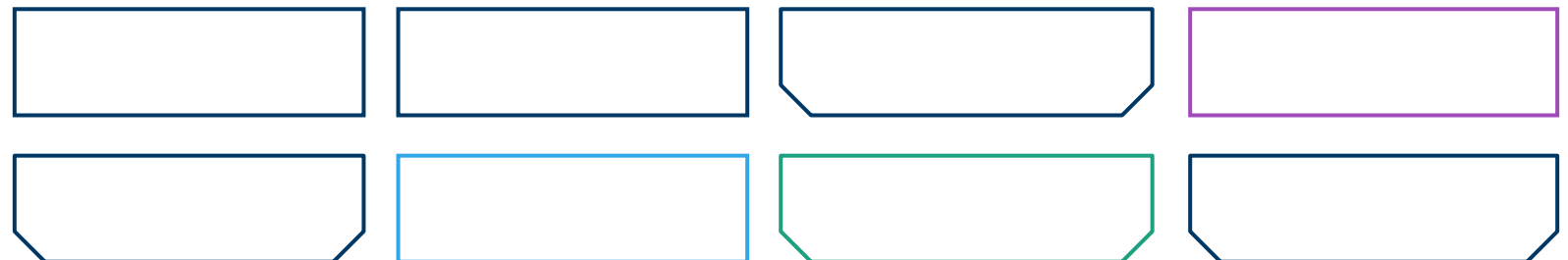
Canadian solar generator, with **76** solar modules delivered to the Rio Verde Terminal (GO)

SOCIO-ENVIRONMENTAL

Fire-fighting **training**, provision of PPE and planting and gardening equipment for indigenous people



Check out our Sustainability Policy and Environmental Policy [clicking here.](#)



SENADOR VICENTE EMÍLIO VUOLO STATE RAILWAY

We are currently carrying out a number of environmental impact remediation actions on the Senador Vicente Emílio Vuolo State Railway Project, which will reach the municipality of Lucas do Rio Verde (MT), linked to compliance with the Licensing Programs. Here are some of them:

- Compensatory planting, with the preservation and reintroduction of plant species, re-establishing the form and function of the vegetation impacted by the railway line installation;
- Restoration of temporarily impacted sites that improve the physical and chemical properties of the soil with minimal intervention under the Degraded Areas Recovery Program (PRAD);
- Assistance to affected rural landowners in regularizing their situation with the Rural Environmental Registry (CAR) and finding places to relocate legal reserves under the Support Program for the Regularization and Relocation of Legal Reserves;
- Relocation of hives of exotic bees to partner beekeepers as part of plant clearing and suppression activities;
- Installation of signs to identify, flag and monitor bird nests as part of the Fauna Rescue and Scaring Program;
- Certification for sustainable construction sites.

2023 HIGHLIGHTS

Participation in Sicredi's **Recovering Springs Project**

60 native seeds planted

1,200 seedlings donated in partnership with IDG Engenharia

Over 551 animals rescued, under the Fauna Rescue Program

Allocation of **BRL 22 million** for the preservation of **13 Conservation Units** in the state of Mato Grosso

Over 200 seedlings planted

Over 530 species of animals registered

PROJECT EXECUTION

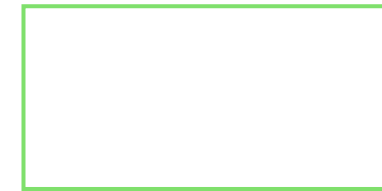
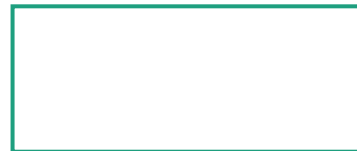
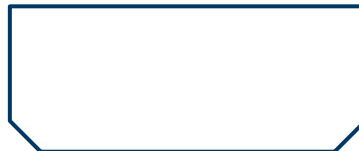
Estimates:

350,000 seedlings will be planted in compliance with the license conditions

210 km of the railway line will be recovered

155 wildlife crossings are planned

192,572 hectares of **Permanent Preservation Areas**



WASTE

We are looking for effective waste management practices in our operations, with a focus on reuse and recycling. We monitor the final disposal of waste, assessing its qualitative and quantitative efficiency. A major challenge is the management of track waste, which we have sought to collect and centralize in order to dispose of it properly, considering new applications for its reuse and recycling.

In our strategic vision we consider research development and innovation for the efficient use of resources, setting annual targets for the reduction and reuse/recycling of solid waste in all our operations, which are evaluated by indicators. We also look for suppliers in line with our management, embracing the best practices of the 5R's that we follow in our operations: rethink, refuse, reduce, reuse and recycle.

In 2023, we implemented a waste management system, bringing all the management of the chain together. The platform is integrated with public bodies at a national level and through it we manage the measurement of the waste destined, in compliance with the regulations that deal with issuing documents for transporting the waste. We managed the documents of suppliers linked to disposal and received the Certificate of Final Disposal (CFD). The system also has an option for auditing suppliers, which is perfect for qualifying and improving the management process.

WASTE BY COMPOSITION, IN METRIC TONS (t) **GRI 306-3**

	2023
Hazardous waste	
Contaminated water	843.37
Oily emulsion	15.63
Oil contaminated grains	8.08
Light Bulbs	0.24
Used oil	617.18
Batteries	0.11
Contaminated construction	54.51
Healthcare waste (RSS)	0.13
Miscellaneous contaminated waste	1,050.99
Asbestos roof tiles	7.18
Contaminated soil	43.85
Ink	0.10
Total	2,641.37

	2023
Non-hazardous waste	
Rubber	5.00
Septic tank sludge	3,460.87
Wood	795.17
Scraps	28,836.38
Organic	9,626.79
Paper and Cardboard	9.71
Plastic	22.34
Common waste	2,271.85
Construction waste	107.84
Electronic scrap	0.35
Glass	45.68
Total	45,181.97



WASTE MANAGEMENT IN THE BAIXADA SANTISTA

The many episodes of vandalism in Baixada Santista and the Serra do Mar State Park region in the state of São Paulo have brought us challenges in waste management and preventing environmental damage. Find out more about the episodes of vandalism on page 86.

On the stretches affected by the criminal actions railway cars were opened and sugar, soy bran meal, soybeans, corn, cellulose and fertilizers spilled. Throughout the year, we carried out actions to mitigate the impacts of these events, which included: immediate cleaning of the right of way, carried out by the emergency team; removal of contaminated soil; manual cleaning and brushing of the rocky bed; proper disposal of waste; monitoring the impacts on watercourses; and providing other sources of drinking water for the affected population.

To mitigate these actions, we have taken preventive measures such as setting up a Corporate Intelligence and Investigations department to identify and curb incidents. We have strengthened our Logistics Security Department by hiring companies specializing in Private Security, with the implementation of electronic security systems such as cameras, drones and other devices controlled and monitored 24/7 by our Integrated Operations Centre (IOC).



SUSTAINABLE CONSTRUCTION SITE

In order to continuously improve construction sites related to expansion and modernization, we have implemented the Sustainable Construction Site Project.

This project is aimed at the voluntary participation of contractors, who, by joining the initiative, are subjected to monthly assessments carried out by Rumo's environmental Audit team and can be certified with the "Sustainable Construction Site" seal when they reach a minimum score of 70 points. During these audits, various aspects are analyzed, such as Waste Management,

Environmental Education and Social Responsibility, Water Resources, Energy Efficiency, Construction Standards, Greenhouse Gas (GHG) Emissions, among others.

The approach reflects our commitment to sustainable practices and environmental responsibility in all phases of our infrastructure projects, because as well as contributing to an innovative standard of sustainable management in construction, it also brings benefits to the environment and society, especially to the populations living in the construction areas.



INVESTMENT

BRL 45 thousand in Socio-environmental actions

EVALUATION

Average score of company evaluations exceeds **80%**

IMPACT

14 municipalities impacted

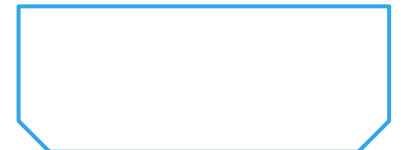
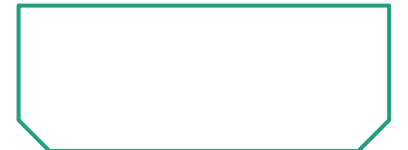
CERTIFIED COMPANIES

4 companies certified in 2023

DONATIONS

Computer equipment for the Cordeiropolense Association for Social Assistance to the Community

200 liters of milk



WATER AND EFFLUENTS

We carefully monitor and manage water and effluents, supervising the quality of the water used and treating the effluents generated to maintain the environmental compliance of our facilities.

In our units, where effluents are generated, such as locomotive, railway car and parts washers, we have Effluent Treatment Plants (ETP). These structures treat industrial waste containing oily and/or organic substances. We also use oil and water separators (OWS) to treat oily industrial effluent or storage tanks for later disposal by specialized companies.

Effluents undergo physical/chemical treatment and, in some cases, biological processes. We ensure that these effluents meet the quality standards set by legislation and environmental agencies through monthly chemical analyses. This ensures that the parameters of the treated effluent are in compliance before it is discharged

into the rainwater/fluvial system or public collection networks. Where treated effluent is discharged into water bodies, we monitor the parameters of interest upstream and downstream of the discharge point on a quarterly basis.

For the water withdrawal from wells and surface water, we maintain regularity by means of withdrawal permits, complying with the guidelines and conditions imposed by the responsible bodies.

We are currently in the process of developing indicators to improve water management. Over the next few years, we will adopt a procedure to control the volume at the withdrawal points, with a view to monitoring water consumption more efficiently, as well as resuming the water footprint assessment, which will allow us to evaluate the Company's direct and indirect water consumption.

HIGHLIGHTS

INVESTMENT

We have invested over **BRL 4 million** in two new ETEs in Rondonópolis with the capacity to treat 120 m³/day. The plants are in the final stages of installation.

IMPACT

We reduced **43.8** megaliters in 2023.

TOTAL WATER CONSUMPTION (ML) **GRI 303-5**

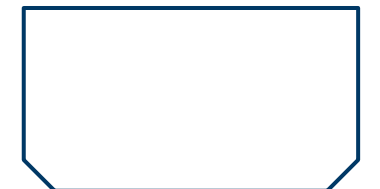
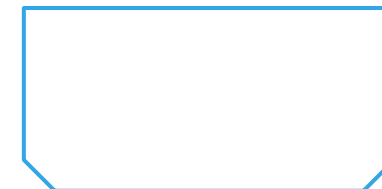
	2021		2022		2023	
	All areas	Water stress areas	All areas	Water stress areas	All areas	Water stress areas
Total water consumption in cubic meters (m ³)	149,864.00	0	172,829.00	0	128,940.00	0
Total water consumption in megaliters (ML)	149.89	0	172.82	0	128.94	0





BEST PRACTICES

- Obtaining and regularizing permits to maintain environmental compliance;
- Implementation of a flow control system at Water withdrawal points;
- Adaptation and improvement of the Treatment plants at the Curitiba (PR) unit;
- Development of the water Reuse Project at the headquarters;
- Reuse of treated effluent at the Desvio Ribas (PR) and Maringá (PR) units for fertigation;
- Environmental procedure for controlling water flow from water withdrawal points for use in the Grinder operation project;
- All the effluent treated at the Rio Verde Terminal is reused within the terminal itself. In 2023 alone, around 2.7 million m³ of effluent was reused.



BIODIVERSITY

Interactions in protected and highly biodiverse environments are restricted to railway operations, transshipment terminals, as well as offices and headquarters used for overnight stays. In these locations, we take strict measures to minimize possible environmental impacts, including waste generation, contamination and effects on local vegetation and fauna. **GRI 304-2**

All these areas are continuously monitored by environmental auditors and comply with the environmental standards established by competent environmental regulators. We also apply environmental indicators such as the Environmental Performance Index (EPI) and implement controls on conditions to manage the main impacts. All this data is reported annually to Ibama. **GRI 304-2**

The decline in wildlife biodiversity is a direct impact of railway implementation and operation. The construction of railway lines results in the loss and fragmentation of habitats, creating barrier effects due to infrastructure such as cuts, embankments and rail tracks. This leads to a reduction in gene flow, representing a decrease in the genetic diversity of isolated species, and the loss of individuals due to road kills associated with railway operations. **GRI 304-2**

Among the actions carried out by Rumo in 2023 to mitigate impacts on biodiversity, we highlight the following:

MALHA NORTE

- Installation of two fauna underpasses in the municipality of Costa Rica (MS).

MALHA CENTRAL

- Installation of 16 km of protective fencing in Jaraguá (GO);
- Installation of three metal railings at level crossings;
- Installation of 40 crossings for tortoises.

With a focus on the Expansion Project for Mato Grosso, through the Senador Vicente Emílio Vuolo State Railway, we have also developed the following actions and projects:

MATO GROSSO EXPANSION

ENVIRONMENTAL EDUCATION

- Developing educational banners and promoting the preservation of fauna and the environment.

PRESERVATION ACTIVITIES

- Participation in Sicredi's Recovering Springs Project, in the expansion project in the state of Mato Grosso;
- Diagnosis of municipal nurseries and partnerships to increase the inputs needed to produce seedlings;
- Participation in the World Cleanup Day event, mobilized by the Rondonópolis District Environmental Court, with a team of volunteer employees cleaning up the Arareau River, in Rondonópolis, and donating sun protection caps for the participants, in the expansion project in the state of Mato Grosso;
- 890 animals were rescued in suppression fronts during vegetation clearing;
- Volunteers planted 80 seedlings as part of the NC Group's Cidade + Verde Project, were developed within the scope of the project to build the Mato Grosso state railway;
- Partnership with the Herbarium of UFMT – Federal University of Mato Grosso to receive and make scientific use of collections from the Flora Program.

FAUNA PROTECTION

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

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

FAUNA PASSAGE

The so-called Standard Bridges And Structures (OACs) are structures that pass under the railway line, with different dimensions and shapes and can have different purposes: water drainage and the flow of streams, the passage of vehicles, livestock and the passage of wildlife.

Structures like this are beneficial to animals, as they allow them to cross under the railway line, reducing the risk of being run over by trains. These structures allow connectivity between fragments cut by the railway line and make it possible for animals to cross safely.



BASIC ENVIRONMENTAL PLAN

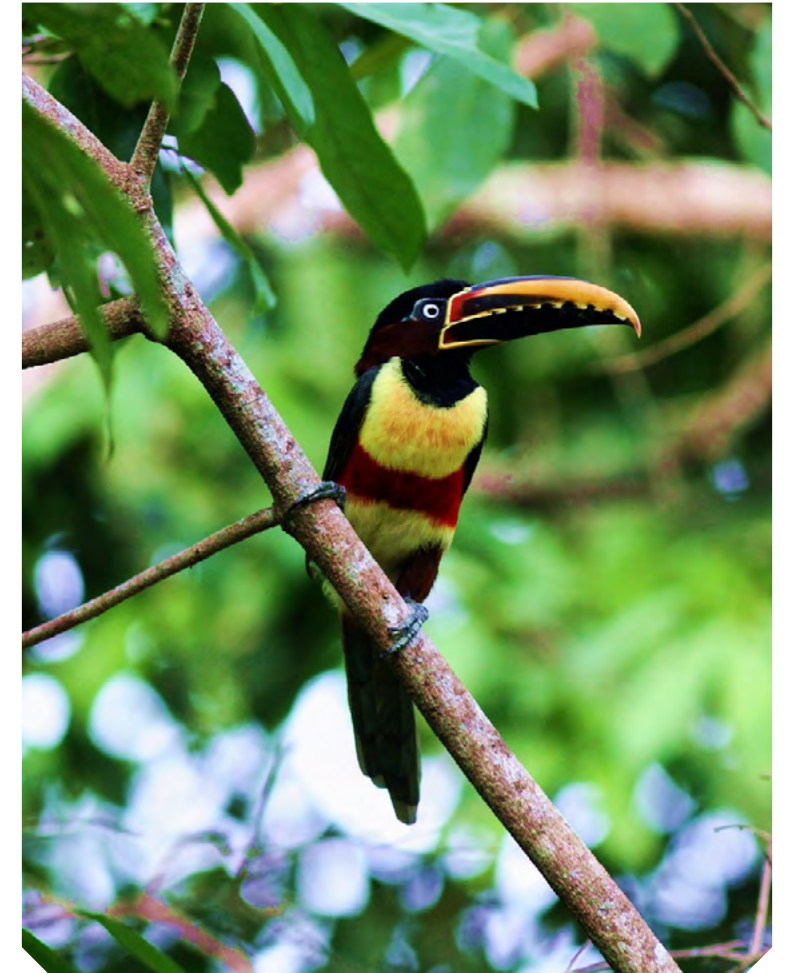
On the Senador Vicente Emílio Vuolo State Railway, which will be implemented up to the municipality of Lucas do Rio Verde (MT), we are developing three fauna protection programs included in the basic environmental plan (PBA).

FAUNA RESCUE, SCARING AND SCIENTIFIC USE PROGRAM

18 professionals worked on the Fauna Rescue and Scaring Program at the construction site of the Senador Vicente Emílio Vuolo State Railway. We also have the support of seven veterinary clinics for emergency care, five partner universities for storing scientific material and local beekeepers for disposing of exotic bees. In 2023, 551 animals were rescued, corresponding to 125 species and seven different taxonomic groups, as well as 26 native bee hives, which were relocated to areas of natural vegetation, seven swarms of exotic bees destined for local beekeepers and 73 monitored bird nests. Out of this total, four vulnerable species (VU) and one classified as near threatened (NT) were identified according to the IUCN, as well as six species endemic to the Cerrado.

FAUNA MONITORING PROGRAM IN ECOSYSTEMS BORDERING THE RAILWAY LINE

With 22 specialist and assistant professionals and five partner universities for the storing of scientific material, we mapped over 8,265 animal records of 530 species belonging to eight different taxonomic groups. Out of this total, seven vulnerable species (VU) and two classified as near threatened (NT) were identified according to the IUCN, as well as 29 species endemic to the Cerrado.



ROADKILL FAUNA MONITORING PROGRAM

Over 15 signposts were installed in the access areas to the construction site, as well as information posters and ongoing environmental talks on the subject.

FLORA PROTECTION PROGRAM

Created in 2017, the Flora Protection Program is designed to conserve the genetic diversity of native flora in the areas where we operate, by collecting seeds and seedlings from our construction sites and relocating them.

The planting actions carried out during the year, as part of the "Every day is Tree Day" campaign, took place in the states of Mato Grosso, Paraná, São Paulo and Goiás. More than 1,446 volunteers took part in these actions, in which the theme of the environment was addressed in our employees' routines, through commemorative dates such as Tree Day, the Atlantic Rainforest and Environment Week. The project's purpose is to encourage environmental and social education among our employees.

This year, we exceeded the record for social and environmental plantings, with over 1,100 native seedlings planted and donated, 539 of which were planted and 615 donated. We are focused on surpassing the figures year on year and making our business ever more sustainable.

Our partner IDG Engenharia e Consultoria also donated and planted 1,200 Cerrado seedlings in the municipalities where Rumo operates, in partnership with local town halls.

Over the last few years, we have carried out monitoring and maintenance on the following compensatory planting projects in environmental Conservation Units.

GRI 304-3

- **Itirapina Terminal**

40.8 hectares; APA Corumbataí Botucatu (SP) (Sustainable Use); Approved by CETESB; Area under development, advanced formation in Cerrado forest fragment. **GRI 304-3**

- **Ipanema National Forest**

21.6 hectares; Ipanema National Forest Iperó (SP) (Sustainable Use); Approved by ICMBlo; Area under development, advanced formation in Atlantic Forest and Cerrado forest fragment. **GRI 304-3**

- **REBIO Planting**

MS: 44.0 hectares; Marechal Cândido Rondon Biological Reserve – Miranda/MS (Full Protection); Approved by Ibama and SMMA Miranda (MS); Area under development, initial formation in a forest fragment in the Pantanal. **GRI 304-3**

- **Planting in the Network**

Central: 1,050 hectares; Areas of APP, Ecological Corridors and Right of Way; Approved by Ibama; Areas under development in different stages of formation, in the Cerrado biome. **GRI 304-3**

JUNTOS POR ARAGUAIA (TOGETHER FOR THE ARAGUAIA)

With the future in mind, Rumo has joined the Juntos Pelo Araguaia Program in the state of Goiás, one of the largest forest restoration programs in the world, which was highlighted at COP28, as part of the environmental compensation for the Malha Central, and recognized by UNESCO as an Ecohydrology Site, a world reference that confirms the effectiveness of the initiative on rural properties that help increase water production.

The project's aim is to promote, raise awareness, mobilize and engage landowners and rural producers in forest restoration actions in permanent preservation areas, water refilling areas and in improving environmental quality in the revitalization of the Upper Araguaia River Basin. By engaging the community in environmental conservation through environmental restoration actions under the Juntos Pelo Araguaia Program, we will also fulfill the commitment to carry out compensatory planting linked to the Rumo Malha Central S.A. project. **GRI 304-3**

A total of 10 landowners who have signed up to the program will be directly affected, and a total of 50 hectares will be planted. In the region, Rumo will invest in social actions, with the potential to impact approximately 15,000 people, in face-to-face activities, socio-environmental workshops, events and technical training for restoration, which will count as field days. **GRI 304-3**



ACLIE 2023 – AFRICAN CONFERENCE

We were selected by ACLIE 2023 – the African Conference on Linear Infrastructure and Ecology, held in Kenya – to present our actions to mitigate the impact of the railway line on wildlife.

During the event, which brings together experts and professionals from the transport sector in Africa, Asia, Europe and South America, we stood out as South American representatives by presenting our initiatives to mitigate the impact of the railway line on wildlife.

In our exhibition, we shared innovative solutions, such as the "escape passages for chelonians", developed and implemented by Rumo on its railway lines in Brazil. These structures, installed between the sleepers in places identified as critical for fauna preservation, have shown

remarkable effectiveness in reducing the mortality of tortoises and turtles, species widely present in the Midwest, in Goiás, and in the South, especially in Rio Grande do Sul.

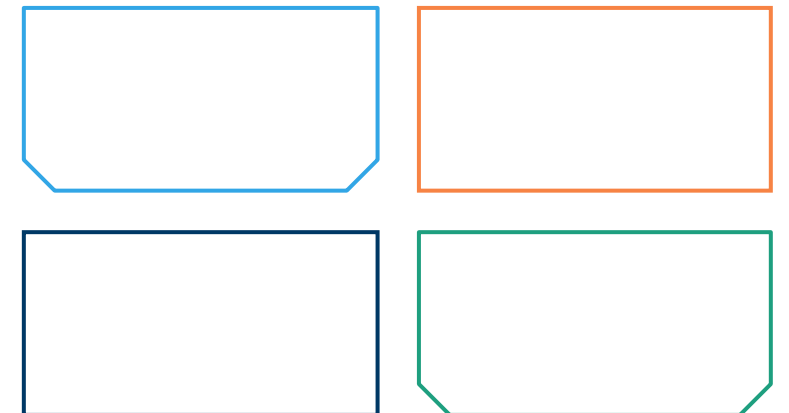
During the presentation, our representatives shared their experiences in the field and introduced the first model for predicting the number of animals run over by railway lines in Brazil. This methodology, which uses specialized software, makes it possible to project, even in the planning phase, the number, species and locations where animals may be hit by cars. This makes it possible to identify the best locations for installing wildlife crossings and fencing at an early stage, to significantly reduce the risk of accidents even before the railway line is built.

THREATENED SPECIES

As far as the IUCN is concerned, no critically endangered species were recorded. With regard to endangered species, one endangered species was identified, as well as 11 vulnerable species, 12 near threatened species and 113 species of little concern. On the Ministry of the Environment (MMA) list, one critically endangered, one endangered and 12 vulnerable species were recorded.

GRI 304-4

With regard to flora, Rumo carried out an enrichment planting using 5,000 seedlings of species native to the Cerrado biome, in conjunction with the restoration work on the Malha Central. The species used are listed as protected by law, and are important culturally and economically for the Goiás region, such as pequi, aroeira, angico, ipê, gonçalo-alves, amburana and baru.



RESULTS

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Rumo Heading to the Future	126

CAPITALS:

 Financial

MATERIAL THEMES:

- Governance and Ethics
- Human Rights

CHAPTER SDGs:



RESULTS OF OPERATIONS

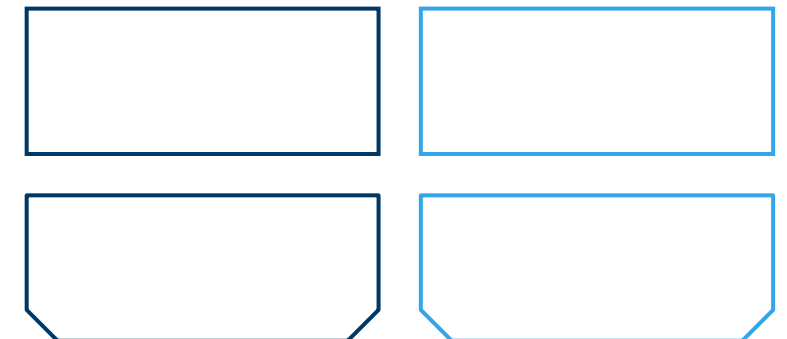


OPERATIONAL PERFORMANCE

In early 2023, we suffered from an increase in acts of vandalism against trains in the Baixada Santista region, which affected the efficiency of trains heading to the Port of Santos, damaging indicators of loading and unloading capacity, transit time, volume performance and increasing fuel consumption. Our immediate response was focused on interventions and track maintenance, restoring adequate safety conditions and compliance with environmental standards (find out more on page 114) and investing in social actions to prevent future incidents (find out more on page 86).

In 2023, we transported 77.3 billion tons transported per useful km (RTK), representing an increase of 3.1% over the previous year, driven by strong demand for the transportation of agricultural commodities, especially the record harvest of corn production and exports.

TOTAL VOLUME TRANSPORTED IN THE YEAR (BILLION OF RTK) - RUMO



NORTHERN OPERATION

TOTAL VOLUME TRANSPORTED IN THE YEAR
(BILLION OF RTK)



Northern Operation transported 60.6 billion RTK, an increase of 3.0% over the previous year.

The greater volume of soy bran meal and corn and the growth in fertilizer and fuel transportation have contributed to the growth, as well as the improvement in traffic conditions in the Baixada Santista region throughout the year to the Port of Santos.

SOUTHERN OPERATION

TOTAL VOLUME TRANSPORTED IN THE YEAR
(BILLION OF RTK)



The total volume transported in the Southern Operation reached 12.8 billion RTK in 2023, an increase of 3.8% compared to the same period in 2022.

Despite an increase in the volume transported over the year, there was a reduction in the amount of corn and industrial products, balanced by growth in the transportation of soybeans, due to market issues of product availability and more economically attractive routes.

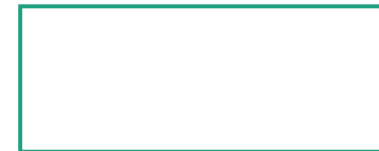
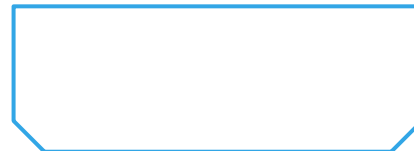
CONTAINER OPERATION

TOTAL VOLUME TRANSPORTED IN THE YEAR
(BILLION OF RTK)



The Container Operations volume grew by 1.9% compared to 2022, reaching 3.8 billion RTK.

The year's growth was due to the volume of pulp and paper, which was impacted by the maturity of the Ortigueira terminal project and the consolidation of the ore project. There was also an increase in the cotton segment due to the expansion of the market share in this product.



FINANCIAL PERFORMANCE

Against a background of high interest rates in Brazil, maintaining plans becomes challenging, but we have persisted with our investment strategy, reaching around BRL 3,737 million in investments by 2023.

The Company's current results represent the peak of its history. We have overcome short-term challenges, and we now see a promising scenario.

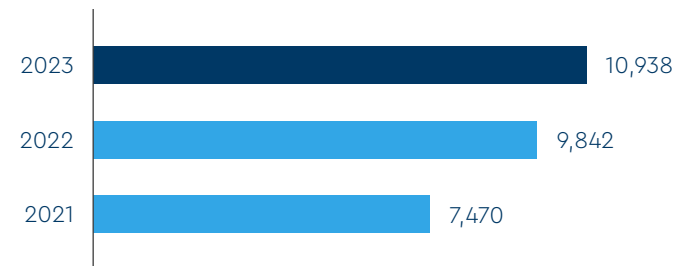
The result was mainly driven by growth in tariffs in the period, reflecting the structural competitiveness of the rail modal, as well as a rise in the volume transported.

We achieved records not only in results, but also in investments and volume. We are efficiently directing our capital allocation, thus consolidating the Company's position as a benchmark in the midst of economic adversity.

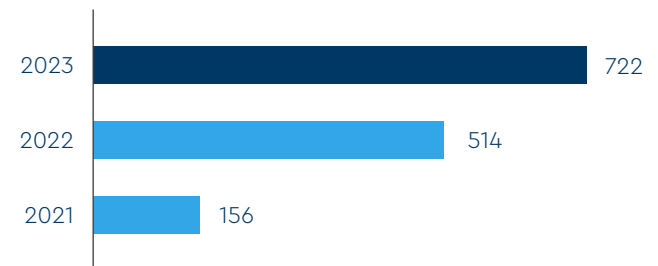


To access our Financial Statements and results, go to:
<https://ri.rumolog.com/en/financial-information/results-center/>

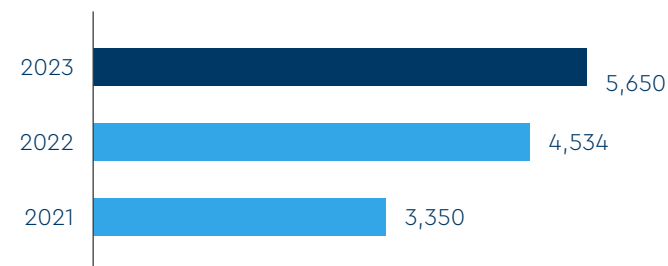
NET OPERATING REVENUE (BRL MILLION)



NET PROFIT (BRL MILLION)



EBITDA¹ (BRL MILLION)



¹ 2022 adjusted EBITDA

VALUE ADDED STATEMENT (DVA)

GRI 201-1

	2021	2022	2023
Direct economic value generated (BRL Millions)			
Revenue	8,016	11,452	11,692
Economic value distributed (BRL Millions)			
Operational costs	3,462	4,595	4,028
Depreciation/Amortization and Impairment	1,831	1,967	2,176
Personnel and charges	1,029	1,045	1,164
Third Party Capital Remuneration	1,898	3,580	3,843
Equity Capital Remuneration	155	514	721
Taxes, fees and contributions	53	901	1,029
Total	8,428	12,602	12,960
Economic value retained (BRL Millions)			
"Direct economic value generated" minus "economic value distributed"	-412	-1,149	-1,268
Economic value distributed (%)			
Operational costs	41.10%	36.50%	31.10%
Depreciation	21.70%	15.60%	16.80%
Personnel and charges	12.20%	8.60%	9.00%
Third Party Capital Remuneration	22.50%	28.40%	29.60%
Equity Capital Remuneration	1.90%	4.10%	5.60%
Taxes, fees and contributions	0.60%	7.10%	7.90%
Total	100%	100%	100%

RUMO HEADING TO THE FUTURE

BUILDING A SUSTAINABLE PATH

We envision a future in which Rumo, aware of the current challenges, continually seeks to improve its role as a leading player in the transformation of the Brazilian logistics sector. We recognize that continued high interest rates represent a barrier to significant investments, but we see a more favorable and secure environment with the reduction in rates.

Our vision includes further optimizing circulation, prioritizing driving and capacity issues. We are investing in strengthening and accelerating Malha Central (North-South) growth, with significant expansion in Lucas do Rio Verde (Mato Grosso do Sul), with a view not only to operational efficiency, but also to social and environmental sustainability.

By progressing with the works and expanding transshipment capacity at the Port of Santos, we are making investments that not only boost productivity, but also mitigate climatic risks that could affect our customers' production. Our commitment to social responsibility is reflected in our review of the people cycle, prioritizing performance, potential and succession, while seeking the availability of a quality workforce.



Our goal is to create a more unified employer brand by encouraging a culture within that prioritizes collaborative development. Recognizing the influence we have on society and the environment, we are dedicated to improving in these areas, looking for more effective ways to run our business, and lowering the frequency of vandalism.

We have broken historic records in recent years, but we keep our feet on the ground and nurture humbleness as our guide. Our future is built on solid foundations, focusing not just on growth, but on sustainability and making a positive contribution to communities and the environment in the long term.

ANNEXES

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Credits	154

INDICATORS ANNEX

ECONOMIC PERFORMANCE

PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY*

GRI 202-2

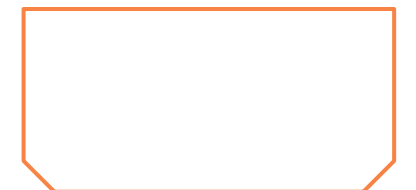
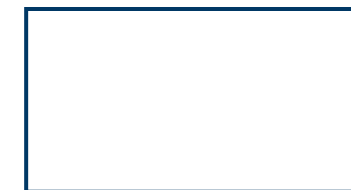
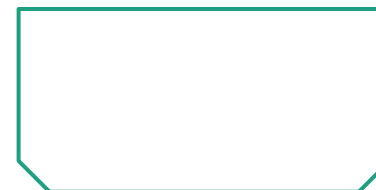
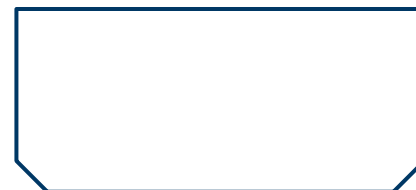
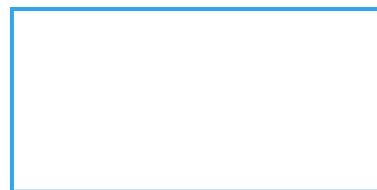
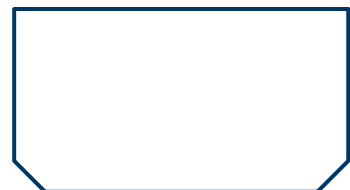
	2021	2022	2023
Total senior management members	4	4	37
Senior management members hired from the local community	4	2	22
Percentage of senior management hired from the local community	100%	50%	59%

*For the calculation of Board members hired in the Local Community, we considered the positions of Manager, Executive Manager and Director of the Southeast region, which represents 59,46% of our Board members from all operating units.

OUR TEAM

HIRES (IN ABSOLUTE NUMBERS)

Positions	Hires	Employee turn over
Director	3	2
Executive Manager and Manager	36	27
Coordinator	58	41
Specialist and Sales Executive	113	55
Operational	1,230	789
Professional	475	296
Total	1,915	1,210



TOTAL NUMBER AND RATE OF NEW HIRES AND TURN OVERS, BY GENDER **GRI 401-1**

	Hires		Employee turn over	
	Total	Hiring Rate	Total	Turnover Rate
Men	1,294	19%	914	14%
Women	621	51%	296	24%
Total	1,915	24%	1,210	15%

TOTAL NUMBER AND RATE OF NEW HIRES AND TURN OVERS, BY AGE GROUP **GRI 401-1**

	Hires		Employee turn over	
	Total	Hiring Rate	Total	Turnover Rate
Under 30 years of age	847	50%	421	25%
From 30 to 50 years of age	1,020	18%	705	13%
Over 50 years of age	48	7%	84	13%
Total	1,915	24%	1,210	15%

TOTAL NUMBER AND RATE OF NEW HIRES AND TURN OVERS, BY REGION **GRI 401-1**

	Hires		Employee turn over	
	Total	Hiring Rate	Total	Turnover Rate
Midwest region	381	28%	254	18%
North region	1	20%	1	20%
Southeast region	841	28%	463	15%
South region	692	20%	492	14%
Total	1,915	24%	1,210	15%

BENEFITS PROVIDED TO FULL-TIME EMPLOYEES
GRI 401-2
Type of benefit

Health insurance – SulAmérica Prestige, SulAmérica Especial R2 or Plano Unimed Curitiba

Dental insurance – Odontoprev and Odonto Empresas

Life Insurance – Metlife

Food and Meal Voucher – Sodexo

Transport voucher – card from the public transport operator

Reimbursement for Surgical Instrumentation

Pharmacy Covenant – Functional Card

"Pra Vc" Program – Optum

Private Pension – Futura II

Payroll Loan – Barracred

Maternal and Child Assistance

"Família a Bordo" Program

"Família Gestante" Program

Extended Maternity Leave Program

Christmas basket

Christmas toys

English classes

EMPLOYEES TAKING PARENTAL LEAVE **GRI 401-3**

2023	Men	Women	Total
Number of employees who took the leave	251	58	309
Number of employees who returned to work after leave	251	58	309
Return to work rate	100%	100%	100%
Number of employees who completed 12 months on the job after leave	226	58	284
Employee retention rate	90.04%	100%	91.91%

EMPLOYEE HEALTH AND SAFETY RATES AND FIGURES **GRI 403-9 | TR-RA-320a.1**

	2021	2022	2023
Number of deaths resulting from work-related injuries	0	0	2
Rate of deaths resulting from work-related injuries	0	0	0.09
Number of severe work-related injuries (excluding fatalities)	4	1	2
Rate of severe work-related injuries (excluding fatalities)	0.18	0.05	0.09
Number of work-related notifiable injuries	4	3	8
Rate of work-related notifiable injuries	0.18	0.14	0.38
Total hours worked	22,509,740	21,319,320	21,106,580

EMPLOYEE HEALTH AND SAFETY RATES AND FIGURES (EMPLOYEES AND THIRD PARTIES) **GRI 403-9 | TR-RA-320a.1**

	2021	2022	2023
Number of deaths resulting from work-related injuries	0	0	2
Rate of deaths resulting from work-related injuries	0	0	0.05
Number of severe work-related injuries (excluding fatalities)	7	7	6
Rate of severe work-related injuries (excluding fatalities)	0.17	0.20	0.16
Number of work-related notifiable injuries	11	12	12
Rate of work-related notifiable injuries	0.27	0.34	0.32
Total hours worked	41,541,213	35,673,415	36,378,760

RATIO BETWEEN THE BASE SALARY FOR WOMEN AND MEN PER EMPLOYEE CATEGORY **GRI 405-2**

	Ratio between the base salary for women and men	Ratio between the remuneration for women and men
Executive Manager and Managers	0.91	0.85
Coordinator	1.27	1.17
Sales experts and executives	0.86	0.79
Professional	1.21	1.13
Operational	1.33	1.24

AVERAGE TRAINING HOURS PER EMPLOYEE* **GRI 404-1**

	2023
By Gender	
Male	34
Female	14
Total	31
By Employee Category	
Administrative	10.50
Leadership	15.38
Operational	38.70
Total	32.08

*During 2023, we evaluated how the indicator on the average number of hours of training per employee was reported. With this, the Company believes that the reporting of this indicator needed to be reformulated, since previously we also considered training, Form and Study Group, and covered employees of Brado and Third Parties. From this report onwards, the Company will present the training average for Rumo's direct employees only, considering Test, Video, Online Class, Material, External Content, Note and Session. **GRI 2-4**

OPERATIONAL PERFORMANCE

ACTIVITY METRICS

		2021	2022	2023
TR-RA-000.A	Number of loads transported	64,027	67,059	69,043
TR-RA-000.B	Number of intermodal units transported	87,363	106,125	109,256
TR-RA-000.C	Km traveled	13,598	13,601	13,592
TR-RA-000.D	Revenue per ton km (RTK)	64,027	74,944	77,258
TR-RA-000.E	Number of employees	8,112	8,314	7,905

COMMUNITIES

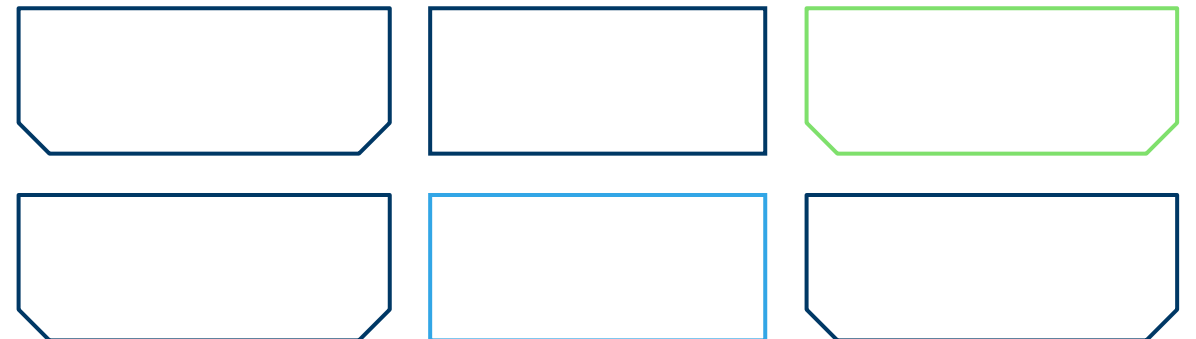
OPERATIONS WITH LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMS **GRI 413-1**

	2023
Social impact assessments, including gender impact assessments, based on participatory processes	5%
Environmental impact assessments and ongoing monitoring	100%
Public disclosure of results of environmental and social impact assessments	100%
Local community development programs based on local communities' needs	5%
Stakeholder engagement plans based on stakeholder mapping	5%
Broad based local community consultation committees and processes that include vulnerable groups	5%
Works councils, occupational health and safety committees and other worker representation bodies to deal with impacts	100%
Formal local community grievance processes.	100%

SUPPLIERS

SUPPLIERS WITH NEGATIVE SOCIAL IMPACTS **GRI 414-2**

	2021	2022	2023
Number of suppliers evaluated in terms of social impacts	4,255	1,808	1,650
Number of suppliers identified as having significant actual and potential negative social impacts	155	96	37
Number of suppliers identified as having significant actual and potential negative social impacts, with which improvements were agreed upon as a result of the assessment	155	96	29
Percentage of suppliers identified as having significant actual and potential negative social impacts for which improvements were agreed upon as a result of the assessment	100%	100%	78.38%
Number of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of the assessment	6	10	7
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of the assessment	3.87%	10.42%	24.14%

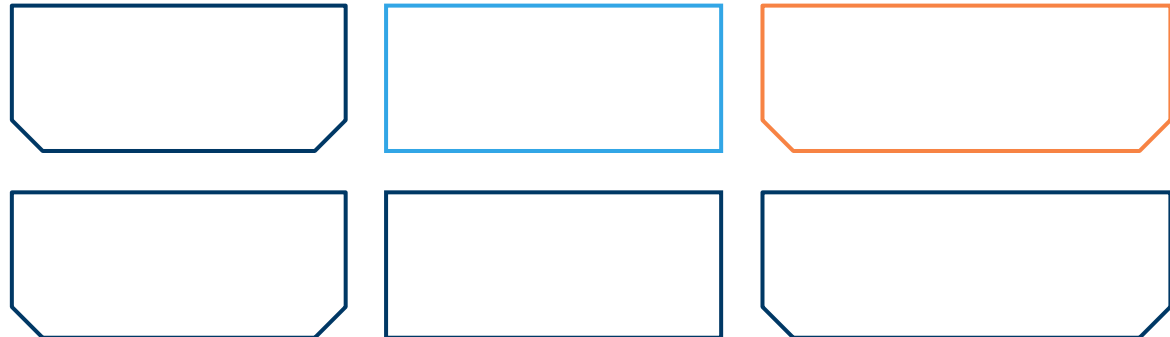


ENVIRONMENT

DIRECT EMISSIONS OF GREENHOUSE GASES (tCO₂ EQUIVALENT)

GRI 305-1 | SASB TR-RA-110A.1. | SASB TR-RA-110A.2

	2021	2022	2023
Generation of electricity, heat or steam	533.75	257.56	274.16
Physical and chemical processing	0.00	0.00	0.00
Transportation of materials, products, waste, employees and passengers	878,836.95	978,732.06	1,005,957.52
Process emissions	1,891.41	1,729.75	2,061.54
Fugitive emissions	159.04	395.13	568.60
Total gross CO₂ emissions	881,421.16	981,114.51	1,008,861.81



REDUCTIONS IN GHG EMISSIONS ACHIEVED AS A DIRECT RESULT OF EMISSION REDUCTION INITIATIVES (tCO₂ EQUIVALENT) GRI 305-5

	2021	2022	2023
Reductions from direct emissions (Scope 1)	13,945.00	0.00	0.00
Reductions from indirect emissions from energy acquisition (Scope 2)	0.00	4,871.43	1,202.80
Reductions from other indirect emissions (Scope 3)	0.00	0.00	0.00
Total GHG emission reductions	13,945.00	4,871.43	1,202.80
Reductions from compensations	0.00	0.00	0.00

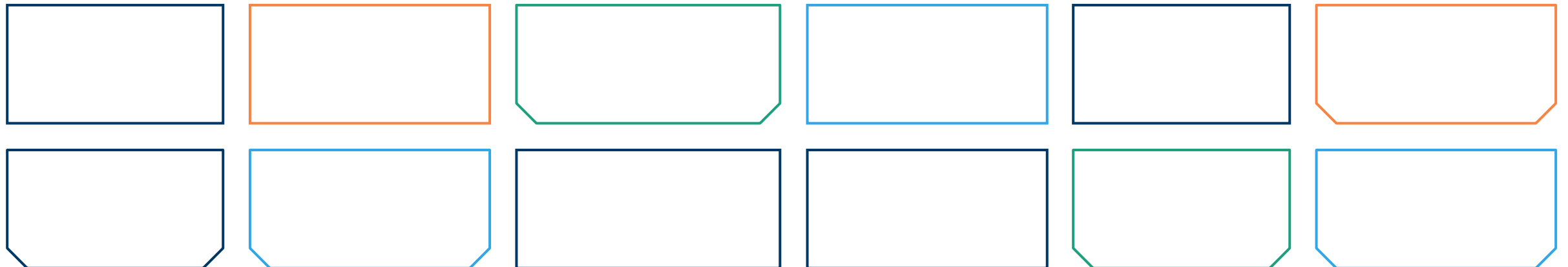
OTHER INDIRECT GREENHOUSE GAS (GHG) EMISSIONS – SCOPE 3 (TON CO₂ EQ.) GRI 305-3

	2021	2022	2023
Purchased goods and services	11,767.05	6,582.39	42,787.66
Capital assets	603,981.23	1,076.09	316,555.26
Activities related to energy (not included in Scope 1 or Scope 2 emissions) and fuels	191,911.02	209,944.90	234,812.02
Upstream transport and distribution	6,384.01	3,783.81	4,245.80
Waste generated in operations	43,708.10	37,333.21	57,540.99
Business travel	1,224.86	1,380.89	1,642.60
Employee displacement	4,814.51	4,366.97	4,859.34
Total emissions	863,791.67	264,468.28	662,443.67
Biogenic emissions	4,849.17	4,709.69	12,151.78

GHG PROTOCOL REPORT BRAZIL*

	2021				2022				2023			
	In tons of gas		In tons of CO ₂ equivalent (tCO ₂ eq)		In tons of gas		In tons of CO ₂ equivalent (tCO ₂ eq)		In tons of gas		In tons of CO ₂ equivalent (tCO ₂ eq)	
	Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Es Scope 2 copo 2
CO ₂	867,142.10	7,503.60	867,142.10	7,503.60	965,082.03	2,632.18	965,082.03	2,632.18	992,093.69	1,429.37	992,093.69	1,429.37
CH ₄	60.38	-	1,690.72	-	65.27	-	1,827.48	-	69.84	-	1,955.41	-
N ₂ O	46.93	-	12,436.19	-	52.14	-	13,816.84	-	53.77	-	14,247.73	-
HFCs	0.08	-	152.15	-	0.21	-	388.17	-	0.30	-	564.98	-
PFCs	-	-	-	-	-	-	-	-	-	-	-	-
SF ₆	-	-	-	-	-	-	-	-	-	-	-	-
NF ₃	-	-	-	-	-	-	-	-	-	-	-	-
Total	867,249.49	7,503.60	881,421.16	7,503.60	965,199.64	2,632.18	981,114.51	2,632.18	992,217.59	1,429.37	1,008,861.81	1,429.37

*Visit the annual publication made by Rumo, since 2017 of the full inventory in the Public Registry of Emissions of the GHG Protocol Program, Gold Category: <https://registropublicodeemissoes.fgv.br/participantes/2930>.



FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES (GJ) GRI 302-1

	2021	2022	2023
Diesel oil	11,777,901.17	13,121,369.68	13,479,542.48
Automotive gasoline	22,119.73	19,510.13	27,576.17
LPG	207.00	26.60	26.48
Lubricant	136,993.63	125,284.96	149,316.04
Total	11,937,221.53	13,266,191.37	13,656,461.16

FUEL CONSUMPTION FROM RENEWABLE SOURCES (GJ) GRI 302-1 | TR-RA-110A.3

	2021	2022	2023
Ethanol	5,608.75	2,914.00	2,467.77
Biodiesel	1,485,501.88	1,457,929.96	1,780,892.80
Total	1,491,109.55	1,460,843.96	1,783,360.57

In 2023, 13.06% of the fuel consumed came from renewable sources.

CONSUMED ENERGY (GJ) GRI 302-1

	2021	2022	2023
Electricity	223,637.87	222,392.57	133,655.67
Heating	0.00	0.00	0.00
Refrigeration	0.006	0.0121	0.0149
Steam	0.00	0.00	0.00
Total	223,637.88	222,392.58	133,655.68

TOTAL CONSUMED ENERGY (GJ) GRI 302-1

	2021	2022	2023
Fuels from non-renewable source	11,937,221.53	13,266,191.37	13,656,461.16
Fuels from renewable sources	1,491,109.55	1,460,843.96	1,783,360.57
Consumed energy	223,637.88	222,392.58	133,655.68
Sold energy	0.00	0.00	0.00
Total	13,651,968.96	14,949,427.92	15,573,477.41

REDUCTIONS IN ENERGY CONSUMPTION ACHIEVED DIRECTLY AS A RESULT OF IMPROVEMENTS IN CONSERVATION AND EFFICIENCY (GJ) GRI 302-4

	Reduction 2022 × 2023
Diesel oil	-
Gasoline	-
Ethanol	-15.31%
LPG	-0.45%
Lubricant	-
Biodiesel	-

With an increase in the volume transported of 3.1% and diesel consumption of 2.73%, we saw a gain in efficiency and a reduction in energy consumption. **GRI 305-1**

ENERGY INTENSITY (GJ)* GRI 302-3

*Regarding the chosen metric, the total energy consumption within the organization in GJ divided by the total amount of useful tons is considered. In 2023, the result was 0.225560, which represents an increase of 1.18% compared to 2022 (0.222929), but still a reduction of 3.40% compared to 2020 × 2023 and 0.24% compared to 2021 × 2023.

TOTAL WATER DISCHARGE, BY DESTINATION (ML)¹ GRI 303-4

	2021		2022		2023	
	All areas	Water stress areas	All areas	Water stress areas	All areas	Water stress areas
Surface waters, including wetlands, rivers and lakes	43.23	0.00	64.30	0.00	49.24	0.00
Underground water/groundwater	0.00	0.00	0.00	0.00	0.00	0.00
Sea water	0.00	0.00	0.00	0.00	0.00	0.00
Third-party water, and the volume of this total sent for use in other organizations, if applicable	1.96	0.00	0.00	0.00	466.54	0.00
Total	45.19	0.00	64.30	0.00	515.78	0.00

WASTE NOT INTENDED FOR DISPOSAL, IN METRIC TONS (t) GRI 306-4

		2023
Hazardous waste	Recycling	990.41
	Incinerated with energy recovery	600.86
	Other disposals	278.30
Non-hazardous waste	Recycling	30,732.21
	Reuse	2,657.11
	Incinerated with energy recovery	7,318.89
	Other disposals	3,089.45
Total		45,667.23

WASTE INTENDED FOR DISPOSAL, IN METRIC TONS (t)² GRI 306-5

		2023
Hazardous waste	Landfill	771.79
Non-hazardous waste	Landfill	1,384.32
Total		2,156.11

¹ From 2023 onwards, we started to account for the amount used on construction sites, in the category "Third-party water and the volume of this total sent for use in other organizations", as well as our disposal into the public network. **GRI 2-4**

² 100% of hazardous and non-hazardous waste was disposed of outside the Company. In the Waste generated in operations, as of 2023, we started to account for effluents generated in the operation. **GRI 2-4**

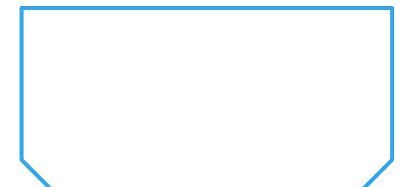
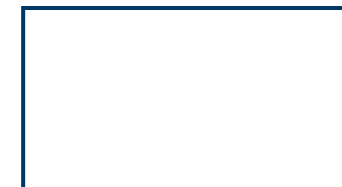
OWNED, LEASED OR MANAGED OPERATING UNITS WITHIN OR ADJACENT TO ENVIRONMENTAL PROTECTION AREAS AND AREAS OF HIGH BIODIVERSITY VALUE LOCATED OUTSIDE ENVIRONMENTAL PROTECTION AREAS **GRI 304-1**

Land Name	Geographic location	Surface and underground areas owned, leased or managed by the organization	Position relative to the area	Type of operation	Size of operational unit in km ² (or another unit, if appropriate)	Value for biodiversity	Type of property
Serra do Mar State Park (SP)	São Paulo – Santos Mountain range – Malha Paulista (SP)	Leased	Covers parts of the protected area, which the Domain Range (FD) intersects	Overnight and rail operation	0.05	Value for local biodiversity characterized by the protected area feature	Full Protection Conservation Unit (physical and biotic ecosystems).
Pico do Marumbi State Park (PR)	Curitiba -Paranaguá Mountain range – Malha Sul (PR)	Leased	Covers parts of the protected area, which the Domain Range (FD) intersects	Overnight and rail operation	0.01	Value for local biodiversity characterized by the protected area feature	Full Protection Conservation Unit (physical and biotic ecosystems)
Araguaia River (MT) APA	Alto Araguaia Terminal (MT)	Owned	All activities are of superficial use within the domain range	Railway terminal operation	1.00	Value for local biodiversity characterized by the protected area feature	Full Protection Conservation Unit (physical and biotic ecosystems)
Corumbataí Botucatu (SP) APA	Itirapina Terminal (SP)	Owned	All activities are of superficial use within the domain range	Railway terminal operation	2.94	Value for local biodiversity characterized by the protected area feature	Full Protection Conservation Unit (physical and biotic ecosystems)

LIST OF MATERIAL THEMES

Here is the full list of Material Themes mapped during the materiality process:

1. Atmospheric emissions and climate change
2. Operational health and safety (management and involvement with external audiences)
3. Business ethics and the fight against corruption
4. Occupational health and safety
5. Risk and crisis management
6. Engagement with local communities
7. Human rights (impact management)
8. Corporate governance structure
9. Attracting and retaining talent (hiring, turnover, fair pay and benefits)
10. Diversity, equality and non-discrimination
11. Waste and hazardous materials management
12. Energy use management
13. Information security/cybersecurity
14. Compensation policy
15. Private social investment
16. Climate strategy
17. Good labor practices in the operation
18. Good labor practices in the supply chain
19. Transparency and reporting
20. Biodiversity
21. Water (effluent management)
22. Customer relationship management
23. Research, development and innovation
24. Customer privacy
25. Supply chain management with suppliers
26. Raw materials management (use of materials)
27. Training and education (Human Capital Development)
28. Performance/efficiency evaluation of governance bodies
29. Environmental assessment of suppliers
30. Business reliability
31. Human rights security practices
32. Combating child labor in operations and with suppliers
33. Combating slave labor
34. Decarbonizing the fleet
35. Economic performance (value generated and distributed)
36. Management of legal and regulatory environments
37. Eco-efficient operation
38. Infrastructure and accessibility
39. Engagement with stakeholders
40. Unfair competition (maintaining a competitive environment)
41. Fiscal transparency
42. Fair purchasing practices
43. Opportunities in clean technologies
44. Opportunities in clean energy
45. Freedom of association and collective bargaining
46. Environmental policy and management systems
47. Financing environmental impact
48. Corporate sustainability management/materiality
49. Responsible marketing
50. Technical and economic accessibility
51. Resource efficiency and circularity
52. Political influence (lobbying)
53. Diversity and equal opportunities
54. Opportunity in green buildings
55. Infrastructure and accessibility
56. Land rights management
57. Availability



GRI CONTENTS INDEX¹

Universal Standards	Disclosures	Reference (pg.) / Direct answer	SDG	
GRI 2: GENERAL DISCLOSURES – 2021				
GENERAL DISCLOSURES				
	2-1	Organizational details	Pages 16 and 17.	-
	2-2	Entities included in the organization's sustainability reporting	Pages 16, 18, 21, 22 and 23. 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 e 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 published annually. To send comments or questions regarding Rumo's Sustainability Report, send an e-mail to ir@rumolog.com	-
GRI 2: General Disclosures – 2021	2-4	Restatements of information	We have reworded indicators 303-4 (page 135), 306-5 (page 130) and 404-1 (page 135).	-
	2-5	External assurance	Page 152.	-
	2-6	Activities, value chain and other business relationships	Pages 16, 18, 23, 51, 52 and 93.	-
	2-7	Employees	Page 69.	-
	2-8	Workers who are not employees	In 2023, we had 5,817 third-party workers, working in construction, administrative, rental, locomotive, maintenance, mechanization, environmental, safety, railway car, rail, logistics, employee transport and facilities services.	-
	2-9	Governance structure and composition	Pages 27, 28, 29, 30, 33 and 34.	12, 16 and 17
	2-10	Nomination and selection of the highest governance body	Page 28.	12, 16 and 17

¹Rumo's 2023 Sustainability Report was prepared based on the GRI Standards 2021 for the period from 01/01/2023 to 12/31/2023.

Universal Standards	Disclosures		Reference (pg.) / Direct answer	SDG
GRI 2: General Disclosures – 2021	2-11	Chair of the highest governance body	Page 28.	12, 16 and 17
	2-12	Role of the highest governance body in overseeing the management of impacts	Pages 30, 33 and 34.	12, 16 and 17
	2-13	Delegation of responsibility for managing impacts	Pages 27, 30 and 33.	12, 16 and 17
	2-14	Role of the highest governance body in sustainability reporting	Pages 4 e 8.	12, 16 and 17
	2-15	Conflicts of interest	Page 39.	12, 16 and 17
	2-16	Communication of critical concerns	Page 40.	12, 16 and 17
	2-17	Collective knowledge of the highest governance body	Page 33.	12, 16 and 17
	2-18	Evaluation of the performance of the highest governance body	Pages 28 and 31.	12, 16 and 17
	2-19	Remuneration policies	Pages 31 and 32.	12, 16 and 17
	2-20	Process to determine remuneration	Pages 31 and e 32.	12, 16 and 17
	2-21	Annual total compensation ratio	The proportion of total annual compensation is 85.5%. We use the following as the basis for calculation: Salaries, Benefits, Provision for Closing the PPR and Bonuses. The ratio between the percentage increase in the compensation of the highest paid individual and the percentage increase in the average total compensation of all employees is 1.55%.	12, 16 and 17
	2-22	Statement on sustainable development strategy	Page 09.	–
	2-23	Policy commitments	Pages 36, 37, 39, 40 and 47.	16
	2-24	Embedding policy commitments	Pages 38, 47 and 56.	16
2-25	Processes to remediate negative impacts	Pages 40, 65 and 86.	16	
2-26	Mechanisms for seeking advice and raising concerns	Pages 40 and 65.	16	
2-27	Compliance with laws and regulations	During 2023, there were 45 cases of significant environmental or regulatory proceedings, in all of which fines totaling BRL 36,994,462.08 were imposed. The criteria used to define these cases were: regulatory and environmental demands with a value in excess of BRL 5 million, or which, due to the lack of values, have exposure and repercussions.	16	

Universal Standards	Disclosures		Reference (pg.) / Direct answer	SDG
GRI 2: General Disclosures – 2021	2-28	Membership associations	<ul style="list-style-type: none"> • Associação Nacional dos Transportadores Ferroviários (ANTF); • Associação Brasileira da Infraestrutura e Indústrias de Base (Abdidi); • Associação Brasileira das Companhias Abertas (Abrasca); • Moveinfra. 	16
	2-29	Approach to stakeholder engagement	Pages 65 and 66.	–
	2-30	Collective bargaining agreements	100% of employees are covered by collective	–
	3-1	Process to determine material topics	Page 07.	–
GRI 3: Material Topics – 2021	3-2	List of material topics	<p>Page 08.</p> <p>Apart from the changes in terminology, as of the revision of the materiality, the topic "Relationship with communities" was included in Rumo's List of Material Topics in 2023. The topics "Customer Relations" and "Best Socio-environmental Practices in the Supply Chain", present in the 2022 materiality, were not kept as material topics in 2023, but we continue to report indicators pertinent to these topics.</p>	–
MATERIAL THEME: CLIMATE CHANGE AND EMISSIONS MANAGEMENT				
GRI 3: Material Topics – 2021	3-3	Management of material topics	Pages 99, 100 and 106.	–
GRI 201: Economic performance – 2016	201-2	Financial implications and other risks and opportunities due to climate change	Pages 100, 101, 102, 103 and 105.	–
	302-1	Energy consumption within the organization	Page 134.	–
	302-3	Energy intensity	Page 134.	–
	302-4	Reduction of energy consumption	Page 134.	–
GRI 302: Energia – 2016	302-5	Reductions in energy requirements of products and services	<p>In 2023, there was an increase in consumption of 358,172.8 GJ, or 2.73%, comparing 2022 (13,121,369.68) versus 2023 (13,479,542.48 GJ), due to a 3.1% increase in the volume transported.</p> <p>We consider the total consumption of diesel liters by the rail fleet in 2022 = 409,347,820 and 2023 = 428,156,118.30 (National Energy Balance 2023).</p>	–

Universal Standards	Disclosures		Reference (pg.) / Direct answer	SDG
GRI 305: Emissions – 2016	305-1	Direct (Scope 1) GHG emissions	Pages 107, 132 and 134.	7, 8 and 9
	305-2	Energy indirect (Scope 2) GHG emissions	Page 107.	7, 8 and 9
	305-3	Other indirect (Scope 3) GHG emissions	Page 132.	7, 8 and 9
GRI 305: Emissions – 2016	305-4	GHG emissions intensity	Page 107.	7, 8 and 9
	305-5	Reduction of GHG emissions	Page 132.	7, 8 and 9
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Page 108.	7, 8 and 9
MATERIAL THEME: SAFETY AND OPERATIONAL RISKS				
GRI 3: Material Topics – 2021	3-3	Management of material topics	Pages 42, 46, 76, 81, 82 and 100.	-
GRI 2: General Disclosures – 2021	2-12	Role of the highest governance body in overseeing the management of impacts	Pages 30, 33 and 34.	12, 16 and 17
	2-13	Delegation of responsibility for managing impacts	Pages 27, 30 and 33.	12, 16 and 17
	2-23	Policy commitments	Pages 36, 37, 39, 40 and 47.	12, 16 and 17
	2-25	Processes to remediate negative impacts	Pages 40, 65 and 86.	12, 16 and 17
GRI 403: Occupational Health and Safety – 2018	403-1	Occupational health and safety management system	Page 77.	3 and 8
	403-2	Hazard identification, risk assessment, and incident investigation	Page 78.	3 and 8
	403-3	Occupational health services	Page 42.	3 and 8
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 79.	3 and 8
	403-5	Worker training on occupational health and safety	Page 79.	3 and 8
	403-6	Promotion of worker health	Pages 79 and 80.	3 and 8
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 77.	3 and 8
	403-8	Workers covered by an occupational health and safety management system	Page 78.	3 and 8

Universal Standards	Disclosures		Reference (pg.) / Direct answer	SDG
GRI 403: Occupational Health and Safety – 2018	403-9	Work-related injuries	Page 130. We recorded two fatalities of Rumo employees accounted for in the Occupational Safety indicators – Frequency Rate (CAF + SAF + PS) and Severity Rate – which occurred as a result of what was classified by the PRF as the largest traffic jam, in terms of number of vehicles, in the history of Paraná. The PRF report concluded that the intense fog at the scene, together with the late or inefficient reaction of the more than 120 drivers involved, were the causes of the accident. In addition, Rumo spared no effort and conducted a robust internal investigation to explore all opportunities for improvement in its vehicles and processes, with the aim of increasing the level of safety inside and outside the Company.	3 and 8
	403-10	Work-related ill health	<ul style="list-style-type: none"> • In 2023, we reported no cases of occupational diseases among our own employees, according to internal reports, PCMSO, PGR, absence control, absenteeism control, Schilling's classification, and current regulations and laws. The Hazards that present a risk of occupational illness mapped by Rumo are: • - Ergonomic hazard and risk, following an Ergonomic Work Analysis (EWA); • - Hazard related to mental illness (qualitative analysis and related to CNES); • - Danger related to contact with chemical substances and dust (some positions in some locations, according to PGR); • - Noise risk (in some positions in some locations, according to the PGR). 	3 and 8
GRI 416: Consumer health and safety – 2016	416-1	Assessment of customer health and safety impacts of product and service categories	Page 82.	9
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In 2023, there were 45 non-compliance cases.	9
MATERIAL THEME: GOVERNANCE AND ETHICS				
GRI 3: Material Topics – 2021	3-3	Management of material topics	Page 35.	-
	2-9	Governance structure and composition	Pages 27, 28, 29, 30, 33 and 34.	12, 16 and 17
GRI 2: General Disclosures – 2021	2-10	Nomination and selection of the highest governance body	Page 28.	12, 16 and 17
	2-11	Chair of the highest governance body	Page 28.	12, 16 and 17
	2-12	Role of the highest governance body in overseeing the management of impacts	Pages 30, 33 and 34.	12, 16 and 17

Universal Standards	Disclosures		Reference (pg.) / Direct answer	SDG
GRI 2: General Disclosures – 2021	2-13	Role of the highest governance body in sustainability reporting	Pages 27, 30 and 33.	12, 16 and 17
	2-14	Conflicts of interest	Pages 4 and 8.	12, 16 and 17
	2-15	Communication of critical concerns	Page 39.	12, 16 and 17
	2-16	Collective knowledge of the highest governance body	Page 40.	12, 16 and 17
	2-17	Evaluation of the performance of the highest governance body	Page 33.	12, 16 and 17
	2-18	Remuneration policies	Pages 28 and 31.	12, 16 and 17
	2-19	Process to determine remuneration	Pages 31 and 32.	12, 16 and 17
	2-20	Annual total compensation ratio	Pages 31 and 32.	12, 16 and 17
	2-21	Statement on sustainable development strategy	The proportion of total annual compensation is 85.5%. We use the following as the basis for calculation: Salaries, Benefits, Provision for Closing the PPR and Bonuses. The ratio between the percentage increase in the highest paid individual's pay and the percentage increase in the total average pay of all employees is 1.55%.	12, 16 and 17
	2-22	Policy commitments	Page 09.	–
	2-23	Embedding policy commitments	Pages 36, 37, 39, 40 and 47.	16
	2-24	Mechanisms for seeking advice and raising concerns	Pages 38, 47 and 56.	16
	2-26	Compliance with laws and regulations	Pages 40 and 65.	16
	2-27	Membership associations	During 2023, there were 45 cases of significant environmental or regulatory proceedings, in all of which fines totaling BRL 36,994,462.08 were imposed. The criteria used to define these cases were: regulatory and environmental claims with a value exceeding BRL 5 million, or which, due to the lack of values, have exposure and repercussions..	16
2-28	Participation in associations	<ul style="list-style-type: none"> • Associação Nacional dos Transportadores Ferroviários (ANTF); • Associação Brasileira da Infraestrutura e Indústrias de Base (Abdid); • Associação Brasileira das Companhias Abertas (Abrasca); • Moveinfra. 	16	

Universal Standards	Disclosures		Reference (pg.) / Direct answer	SDG
GRI 205: Anti-corruption – 2016	205-1	Total number and percentage of operations assessed for risks related to corruption and significant risks related to corruption identified	Risks refer to trading 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 government-controlled companies; identification of third parties in administrative sanction lists; as well as operations involving donations and sponsorships.	16
GRI 205: Anti-corruption – 2016	205-2	Communication and training about anti-corruption policies and procedures	Page 41.	10
	205-3	Confirmed incidents of corruption and actions taken	Page 41.	10
GRI 415: Public policies – 2016	415-1	Total monetary value of financial and in-kind political contributions made by the organization by country and recipient/beneficiary	We do not make contributions to political parties and politicians. Donations are prohibited, pursuant to article 24 of Law No. 9.504, of September 30, 1997. In addition, we have a Donations and Sponsorship Policy that prohibits political donations.	16
MATERIAL THEME: COMMUNITY RELATIONS				
GRI 3: Material Topics – 2021	3-3	Management of material topics	Pages 84 and 86.	–
GRI 201: Economic performance – 2016	201-1	Direct economic value generated and distributed	Page 125.	–
	201-2	Financial implications and other risks and opportunities due to climate change	Pages 100, 101, 102, 103 and 105.	–
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Page 95.	–
GRI 413: Local Communities – 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Page 131.	5, 8 and 10
MATERIAL THEME: HUMAN RIGHTS				
GRI 3: Material Topics – 2021	3-3	Management of material topics	Page 36.	–
GRI 2: General Disclosures – 2021	2-23	Policy commitments	Pages 36, 37, 39, 40 and 47.	16
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Pages 86, 87, 88, 89 and 90.	–

Universal Standards	Disclosures		Reference (pg.) / Direct answer	SDG
GRI 408: Child labor – 2016	408-1	Operations and suppliers with significant risk of child labor cases	Pages 37 and 94.	8
GRI 409: Forced or slave-like labor – 2016	409-1	Operations and suppliers with significant risk of cases of forced or slave-like labor	Pages 36 and 94.	1, 2 and 3
GRI 410: Security Practices – 2016	410-1	Security personnel trained in human rights policies or procedures	In the relationship with property security service providers, all contracts have specific clauses on the fulfillment of training plans and the carrying out of compulsory training covering topics related to human rights, such as the use of force, respect in relationships and dealing with the public, in which all employees and providers must carry out in addition to the respective refresher courses.	-
GRI 411: Indigenous peoples' rights – 2016	411-1	Incidents of violations involving rights of indigenous peoples	Page 87.	5, 8 and 10
GRI 413: Local Communities – 2016	413-2	Operations with significant actual and potential negative impacts on local communities	Page 84.	5, 8 and 10
MATERIAL THEME: DIVERSITY, EQUITY AND INCLUSION				
GRI 3: Material Topics – 2021	3-3	Management of material topics	Pages 68 and 72.	-
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	The lowest pay for all genders is equivalent to the local minimum wage of BRL 1,320.00 in 2023.	-
GRI 405: Diversity and equal opportunities – 2016	405-1	Diversity of governance bodies and employees with percentage of individuals by gender, age group, minority or vulnerable groups and other indicators of diversity	Page 69.	5, 10 and 16
	405-2	Ratio of basic salary and remuneration of women to men	Page 130.	5, 10 and 16
GRI 406: Nondiscrimination - 2016	406-1	Incidents of discrimination and corrective actions taken	In 2023, we have identified 13 cases of discrimination via the Ethics Channel. Five of these reports are being investigated and eight have already been investigated and action plans implemented.	5, 10 and 16
NON-Material Themes, BUT WHICH WE CONSIDER IMPORTANT TO REPORT ON				
GRI 303: Water and effluents – 2016	303-4	Breakdown of total water discharge by types of destination, including in areas with water stress	Page 135.	8 and 9
	303-5	Total water consumption	Page 116.	8 and 9
GRI 304: Biodiversity – 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 136.	8 and 9

Universal Standards	Disclosures		Reference (pg.) / Direct answer	SDG
GRI 304: Biodiversity – 2016	304-2	Significant direct and indirect impacts on biodiversity from activities, products and services	Pages 118 and 119.	8 and 9
	304-3	Habitats protected or restored	Page 120.	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	Pages 119 and 121.	8 and 9
GRI 306: Waste – 2020	306-3	Total weight of waste generated	Page 113.	7, 8 and 9
	306-4	Total weight of waste diverted from disposal	Page 135.	7, 8 and 9
	306-5	Total weight of waste directed to disposal	Page 135.	7, 8 and 9
GRI 308: Environmental assessment of suppliers – 2016	308-1	New suppliers that were screened using environmental criteria	Pages 36 and 95.	-
	308-2	Negative environmental impacts in the supply chain and actions taken	Page 95.	7, 8 and 9
GRI 401: Employment – 2016	401-1	Total number and rate of new employee hires and rate of employee turnover, by age group, gender and region	Page 129.	8
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 129.	8
	401-3	Return to work and retention rates of employees that took parental leave, by gender	Page 130.	8
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes and whether they are specified in collective agreements	In the event of significant operational changes, employees are notified through the Company's official channels, allowing ample time for the necessary adjustments. There is no deadline laid down in a collective bargaining agreement or contract.	-
GRI 404: Training and education – 2016	404-1	Average hours of training per year per employee, by gender and employee category	Page 130.	1 and 6
	404-2	Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Pages 37, 73, 74 and 75.	1 and 6
	404-3	Percentage of employees receiving regular performance and career development reviews, by gender and employee category	Page 74.	1 and 6
GRI 414: Social assessment of suppliers – 2016	414-1	New suppliers that were screened using social criteria	Page 95.	8
	414-2	Negative social impacts in the supply chain and actions taken	Page 131.	8
GRI 418: Customer Privacy – 2016	418-1	Substantiated complaints regarding breach of privacy and loss of customer data	In 2023, there were no complaints of losses related to customer data.	16

SASB INDEX

Code	Accounting metric	Category	Measurement unit	Reference / Direct answer
TRANSPORT: RAIL TRANSPORT				
THEMES FOR SUSTAINABILITY DISCLOSURE AND ACCOUNTING METRICS				
TR-RA-110a.1	Scope 1 gross global emissions	Quantitative	Metric ton (t) CO ₂	Pages 107 and 132.
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. We have already achieved the target of "Reducing specific emissions by 15% by 2023, with a base year of 2019", ahead of schedule, reaching a 17% reduction in 2022 and 17.46% in 2023. With regard to the target of "Reducing specific emissions by 21% by 2030, with a base year of 2020", we made progress of 8.71% in 2022 and 8.94% in 2023.
TR-RA-110a.3	Total fuel consumed, renewable percentage	Quantitative	Gigajoules (GJ), percentage (%)	Page 134.
TR-RA-120a.1	Atmospheric emissions of the following pollutants: (1) NOx (excluding N2O) and (2) particulate matter (PM10)	Quantitative	Metric ton (t)	Page 108.
TR-RA-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Quantitative	Reporting currency	(1) Recordable incident rate (TRIR) = 0.32; (2) Fatality rate 0.05; (3) Near miss frequency rate (NMFR) = 134 potential near misses (rate of 3.68).
TR-RA-520a.1	Total amount of monetary losses as a result of lawsuits associated with anti-competitive behavior regulations	Quantitative	Reporting currency	There has been no conviction in legal proceedings regarding anti-competitive practices, or any monetary loss resulting from legal proceedings. There was, however, a conviction in an administrative proceeding before CADE (case no. 08700.007482/2017-08), in the amount of BRL 247 million, which occurred in 2021 and is the subject of legal dispute.
TR-RA-540a.1	Number of accidents and incidents	Quantitative	Figure	In 2023, we were involved in 305 accidents and incidents.

Code	Accounting metric	Category	Measurement unit	Reference / Direct answer
TR-RA-540a.2	Number of (1) accidental and (2) nonaccidental releases (NARs)	Quantitative	Figure	<p>In total, there were 121 accidents in Rumo's operations in 2023: North – 3 accidents, South – 13 accidents and Paulista – 105 accidents, the majority of which consisted of vandalism with 97 cases, especially sugar products (20), corn (17) and soybeans (41).</p> <p>The number of accidents in 2023 was 706.67% higher than in 2022 due to the cases of vandalism that occurred mainly in the first few months of the year on the Malha Paulista.</p>
TR-RA-540a.3	Number of violation defects recommended by the Federal Railway line Administration (FRA)	Quantitative	Figure	<p>We are supervised by the National Land Transportation Agency (ANTT), following the rules it has issued, in addition to current Brazilian legislation, including in relation to accident management and safety. The rules of the Federal Railway line Administration (FRA) do not apply to Rumo and its concessionaires.</p>
TR-RA-540a.4	Frequency of internal railway integrity inspections	Quantitative	Rate	<p>The frequency of railway integrity internal inspections in 2023 was 1,646. Data from mechanized geometry and ultrasound inspections were taken into account, as well as inspections on foot throughout Rumo's network. The frequencies were restructured, with no increase in capacity, but with a better distribution of detection according to the criticality of each stretch. Inspections on the newly cleared sections of the Malha Central were also considered.</p>
Code	Accounting metric	Category	Measurement unit	Reference / Direct answer
TR-RA-000.A	Number of loads transported	Quantitative	Figure	Page 131.
TR-RA-000.B	Number of intermodal units transported	Quantitative	Figure	Page 131.
TR-RA-000.C	Kilometers traveled	Quantitative	Miles	Page 131.
TR-RA-000.D	Revenue per ton km (RTK)	Quantitative	RTM	Page 131.
TR-RA-000.E	Number of employees	Quantitative	Figure	Page 131.

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 Strategic and 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 Read. more on page 46.
	2. Describe the Board's role in assessing and managing climate-related risks and opportunities.	The Strategic and 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.
Strategy	3. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	The new climate risk study considered GHG concentration scenarios, in the short (2030) and medium (2050) term horizons, and GHG concentration IPCC SSP1-2.6 (scenario aligned with the objective of limiting global warming to 1.5 °C or 2 °C) and SSP5- 8.5 (Business as Usual – BAU scenario) of the Shared Socioeconomic Pathways of the IPCC AR6 (2021) for modeling risks, in order to analyze and address a more effective strategy for valuing, controlling and mitigating risks. The choice of scenarios was made in accordance with the TCFD recommendations that organizations should report on two different climate change scenarios, including a scenario below 2°C. Pages 102, 103 and 104.
	4. Describe the impact of climate related risks and opportunities on the organization's businesses, strategy, and financial planning.	Pages 50 and 104.
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 address climate change risks in order to strengthen our commitments to eco-efficiency, social responsibility and economic development, which permeate our policy, as well as our commitments to Sustainable Development: Reducing emissions (page 59), Environmental Management (page 110), Waste Management (page 113), Effluent Management (page 116) and Raising awareness among our stakeholders.

Risk Management	6. Describe the organization's processes for identifying and assessing climate-related risks.	Pages 42, 100 and 104.
	7. Describe the organization's processes for managing climate-related risks.	Pages 42, 100 and 104.
	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 aligns all areas on the risks related to climate change, in order to identify, treat and monitor the risks in a systemic way. Risks related to climate change are monitored and incorporated into the corporate risk management structure together with the teams responsible. Find out more on pages 101 and 104.
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 59, 104 and 106.
	10. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	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. Pages 104 and 107.
		Page 59 and 104.

SDG MAP



Page 64.



Page 64.



Page 64.



Pages 64 and 98.



Pages 49 and 98.



Pages 15, 24, 49, 64, 98 and 122.



Page 64.



Pages 64 and 98.



Pages 64 and 122.



Pages 15, 24, 49, 98 and 122.



Pages 98 and 122.



Pages 15, 24, 49, 64, 98 and 122.



Pages 15, 24, 49 and 98.

CAPITALS MAP



HUMAN

Pages 3, 49 and 64.



SOCIAL AND RELATIONSHIP

Pages 3, 64 and 98.



FINANCIAL

Pages 3 and 122.



INTELLECTUAL

Pages 3, 15, 24 and 49.



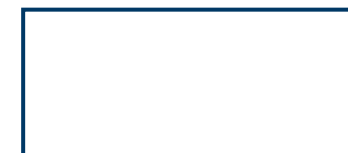
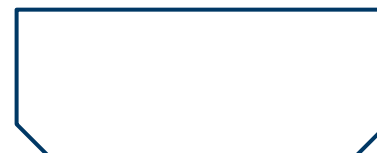
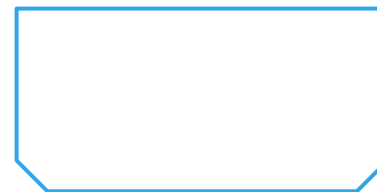
NATURAL

Pages 3, 49 and 98.



MANUFACTURED

Pages 3, 15, 24, 49 and 98.



ASSURANCE LETTER

GRI 2-5



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Independent auditors' limited assurance report on the non-financial information included in the 2023 Sustainability Report

(A free translation from the original report issued in Portuguese)

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

Introduction

We were engaged by Rumo S.A. ("the Company" or "Rumo") to present our limited assurance report on the non-financial information included in the Rumo's 2023 Sustainability Report for the year ended December 31, 2023.

Our limited assurance does not extend to prior period information or to any other information disclosed together with the 2023 Sustainability Report, including any images, audio files or embedded videos.

Responsibilities of the Management of Rumo S.A.

The management of Rumo S.A. is responsible for:

- selecting and establishing appropriate criteria for preparing the information included in "2023 Sustainability Report";
- preparing information in accordance with the criteria and guidelines of the *Global Reporting Initiative* (GRI – Standards) and Sustainability Accounting Standard – Engineering & Construction Services, Professional & Commercial Services e Road Transportation, of SASB (SASB - Sustainability Accounting Standards Board);
- design, implement and maintain internal controls over the information that is relevant to the preparation of the information included in the "2023 Sustainability Report" that is free from material misstatement, whether due to fraud or error.

Responsibility of independent auditors

Our responsibility is to express a conclusion on the non-financial information included in the "2023 Sustainability Report", based on the limited assurance engagements conducted in accordance with NBC TO 3000– Assurance Engagements Other than Audits and Reviews issued by the Federal Association of Accountants (CFC), which is equivalent to ISAE 3000 – international standard Assurance engagements other than audits or reviews of historical financial information, issued by the International Auditing and Assurance Standards Board (IAASB). These standards require work planning and procedures to obtain limited assurance about whether the non-financial information included in the "2023 Sustainability Report" taken as a whole is free from material misstatement.

KPMG Auditores Independentes Ltda. ("KPMG") applies the Brazilian Standard on Quality Management (NBC PA 01), which requires the firm to plan, implement and operate a quality management system, including policies or procedures related to compliance with ethical requirements, professional standards and applicable statutory and regulatory requirements.

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We have met the independence and other ethical requirements of the Accountant's Professional Code of Ethics and Professional Standards (including Independence Standards) based on key integrity, objectivity, professional competence and due zeal, confidentiality and professional behavior.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) basically consists of inquiring the management of Rumo and other company professionals who are involved in the preparation of the information, as well as applying analytical procedures to obtain evidence that enable us to reach a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires additional procedures to be applied when the independent auditor gets to know about issues that lead him to believe that the information disclosed on the 2023 Sustainability Report as a whole may have material misstatements.

The selected procedures are based on our understanding of the issues related to the compilation, materiality and presentation of the information included in the "2023 Sustainability Report", of other circumstances of the engagement and of our consideration about the areas and processes associated with the material information disclosed on the "2023 Sustainability Report", in which material misstatements could exist. The procedures consisted of, among others:

- a. planning the engagement, considering the relevance, the amount of quantitative and qualitative information, as well as the operating and internal control systems that supported the preparation of the information included in the "2023 Sustainability Report";
- b. understanding the calculation method and procedures followed to compile indicators by holding interviews and inquiring 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 "2023 Sustainability Report";
- d. when non-financial data correlate with financial indicators, these indicators are cross-checked against financial statements and/or accounting records;
- e. analyzing the procedures followed for preparing the "2023 Sustainability Report" and its structure and contents, in accordance with the criteria and guidelines set by the Global Reporting Initiative (GRI – Standards) Sustainability Accounting Standard – Engineering & Construction Services, Professional & Commercial Services and Road Transportation, the Sustainability Accounting Standards Board (SASB);
- f. assessment of sampled non-financial indicators; and
- g. Evaluation of quantitative goals and indicators related to commitment to security, emission reduction and diversity and employee satisfaction.

The limited assurance engagements also covered compliance with the guidelines and the criteria set by the GRI – Standards framework applicable to the preparation of the information included in the "2023 Sustainability Report".

Scope and limitations

The procedures applied in a limited assurance engagement vary in terms of nature and timing and are smaller to the extent than in a reasonable assurance engagement. Therefore, the security level obtained from a limited assurance engagement is substantially lower than that obtained if a reasonable assurance engagement had been carried out. If we had carried out a reasonable assurance engagement, we could have found other issues and possible misstatements which may exist in the information included in the 2023 Sustainability Report. Accordingly, we do not express an opinion on that information.

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Non-financial data are subject to more inherent limitations than financial data, given the nature and diversity of the methods used to determine, calculate or estimate this data. Qualitative interpretations of materiality, relevance and accuracy of data are subject to individual assumptions and judgments. Moreover, we did not carry out any work on data informed for prior periods, or about future projections and goals.

The preparation and presentation of sustainability indicators followed the criteria and guidelines of the Global Reporting Initiative (GRI – Standards) and the Sustainability Accounting Standard – Engineering & Construction Services, Professional & Commercial Services and Road Transportation, of the Sustainability Accounting Standards Board (SASB). Therefore, they do not have the purpose of ensuring compliance with social laws and regulations, environmental or engineering factors. However, those standards provide for the presentation and disclosure of possible violations to these regulations when significant sanctions or fines are imposed. Our assurance report should be read and understood accordingly, inherent to the selected criteria (GRI – Standards and SASB).

Conclusion

Our conclusion was based on and is subject to the matters described in this report.

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

According to the procedures applied by our team and described on this report and the evidence we obtained, we are not aware of any fact that causes us to believe that the non-financial information included in the Sustainability Report for the year ended December 31, 2023 of Rumo S.A. was not prepared, in all material respects, according to the criteria and guidelines of the Global Reporting Initiative (GRI – Standards) and the Sustainability Accounting Standard – Engineering Construction Services, Professional & Commercial Services and Road Transportation, of the Sustainability Accounting Standards Board (SASB).

São Paulo, April 18, 2024

Original report in portuguese signed
by
KPMG Auditores Independentes Ltda.
CRC 2SP-014428/O-6

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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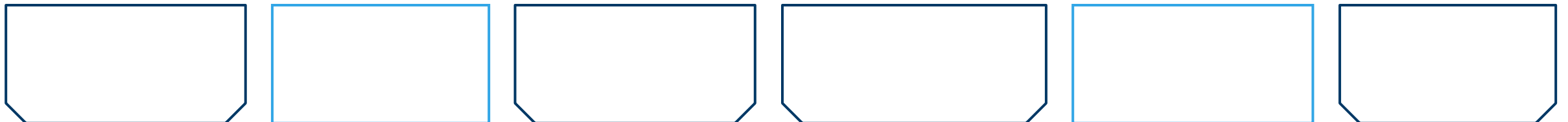
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PHOTOS AND ILLUSTRATIONS

Rumo's image database



rumo