

A photograph of a long freight train on tracks, illuminated by a bright sun at sunset. The train is composed of several blue and white locomotives pulling various freight cars. The sun is low on the horizon, creating a warm, golden glow. The train is moving away from the viewer into the distance. The tracks lead the eye from the bottom left towards the horizon.

**ANNUAL SUSTAINABILITY
REPORT**

2025

SUMMARY

rumo

1. HOW TO READ THIS REPORT	03	6. OPERATIONAL PERFORMANCE	26	11. STAKEHOLDER ENGAGEMENT	45
Materiality	04	Northern Operation	29	Employees	48
2. CEO LETTER	06	Southern Operation	29	Suppliers	60
3. 2025 HIGHLIGHTS	08	Container Operations	29	Clients	61
4. WHO WE ARE	09	7. GROWTH STRATEGY	30	Communities	62
Corporate structure	10	Mato Grosso Railway	32	12. ENVIRONMENTAL MANAGEMENT	67
Operations	11	Malha Paulista	33	Biodiversity	70
5. GOVERNANCE AND ETHICS	12	8. CAPITAL STRUCTURE AND INDEBTEDNESS	34	Water and effluents	77
Governance structure	13	9. ENERGY EFFICIENCY AND CLIMATE	36	Waste	78
Executive compensation	19	Greenhouse gas emissions	39	13. APPENDICES	79
Compliance	20	Innovation and technology projects	41	GRI Index	80
Sustainability governance	22	10. ASSET INTEGRITY	42	SASB Index	88
Human rights	23	Climate change risks and opportunities	44	Assurance Letter	89
Risk management	24			Basis of Preparation	92
Cybersecurity	24			Corporate Information/ Office Hours	100

How to read this report

GRI 2-2 | 2-3 | 2-5

For the tenth consecutive year, we release our Sustainability Report with the objective of sharing results, challenges, and progress throughout fiscal year 2025. This document, published on March 4th, 2026, provides an integrated view of our operational, financial, and socio-environmental performance, demonstrating how sustainability is embedded in our business strategy and long-term value creation. Unless otherwise indicated, the data and information refer to the period from January 1st to December 31st, 2025, and cover all operations under our control.

The report was prepared in accordance with international reporting standards, including the Global Reporting Initiative (GRI Standards), the Sustainability Accounting Standards Board (SASB), and the Task Force on Climate-related Financial Disclosures (TCFD), while also partially incorporating the Integrated Reporting (IR) framework. We are also guided by the Ten Principles of the UN Global Compact, of which we are a signatory, as well as the United Nations Sustainable Development Goals (SDGs).



The content was defined based on our materiality process, validated by senior management, the Sustainability Committee, and the Board of Directors. Limited external assurance of the reported indicators and reporting methodology was conducted by PwC, as detailed in the Assurance Letter on page 89.

We invite you to explore this material in a continuous manner: each chapter was structured to narrate part of our journey and the evolution of our business.

Comments and questions may be sent to: ir@rumolog.com.

Enjoy your reading!

Supplementary Content



To access quantitative indicators and historical data, please visit our **Indicators Central**.

Materiality GRI 3-1 | 3-2

Our double materiality process is defined and/or reviewed annually and guides not only the content of this report, but primarily how we manage our environmental, social, and governance aspects.

The determination of material topics followed four main steps: analysis of ESG drivers; sector benchmarking; business strategy assessment; and consultation with internal and external stakeholders.

In 2025, we refined our view of material topics to more accurately reflect the challenges and opportunities of our sector. "Operational safety and risks" was divided into the specific fronts of "Asset Integrity" and "Personal Health and Safety", allowing greater focus on the aspects most relevant to our operations. We also included "Environment" as an independent topic, reinforcing our commitment to the responsible management of our operational environmental impacts.

As a result, we defined eight material topics that guide our sustainability strategy. Each is aligned with the United Nations Sustainable Development Goals (SDGs) and linked to key stakeholder groups, externalities, and priority impacts.

Throughout this report, these topics are addressed in an integrated manner within our culture and respective management fronts, strengthening the connection between purpose, strategy, and results.

Material Topics

- 1 **Personal Health and Safety**
- 2 **Emissions Management**
- 3 **Diversity, Equity and Inclusion**
- 4 **Governance and Ethics**
- 5 **Community Relations**
- 6 **Environment**
- 7 **Human Rights**
- 8 **Asset Integrity**

MATERIAL TOPICS

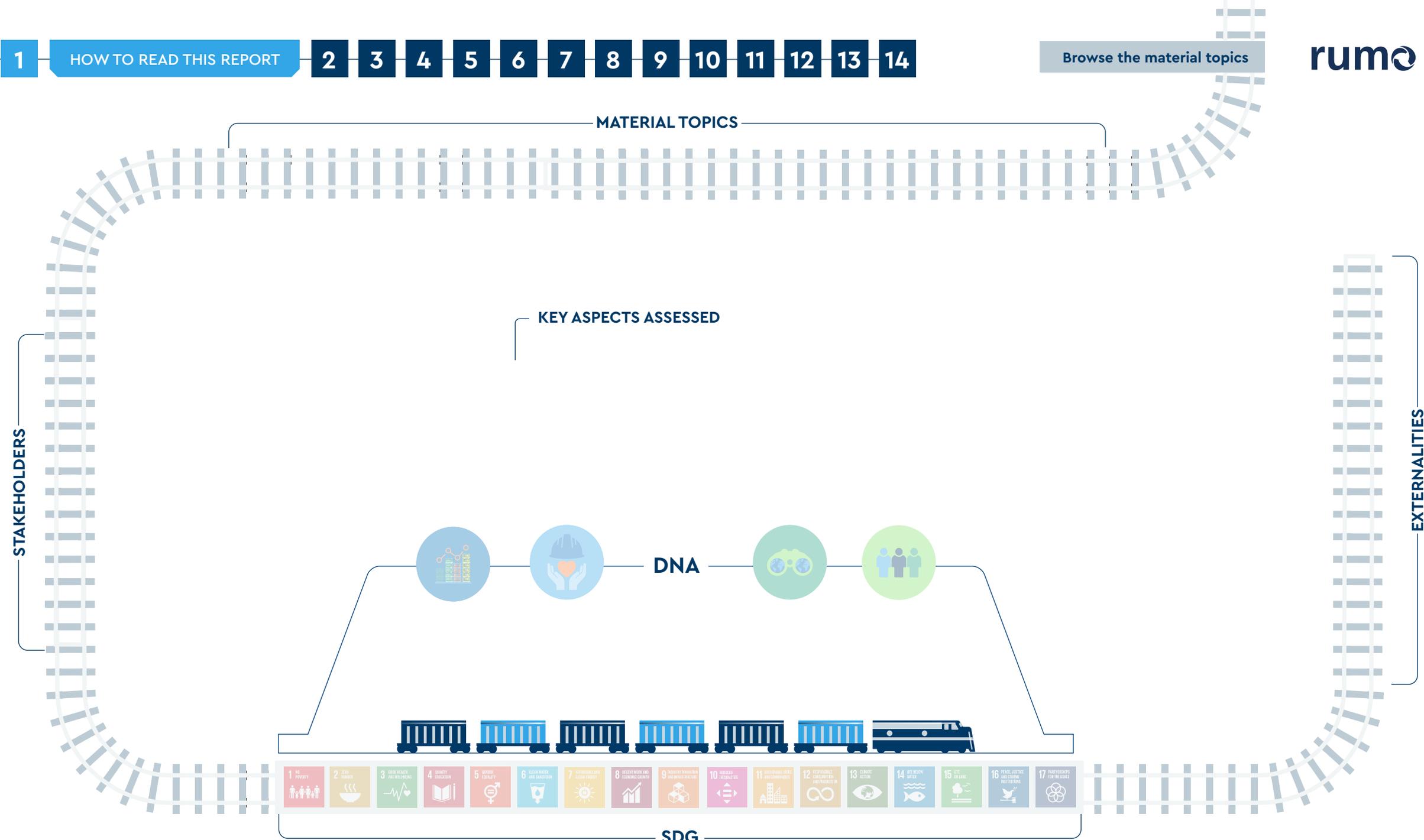
KEY ASPECTS ASSESSED

STAKEHOLDERS

EXTERNALITIES

DNA

SDG





CEO Letter GRI 2-22

"In 2025, we reached new levels of productivity and energy efficiency, reinforcing the contribution of rail to Brazil's logistics."

Pedro Palma
Rumo's CEO

2025 consolidated us at a new operational level. We demonstrated the robustness of our railway system, the efficiency of our management, and the strength of a team committed to rail logistics.

A record grain harvest in the Brazilian Midwest reinforced the strategic role of rail in agricultural exports. Even amid an atypical commodity commercialization cycle, which reduced logistical pressure, we preserved our market share and closed the year with solid earnings growth, supported by strict cost discipline and high operational efficiency. For the first time, we operated for consecutive months transporting soybeans, corn, and soybean meal simultaneously – clear evidence of our planning capability and adaptability to market demand.

We expanded our presence in new logistics flows, increasing the transportation of hardwood pulp, bauxite, and liquid fuels, improving installed capacity utilization and demonstrating the flexibility of our system.

During the year, we achieved new levels of productivity and energy efficiency through the consolidation of longer and heavier trains. However, our main contribution to decarbonization goes beyond efficiency: it lies in expanding the participation of rail in Brazil's logistics matrix, replacing more carbon-intensive logistic alternatives and enabling our clients to reduce their emissions.

We also advanced in risk management and asset integrity. In 2025, we enhanced our processes and strengthened the monitoring of critical controls.

In occupational safety, we restructured the team and management model, strengthened governance, and implemented new monitoring tools, resulting in improved personal accident frequency indicators. We remain committed to achieving increasingly higher safety standards.

At the Shareholders' Meeting, our shareholders approved a new structure for the Board of Directors, reducing its composition from ten to nine members, ensuring greater focus and agility. At year-end, following the completion of Cosan's capital increase, we carried out a restructuring of the Board and its advisory committees, with the appointment of new members and further strengthening of governance.

We increased our investment level during the year to BRL 6.1 billion, with emphasis on the construction of the Mato Grosso Railway, the modernization and safety enhancement of the Malha Paulista, and the expansion of railway access capacity at the Port of Santos. All projects progressed according to schedule, demonstrating disciplined execution and consistency in capital allocation.

We closed 2025 with net revenue of BRL 13.8 billion, Adjusted EBITDA of BRL 8.0 billion, and Adjusted Net Income of BRL 2.1 billion. Even during an intense investment cycle, we maintained a healthy leverage ratio of 1.9x, strong liquidity, and returned BRL 1.5 billion to shareholders through dividends.

On the environmental front, we strengthened actions related to waste management, fire prevention, and biodiversity conservation. In the social sphere, we continued structured initiatives focused on local development, education, and productive inclusion in the communities where we operate.

In 2025, we celebrated ten years since the merger with América Latina Logística – ALL. We enter the next decade with increased confidence and will continue to grow sustainably, expanding capacity to serve our clients and remaining attentive to market changes.

Our priority is to generate value consistently, maximize efficiency, and consolidate our position as a key player in Brazil's logistics transformation. With safety and purpose, we keep Brazil moving!



2025 Highlights



5.4% increase in transported volume



Record volumes in august and october



Consolidation of train operations with **135** railway cars



32.2% women in leadership positions



3% reduction in specific emissions



Investments increased to **BRL 6.1** billion during the year

4.

WHO WE ARE

GRI 2-11 | 2-6 | 2-7 | 2-8

Corporate structure

Operations

Rumo DNA



We solve with
efficiency and
integrity



We aim
far with
sustainability

rumo



We are Rumo S.A., a publicly traded company listed on the Novo Mercado segment of B3, with corporate headquarters in São Paulo (SP) and operational headquarters in Curitiba (PR). We are the largest independent railway logistics operator in Brazil, connecting production centers to four of the country's main ports: Santos (SP), Paranaguá (PR), São Francisco do Sul (SC), and Rio Grande (RS). Our operations are primarily focused on the transportation of bulk agricultural commodities, as well as industrialized products and containers. [GRI 2-1](#)

In 2025, we completed ten years accounting for 44% of Brazil's railway network, with a consolidated presence in more than 500 municipalities across nine states. Through a 13,500 kilometers rail network comprising malhas Norte, Paulista, Central, Oeste and Sul, we operate a logistics system that covers 86% of Brazil's export regions.

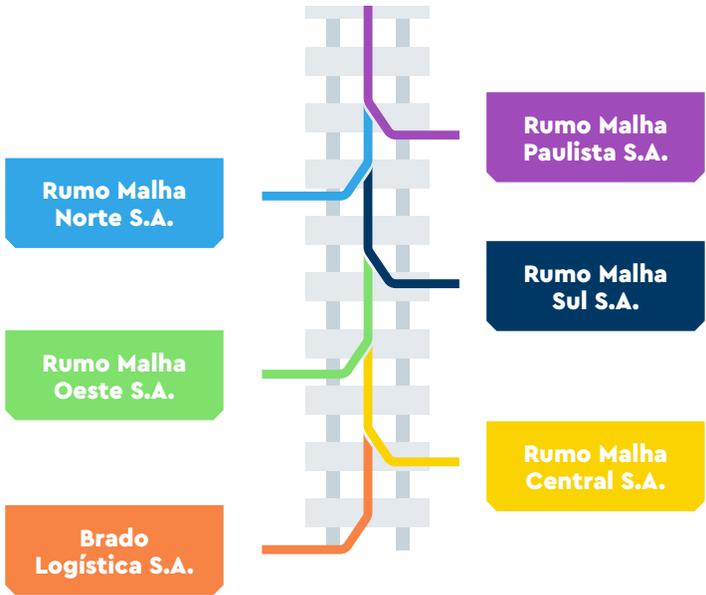
We transport a diversified portfolio of products, including grains, sugar, fertilizers, fuels, pulp, steel and construction materials, as well as containers of various types, through Brado Logística, our controlled subsidiary in the intermodal segment. [GRI 2-6](#)

Our robust infrastructure includes approximately 1,200 locomotives, 33,000 railway cars, and ten transshipment terminals. Our operations are supported by a team of more than 8,000 employees and over 9,000 contractors. [GRI 2-7](#)

We engage third-party companies to execute infrastructure services, equipment maintenance, track construction, civil works and engineering, security, transportation and facilities management, as well as specific activities related to railway

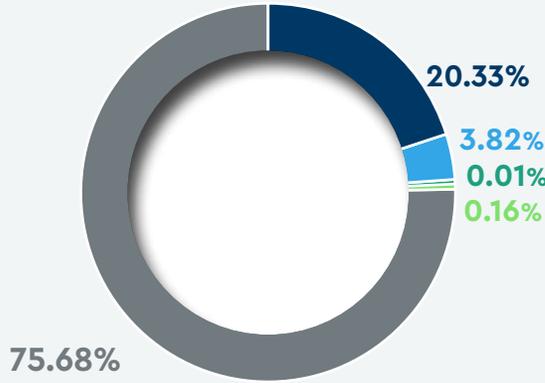
cars and locomotive services. [GRI 2-8](#)

Our corporate structure includes, in addition to the holding company (Rumo S.A.), several direct and indirect operating subsidiaries, among which the following stand out:



Our operations are characterized by continuous investments in technology, capacity expansion, operational safety, and energy efficiency. We play a fundamental role in increasing the participation of rail in Brazil's transport matrix, contributing to the decarbonization of the supply chains we serve.

Corporate structure



- Cosan S.A.¹
- Júlia Arduini
- Management
- Treasury
- Free Float

1. Cosan additionally holds 10% through derivatives.

Operations

GRI 2-1 | 2-6

NORTHERN OPERATION

Malha Norte
Concession: 2079
Length: 735.3 kilometers
Main products transported:
 fertilizers, grains, fuels, pulp

Malha Central
Concession: 2049
Length: 1,544 kilometers
Main products transported:
 grains, sugar, bauxite, fuels

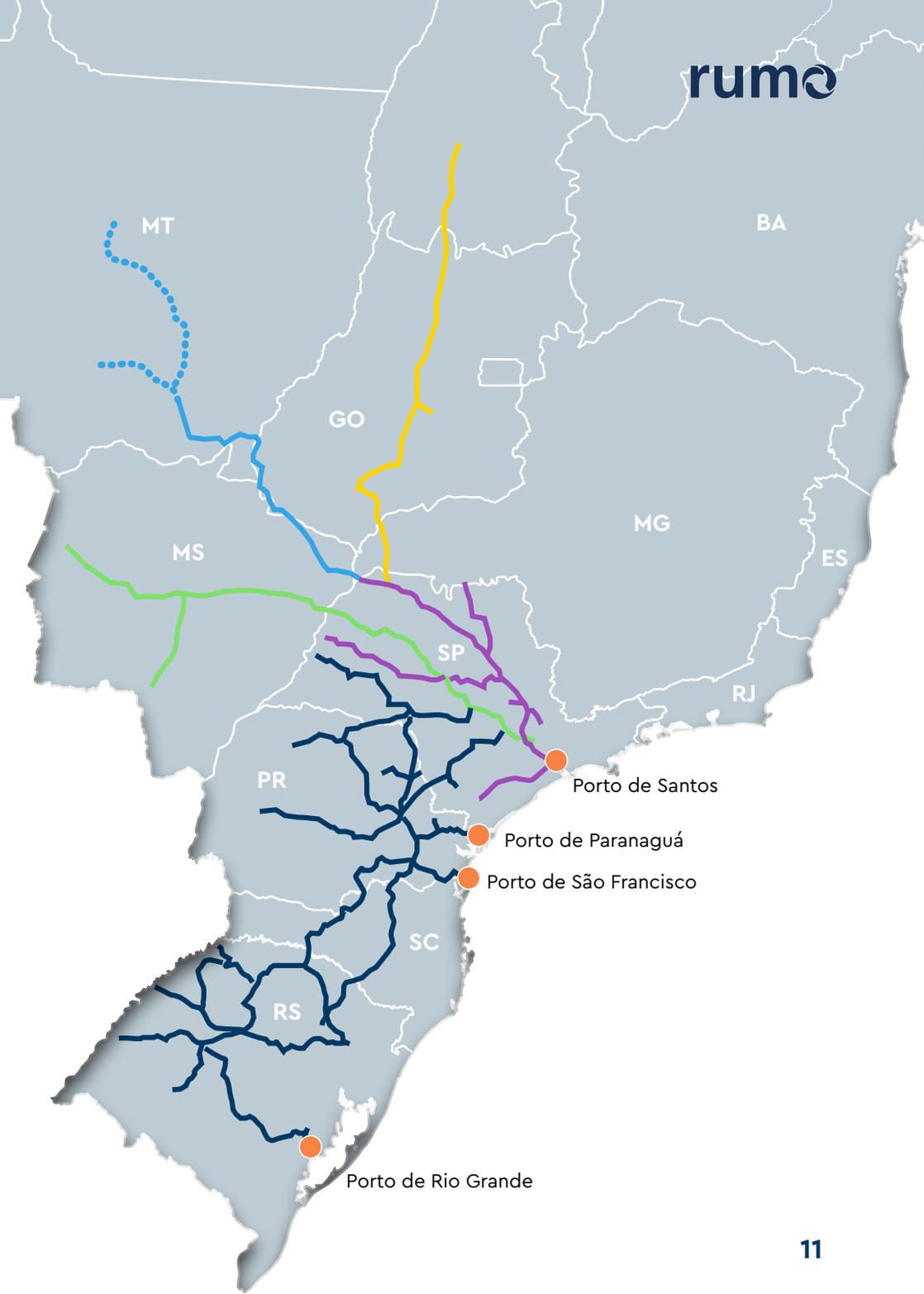
Malha Oeste
Concession: 2026
Length: 1,973 kilometers
Main product transported:
 iron ore

Malha Paulista
Concession: 2058
Length: 2,118 kilometers
Main products transported:
 fertilizers, fuels, sugar

SOUTHERN OPERATION

Malha Sul
Concession: 2027
Length: 7,223 kilometers
Main products transported:
 grains, sugar, fertilizers, industrialized goods, fuels

 To learn more about our operations, click here.



5.

GOVERNANCE AND ETHICS

GRI 3-3 - GOVERNANCE AND ETHICS

Governance structure

Executive Compensation

Compliance

Sustainability governance

Human rights

Risk management

Cybersecurity

Rumo DNA



We solve with efficiency and integrity



United for safety



People oriented



Our corporate governance is grounded in **solid principles of ethics and transparency, aligned with best market practices.**

We are signatories to initiatives that reinforce our commitment to integrity and corporate responsibility, and we maintain partnerships with organizations that share our values and our vision of sustainable business.

 To learn more about our associations and voluntary commitments, please visit our Indicators Central.



Governance structure

GRI 2-9 | 2-12

Our governance structure comprises the General Shareholders' Meeting, the Board of Directors, the Fiscal Council, and the Executive Board. Throughout 2025, the Board of Directors was supported by six advisory committees.

The General Shareholders' Meeting is held ordinarily once a year to approve matters within its competence, in accordance with the Bylaws and applicable legislation. Whenever necessary, extraordinary meetings are also convened. In 2025, one ordinary meeting and one extraordinary meeting were held.

 For further information on the composition of our governance bodies, please visit our Investor Relations website.

Board of Directors

GRI 2-10 | 2-11 | 2-14 | 2-17 | 2-18

In 2025, shareholders approved, at the General Shareholders' Meeting, a new composition of the Board of Directors. The restructuring reduced the number of members from ten to nine, enhancing agility in strategic decision-making and promoting greater diversity of perspectives within the body.

The Board of Directors maintains a 33% independence level, exceeding the minimum requirement set forth by the Novo Mercado regulation. Members serve two-year terms, ending at the 2027 Annual General Shareholders' Meeting.

In November 2025, following the completion of Cosan's primary public offering and the entry of vehicles from BTG Pactual and Parfin into Cosan's shareholder agreement, we carried out a restructuring of our Board of Directors. The new composition reflects the updated shareholder context and further strengthened diversity of perspectives and competencies within the body, maintaining strategic alignment and commitment to high corporate governance standards.

The nomination of Board members is conducted in accordance with the Board Nomination Policy set forth in the Board's Internal Rules, which establishes the requirements provided for in the Brazilian Corporations Law, CVM regulations, and B3 Novo Mercado rules. Elected members are expected to demonstrate availability to perform their duties, as well as diversity of knowledge, experience, behaviors, cultural background, age, race, and gender, in addition to strategic vision and familiarity with best corporate governance practices, compliance, internal controls, and risk management, among other aspects.

The Chair of the Board of Directors does not hold executive functions. The position is segregated from the CEO role, in line with best corporate governance practices.

The Board of Directors meets ordinarily on a quarterly basis and extraordinarily whenever convened, ensuring continuous oversight of executive management and strategic decisions.

Among its main responsibilities are:

▶ Strategic direction and management oversight

Approve the strategic plan, annual budget, and corporate policies. In addition, monitor the execution of our strategy and performance, as well as that of the Executive Board, ensuring sustainability and long-term value creation.

▶ Governance, risks, and controls

Ensure the integrity of governance systems, risk management, and internal controls, overseeing matters such as sustainability, safety, integrity, auditing, and compliance.

▶ Relevant decision-making

Deliberate on critical matters, including significant financial transactions, capital structure, appointment and evaluation of the Executive Board, dividend distribution, related-party transactions, and the establishment of advisory committees.

The Board members' self-assessment process considers criteria that include oversight of impact management; attendance and subject-matter knowledge relevant to the business; active contribution to decision-making; commitment and time dedicated; and identification of improvement opportunities in their own performance. The methodology consists of a term-based self-assessment conducted through questionnaires addressing performance and improvement opportunities. Based on the results, action plans are defined to implement the identified improvements. [GRI 2-18](#)

Composition¹ [GRI 2-9](#)

¹ According to the relevant fact disclosed on November 14, 2025, Maria Rita de Carvalho Drummond, Janet Drysdale, and Maria Carolina Ferreira Lacerda resigned from their positions on the Board of Directors. To fill the vacancies, Renato Antonio Secondo Mazzola, Ralph Gustavo Rosenberg, and Vanessa Claro Lopes were elected.



Interactive content.
Click on the names to access their resumes.

Fiscal Council GRI 2-9 | 2-13

The Fiscal Council is an autonomous and independent collegiate body, with permanent operation, elected at the General Shareholders' Meeting. In 2025, it was composed, until November, of five full members, with one-year terms, subject to renewal as resolved by shareholders.

Focused on overseeing economic and financial management, the Fiscal Council acts as an independent control body of management, contributing to the strengthening of corporate governance. It meets ordinarily on a quarterly basis and extraordinarily whenever necessary, with unrestricted access to relevant internal information and documents. Its main responsibilities include:

- ▶ **Accounting and financial oversight:** reviewing interim and annual Financial Statements and issuing opinions on management reports, the balance sheet, and other accounts, including on a quarterly basis.
- ▶ **Compliance oversight:** monitoring compliance with legal, statutory, and regulatory obligations, including those related to accounting practices and corporate governance.
- ▶ **Preventive and advisory role:** requesting clarifications from management, recommending measures, and reporting irregularities to the Board of Directors or shareholders whenever relevant risks or non-compliance are identified.

Composition¹



Interactive conten:
Click on the names to access their resumes.

¹ According to the relevant fact disclosed on November 14, 2025, Carla Alessandra Trematore and Vanessa Claro Lopes resigned from their respective positions on the Fiscal Council.

Advisory Committees

GRI 2-9 | 2-13

The Advisory Committees to the Board of Directors play a central role in deepening analyses and enhancing the quality of the decision-making process. Composed of Board members and specialists with complementary expertise, these committees act in a technical and independent manner, assessing critical matters for the business and supporting the Board in defining guidelines, monitoring execution, and mitigating risks.

According to the changes implemented in November 2025, the composition of the Board's advisory committees has also changed. The new composition strengthened the role of these forums in supporting the decision-making process, expanding their participation in strategic discussions. As part of this movement, the committees began holding ordinary meetings more frequently, reinforcing management oversight and deepening analyses on matters relevant to the business.



Interactive content:
Navigate through the Committees.

Executive Board GRI 2-9

The Executive Board is responsible for the day-to-day management of the business and for executing the guidelines established by the Board of Directors. It is composed of up to nine statutory officers, as provided for in the Company's Bylaws, elected for two-year terms, with the possibility of re-election. In 2025, the structure comprised four statutory officers.

Composition

The Executive Board meets whenever convened by the Chief Executive Officer, ensuring continuous monitoring of operations, agility in decision-making, and strategic alignment across internal areas. Its key responsibilities include: [GRI 2-13](#)

- ▶ **Strategic and operational management:** implementing the strategic plan approved by the Board, leading execution of the annual budget, projects and operational targets, while ensuring efficiency, safety, and operational sustainability.
- ▶ **Representation:** acting as the Company's institutional and legal representative before public authorities, regulatory bodies, commercial partners and the market, in accordance with the Bylaws and applicable legislation.
- ▶ **Governance and internal controls:** ensuring compliance with corporate policies, regulatory standards, integrity practices, compliance requirements and risk management, fostering a culture of accountability and ethics at all organizational levels.



Interactive content.
Click on the names to access their resumes.

Executive compensation GRI 2-19 | 2-20

Our compensation policy is a strategic instrument to align leadership, execution of the business plan, and long-term value creation. Its design seeks to reinforce behaviors consistent with corporate strategy, capital allocation discipline, operational excellence, and the generation of positive societal impacts, ensuring competitiveness in attracting and retaining talent and adherence to best governance practices.

The Board of Directors is responsible for defining and overseeing our compensation policy, in accordance with the guidelines approved at the General Shareholders' Meeting. This process is supported by the People, Nomination and Compensation Committee, which advises the Board in evaluating structures, metrics, and market practices, ensuring an appropriate balance among performance, risk, and sustainable results.

All members of the Statutory Executive Board receive compensation composed of fixed and variable components, designed to ensure competitiveness and alignment with market practices.

Fixed compensation is determined based on market benchmarking studies, using a range of 80% to 120% of the median, with 100% representing the reference value for positions of similar complexity and responsibility within the sector. Variable compensation is structured as multiples of base salary and is linked to the achievement of global and individual performance targets.

▶ **Short term**, a variable compensation is based on the achievement of key performance indicators (KPIs), including financial, operational and ESG metrics, such as gender equity initiatives, improvement in the Environmental Performance Indicator (EPI), and monitoring of working conditions and integrity standards.

▶ **Long term**, incentive initiatives are equity-based, providing for the granting of shares to eligible executives, encouraging talent retention and alignment with sustainable performance.

Payments related to sign-on bonuses or recruitment incentives are subject to approval, in accordance with the authority levels defined in our Delegation of Authority Matrix.

In the event of termination, short- and long-term incentives are paid proportionally, provided that the professional has worked for at least 30 days and the termination is involuntary. In cases of voluntary resignation, granted amounts are forfeited and there are no clawback mechanisms for bonuses or incentives.

Compensation of the members of the Board of Directors consists of a fixed monthly amount, reflecting both market practices and the strategic nature of their responsibilities. The maximum aggregate compensation of the Fiscal Council members is set annually by the General Shareholders' Meeting that elects them and is paid in 12 equal monthly installments, in accordance with the Internal Rules of the Fiscal Council.

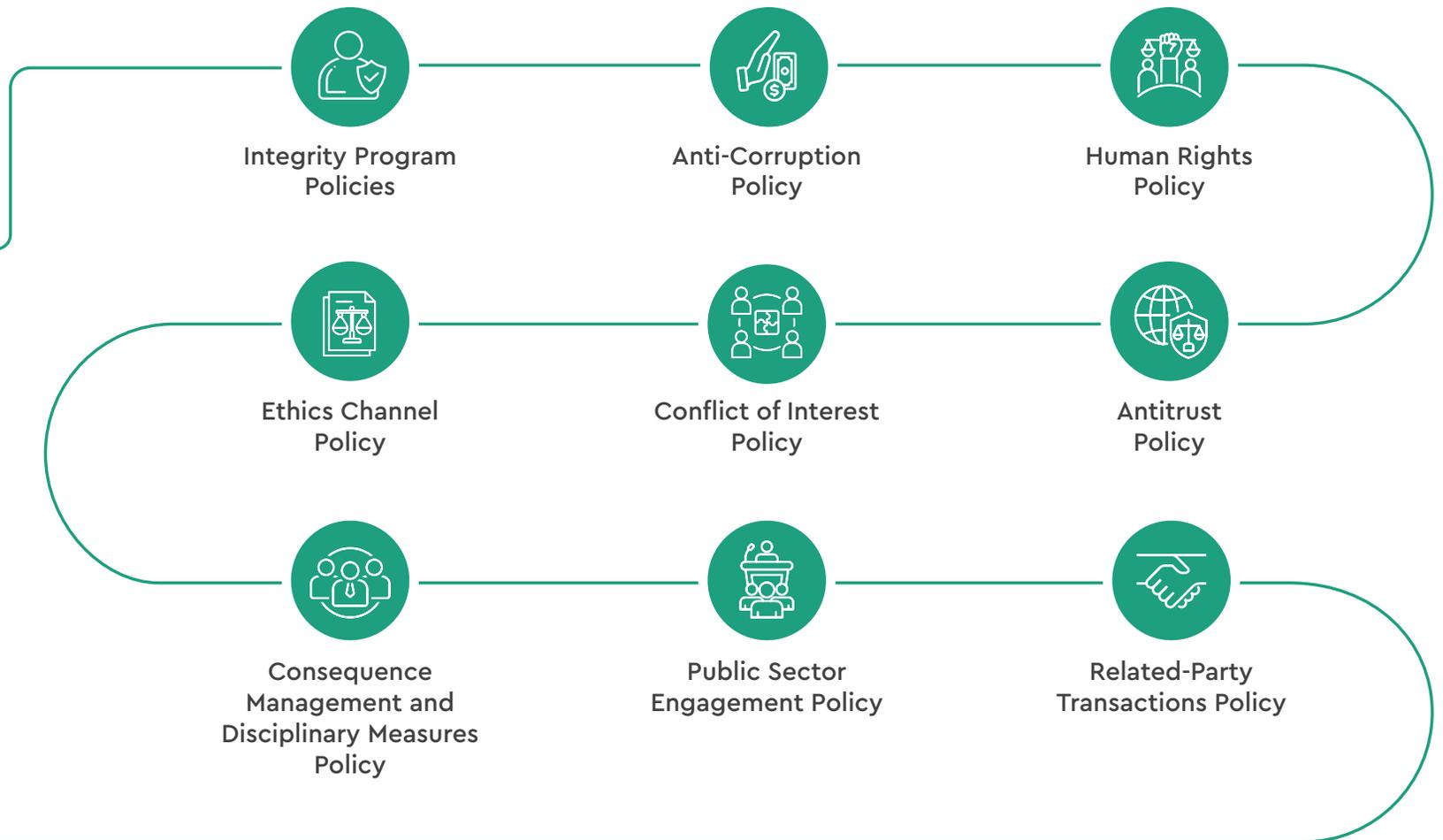


Compliance GRI 2-15 | 2-23 | 2-24 | 2-25 | 2-26 | GRI 3-3 Governance and Ethics

Maintaining integrity in every decision and relationship is part of our commitment to ethical, responsible and transparent conduct. For us, compliance goes beyond merely adhering to rules: it forms the foundation for trusted relationships and the ethical conduct of our business.

Within our Integrity Program, we maintain a structured set of [policies, procedures and guidelines](#) that direct corporate conduct and guide our employees on key matters such as:

We ensure that the commitments set forth in our policies are incorporated into operations, processes and business relationships, becoming part of daily practices. To this end, employees formally acknowledge adherence to the [Code of Conduct](#) and participate in the online training "Ethics Tracks," while third parties complete the "Health, Safety and Integrity Integration," which covers the Code of Conduct, the Anti-Corruption Policy, the Conflict of Interest Policy, and guidance on the use of the Ethics Channel.



To learn more, click on the icons.

We continue to invest in communication initiatives, training, engagement campaigns and Daily Safety Dialogues (DDS), with the aim of encouraging active participation from all employees and disseminating best practices related to ethics, integrity, diversity, non-discrimination and respect for human rights. These initiatives also strengthen awareness of the proper use of the Ethics Channel, contributing to the reinforcement of the Integrity Program across all operations.

In addition, we held the second edition of "On the Ethics Track Week" for all employees, as well as training sessions on topics such as Anti-Corruption, Engagement with Public Authorities and Antitrust, directed at strategic areas.

The Code of Conduct, widely disseminated through these initiatives, consolidates the behaviors we value and expect from employees and business partners, serving as a central reference for ethical decision-making in daily activities. It also defines conduct that is non-compliant with its guidelines and reinforces everyone's responsibility to report, through appropriate channels, any action that is inconsistent with the document, contributing to the effectiveness of the Integrity Program.

In January 2025, we launched the Ethics Channel Policy, reinforcing our commitment to transparency, active listening and responsible handling of all reports received. The document, available on the compliance page of our institutional website, details investigation procedures and ensures confidentiality, anonymity, impartiality and non-retaliation throughout the process.

Based on this policy, the Ethics Channel is structured to provide guidance on ethical conduct and to receive reports of misconduct, moral harassment and other situations that violate the Code of Conduct, through the website canaldeetica.com.br/rumolog and by phone at 0800 721 0720 (available Monday to Saturday, from 8:00 a.m. to 8:00 p.m.).

Each report is reviewed by a specialized third-party firm and classified according to its level of impact (critical, high, medium or low), by type of incident, and subsequently forwarded to the Compliance area for investigation. The process is supported by multidisciplinary teams, including Asset Security, Legal and People, ensuring a comprehensive, objective and responsible review.

The most critical cases are submitted to the Ethics Committee, composed of our CEO and the Vice Presidents of the Finance, People and Legal areas, ensuring that strategic and corrective decisions are made based on the highest standards of integrity and in accordance with the Consequence Management and Disciplinary Measures Policy. In addition, Ethics Channel indicators are presented quarterly to our Audit Committee. In 2025, three critical concerns were presented, one of which was closed as inconclusive. Nevertheless, in all cases, we adopted guidance measures, including training and engagement of operational teams. [GRI 2-16](#)

During the year, we also conducted in-person training sessions in Baixada Santista, Malha Paulista, the Rondonópolis and Rio Verde terminals, and at the Ferrovia de Mato Grosso (FMT) construction works, such as Compliance Week in Focus, held during the Daily Safety Dialogues (DSD), with the objective of fostering ethics, respect and psychological safety in the

workplace, as well as promoting awareness of the Ethics Channel and our Pra VC program, which provides protection and support to victims of sexual harassment.

Conflict of Interest GRI 2-15

In 2025, we updated our Related-Party Transactions Policy, reinforcing our commitment to integrity and transparency. The document establishes guidelines and procedures to prevent conflicts of interest, requiring all managers to submit an annual declaration of potential conflicts of interest and, whenever a conflict arises in a specific matter, to declare themselves impeded from participating in the related decision-making process.

In addition, related-party transactions are reviewed and approved by the Board of Directors, ensuring that they are conducted under market conditions and aligned with our best interests and those of our stakeholders.



To review our main Ethics Channel indicators and learn more about the Integrity Program at Rumo, [click here](#).

Sustainability governance

GRI 2-13 | 2-17 | GRI 3-3 Governance and Ethics

Our sustainability management and governance model ensures that material topics are addressed systematically, with clear roles and responsibilities, disciplined processes, and strategic alignment with the business.

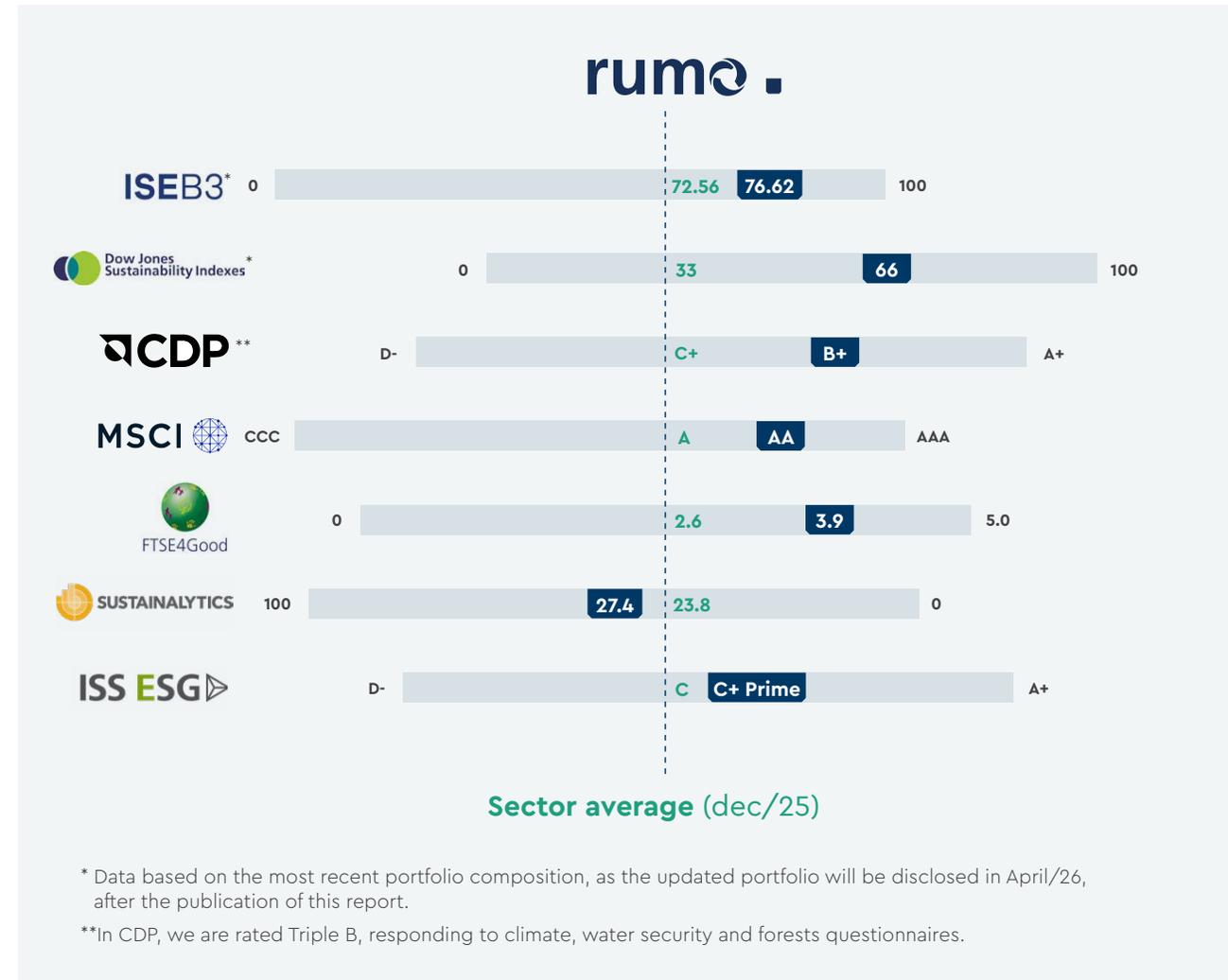
We adopt an integrated approach in which each priority topic is led by a dedicated executive sponsor, responsible for setting targets, monitoring indicators and ensuring adherence to corporate policies. This model strengthens accountability, enhances the management of risks and opportunities, and ensures the integration of environmental, social and governance factors into operational and strategic decision-making.

Monitoring of results, progress and challenges is conducted periodically and in a structured manner, with quarterly reporting to the Internal Sustainability Committee. This forum acts as a cross-functional coordination body, promoting prioritization of initiatives, integration across areas, and alignment with our strategic objectives.

In addition, we have a Sustainability Committee, which plays an advisory role by providing independent and specialized perspectives on critical topics, regulatory trends and stakeholder expectations. This body enhances the quality of decision-making processes, the consistency of practices, and the continuous evolution of the sustainability agenda.

As a result of this maturity, we are included in relevant sustainability indices and ratings, which serve as external validation and benchmarking instruments. In 2025, we advanced our performance, demonstrating continued strengthening of our environmental, social and governance management.

Among the highlights, we remain the first and only Brazilian logistics company included in the World and Emerging Markets portfolios of the Dow Jones Sustainability Index (DJSI) for the second consecutive year, in addition to being recognized in the Sustainability Yearbook. We also continue to be included in the B3 Corporate Sustainability Index (ISE) since 2021 and in the FTSE4Good index of the London Stock Exchange, reinforcing the consistency of our practices.



Human rights

GRI 3-3 – Human Rights | 2-23 | 2-25 | 2-28 | 408-1 | 409-1 | 410-1

We maintain an explicit commitment to respecting and promoting human rights across all operations and business relationships, formalized in documents such as our Code of Conduct, Human Rights Policy, Supplier Manual, Diversity, Equity and Inclusion Policy, and Sustainability Policy (available at rumolog.com/etica-e-compliance/).

We adopt as references the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the fundamental conventions of the International Labour Organization (ILO), and the UN Global Compact, of which we are signatories.

We are committed to fostering a work environment grounded in these principles and ethical values, promoting inclusion and diversity at all levels, without discrimination based on race, color, gender, language, nationality, religion, sexual orientation, political opinion, social condition or any other characteristic.

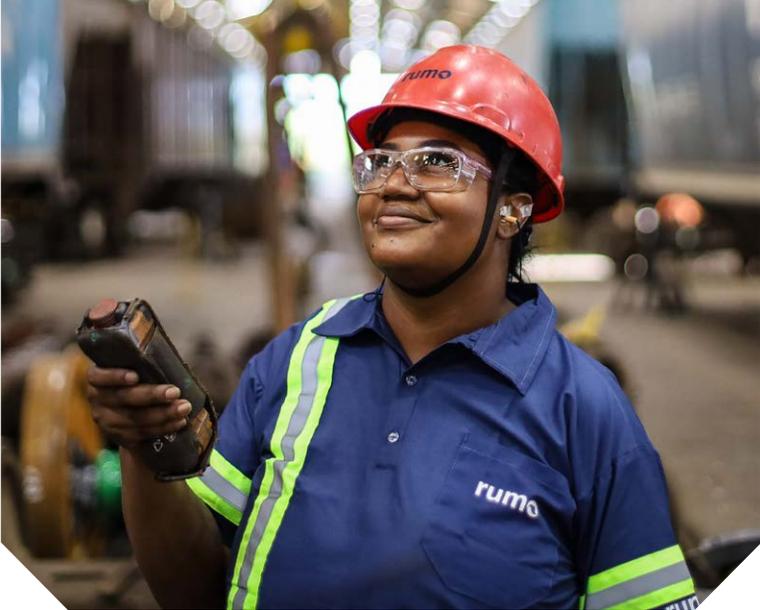
We also act to promote decent work and to prevent, reject and combat any practice of forced, child or compulsory labor, or conditions analogous to slavery, as well as activities related to the sexual exploitation of children and adolescents. We are signatories to the Na Mão Certa

Program, an initiative of Childhood Brasil that promotes joint efforts to end the sexual exploitation of children and adolescents across various production chains.

In this context, we monitor third-party contractors and service providers, comply with regulatory agreements and implement programs and policies to promote dignity and respect throughout the value chain. In this way, we seek to mitigate negative human rights impacts, particularly in labor-intensive outsourced activities, such as railway construction and maintenance.

All contracts with security service providers include mandatory training clauses, requiring all third-party employees to participate, with a focus on human rights, proportional use of force, public service standards and respect in interactions. In 2025, 100% of these providers completed the required training, with certification issued by the service companies.

In 2023, we implemented the Continuous Monitoring Program in Malha Paulista, which in 2025 expanded its scope to cover 100% of railway operations. The initiative involves both employees and third parties, including service providers and expansion works, and is focused



on promoting decent work and compliance with labor protection standards. The program establishes formal mechanisms for prevention, monitoring and verification, contributing to the identification, mitigation and management of risks throughout the operational value chain.

Risk management

GRI 2-12 | 2-23

As part of our commitment to strengthening risk management practices, in 2025 we reviewed our processes and methodology and structured a Risk Committee composed of a multidisciplinary technical team, with the objective of ensuring an integrated and strategic view of the topic, aligned with our business objectives.

This initiative enabled greater convergence between risk management processes and our ESG pillars and material topics, while also facilitating the monitoring and prioritization of mitigation actions. The risk management process is reviewed at least annually and follows the guidelines established in our [Corporate Risk Policy](#).

During the year, as part of our risk governance structure, we advanced the implementation of the Risk Committee, composed of senior executives, which meets periodically to discuss and approve strategies and define priorities for mapped risks.

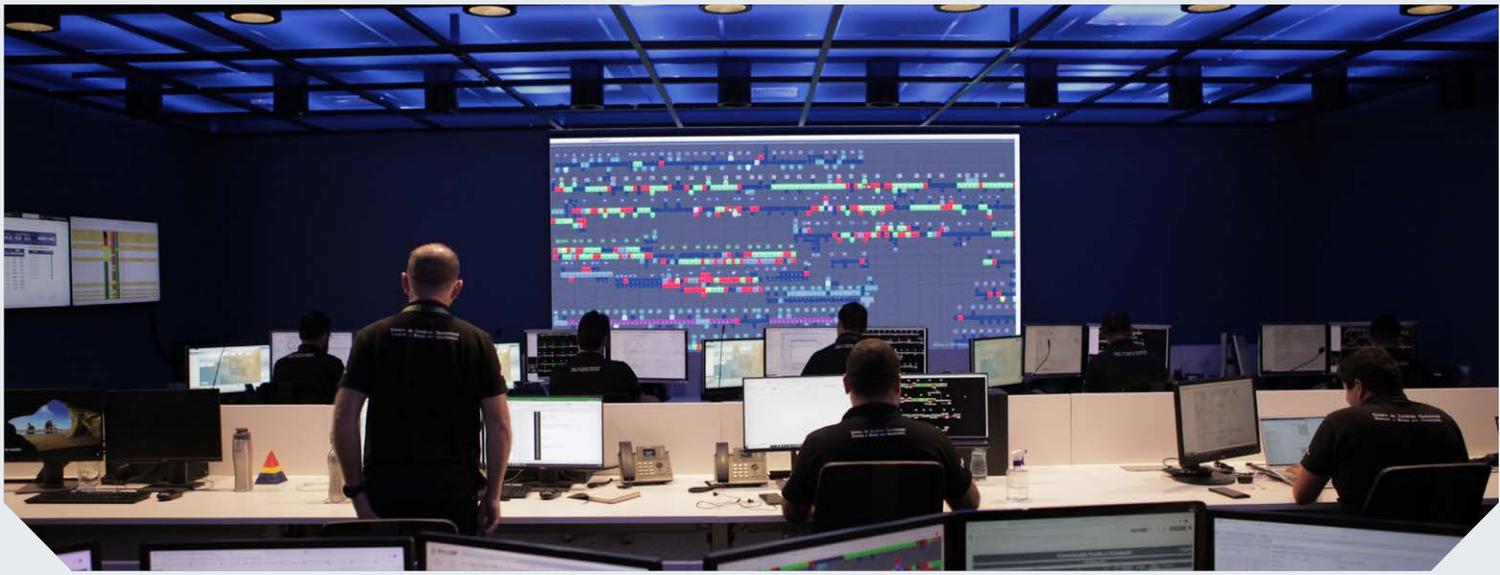
The Board of Directors is supported by advisory committees to manage and oversee relevant matters, while the Statutory Audit Committee monitors the risk management process.

The Internal Controls and Risk area is responsible for ensuring governance of the process and safeguarding the integrity of information provided to Management, through the Statutory Audit Committee.

Cybersecurity

Based on our [Information Security and Cybersecurity Policy](#) and our [Privacy Policy](#), we have established guidelines and principles that govern the proper handling and protection of information and critical assets. These policies ensure that all users act in compliance with internal standards, preserving confidentiality, integrity, availability, authenticity and traceability of information. In addition, we have structured mechanisms to prevent, detect and mitigate risks related to information security and cybersecurity, strengthening our operational resilience.

To act strategically, we maintain a governance structure led by the Chief Information Security Officer (CISO), who works in partnership with the Chief Information Officer (CIO) to develop cybersecurity resilience and business continuity initiatives. These professionals periodically report to the members of the Statutory Audit Committee and the Board of Directors, ensuring oversight and monitoring of the maturity level of our controls.



In 2025, we invested across several fronts in this area, with emphasis on:

- ▶ **Guardian Program** – In partnership with the Cyber Defense Center team of Grupo Cosan, we strengthened training and awareness initiatives, particularly focused on phishing, in addition to other internal campaigns. In October, ten campaigns were conducted, with more than 800 employees trained and over 300 hours of training sessions completed on the topic.
- ▶ **Information Security Management** – With respect to data protection, we advanced controls related to Data Loss Prevention (DLP), including policy reviews and expansion of the monitoring perimeter. In anticipation of regulatory developments in Brazil, the privacy team led the implementation of processes that make up the Artificial Intelligence Governance System, in compliance with Bill 2338/2023.
- ▶ **Privacy Program** – For the second consecutive year, we achieved 100% effectiveness and compliance in privacy controls assessed in audits conducted by Cosan. With a focus on awareness, LGPD-related topics were incorporated into employee onboarding initiatives.
- ▶ **Cybersecurity Awareness Week** – During this event, we reinforced best practices in digital security to strengthen data protection in employees' daily activities.

In addition, we frequently conduct cyberattack simulations and security breach scenarios to assess the effectiveness of our defense systems, with results contributing to improvements in processes and tools. Complementarily, vulnerability and scanning tests are performed across multiple security layers, with varying frequency depending on their nature – weekly, monthly or annually.

As a result, we recorded no security breaches in the past fiscal year; that is, there were no cases of unauthorized third parties accessing confidential and/or sensitive information of our stakeholders and/or internal data. Furthermore, we do not use customer data for secondary purposes.

RuTI Machinist

In 2024, we integrated generative artificial intelligence into RuTI, our virtual assistant developed to simplify and streamline employees' daily demands. In 2025, RuTI introduced a version specifically designed for machinists, accessible from anywhere at any time. Since its implementation, the tool has reached more than 1.7 thousand active users, approximately 50% of machinists now use the technology in their daily routines, reinforcing its operational value.



RuTI Machinist was awarded as a **global Microsoft case**, achieving a reduction in response time from 4 minutes to 3 seconds, while also eliminating approximately 4 kilograms of paper per operator and saving more than 1.3 million pages per year.

6.

OPERATIONAL PERFORMANCE

North Operation

South Operation

Container Operations

Rumo DNA



We solve with efficiency and integrity



United for safety

rumo

rumo

SOMOS O BRASIL EM MOVIMENTO

ATENÇÃO
TRABEJAR
SEMPRE COM AS
REGRAS
E
MANTENHA
AS DISTANÇAS
CORRETTAS
E
MANTENHA
AS DISTANÇAS
CORRETTAS

TETO OK

TRAVADO

107845105-1



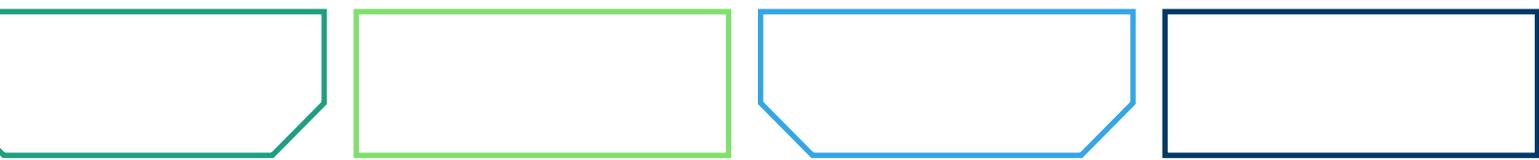
Our business is substantially exposed to the flow of grains produced in the Brazilian Midwest region, particularly exports through the Port of Santos. In 2025, the Mato Grosso crop – the main origin of the cargo we transport – reached a record level.

Despite growth in agricultural production, the decline in international commodity prices pressured producers' profitability, leading to postponed commercialization and resulting in a slower export pace and reduced logistics pressure in the state. This environment impacted all logistics operators in the region.

Even so, **we closed the year with 84.2 billion RTK transported, a 5.4% increase compared to 2024**, driven by operational capacity gains. This performance reflects investments made in recent years and the consolidation of a new operating model with longer and heavier trains, increasing from 120 to 135 railway cars, with capacity of up to 130 gross tons per railway cars.

These efficiency gains reinforced our position in the key markets in which we operate. **In 2025, we achieved a 41% market share in Mato Grosso and 28% in Goiás for grain exports. At the Port of Santos, our share reached 54%.**

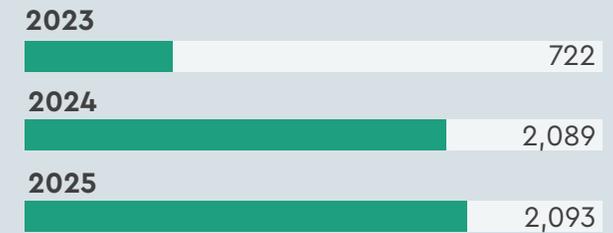
Another highlight was the advancement in general cargo transportation, with the ramp-up of new relevant operations, including pulp shipments from Ribas do Rio Pardo (MS) to Santos, bauxite from Santa Isabel (GO) to São Paulo (for the aluminum industry), as well as liquid fuels transported across the states of São Paulo, Goiás and Mato Grosso. These projects reinforce rail utilization for cargo with strong rail affinity, where we are competitively positioned to deliver efficient solutions.



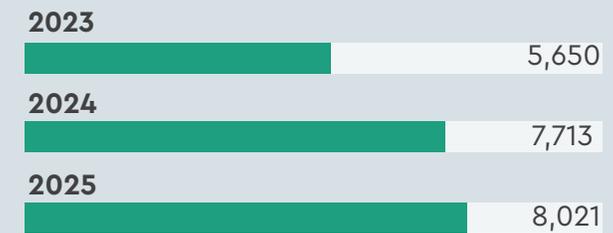
Net operating revenue (BRL million)



Net Income¹ (BRL million)



Ebitda¹ (BRL million)



¹ Adjusted EBITDA and Net Income.

In an environment marked by increased competition among logistics corridors and pressure for efficiency, we acted dynamically in our pricing strategy. We adjusted our tariff approach to preserve competitiveness and enhance the attractiveness of rail as a logistics solution.

To mitigate impacts on profitability, we maintained strict cost and expense management, capturing relevant operational gains. Within variable costs, we improved locomotive energy efficiency, reducing unit diesel consumption, the main input of our operations. Regarding fixed costs and expenses, budget discipline led to a nominal reduction year over year, which, combined with volume growth, resulted in lower unit costs.

Net revenue in 2025 totaled BRL 13.8 billion, with Adjusted Ebitda of BRL 8.0 billion and Adjusted Net Income of BRL 2.1 billion. Value generation was shared with shareholders through the distribution of BRL 1.5 billion in dividends, maintaining balance between growth and return on capital.



We were elected **Best Logistics Operator in Brazil**, at the **prêmio RF Award by Revista Ferroviária**, one of the sector's leading recognitions, which highlights and values the performance of rail transport institutions.



Northern Operation

In the Northern Operation, **transported volume reached 68.2 billion RTK, a 7.2% increase compared to the prior year**, driven by higher shipments of pulp, bauxite and grains, followed by liquid fuels and sugar.

The ramp-up of new transport operations and operational flexibility to handle different agricultural commodities simultaneously improved rail capacity utilization.

The expanded participation of terminals in the Malha Central also supported performance, reducing average haul distance and providing greater volume stability in tons transported.



Southern Operation

The Southern Operation recorded **11.8 billion RTK, a 2.4% decrease compared to 2024**. Throughout the year, commercial repositioning in the grains portfolio and the search for alternatives in the industrial segment supported a gradual recovery in volumes and operational efficiency gains, with improved network capacity utilization.



Container Operation

Brado handled 4.2 billion RTK, an increase of 1.8% year over year. In 2025, Container Operations delivered gradual growth, driven by the evolution of the cargo mix toward higher value-added products, such as cotton lint, agricultural inputs, consumer goods and meat for export, in addition to the start of operations at the Daviópolis (MA) terminal, which contributed to logistics efficiency gains and longer average haul distances.



7.

GROWTH STRATEGY

GRI 2-6

Mato Grosso Railway

Malha Paulista

Rumo DNA



We solve with efficiency and integrity

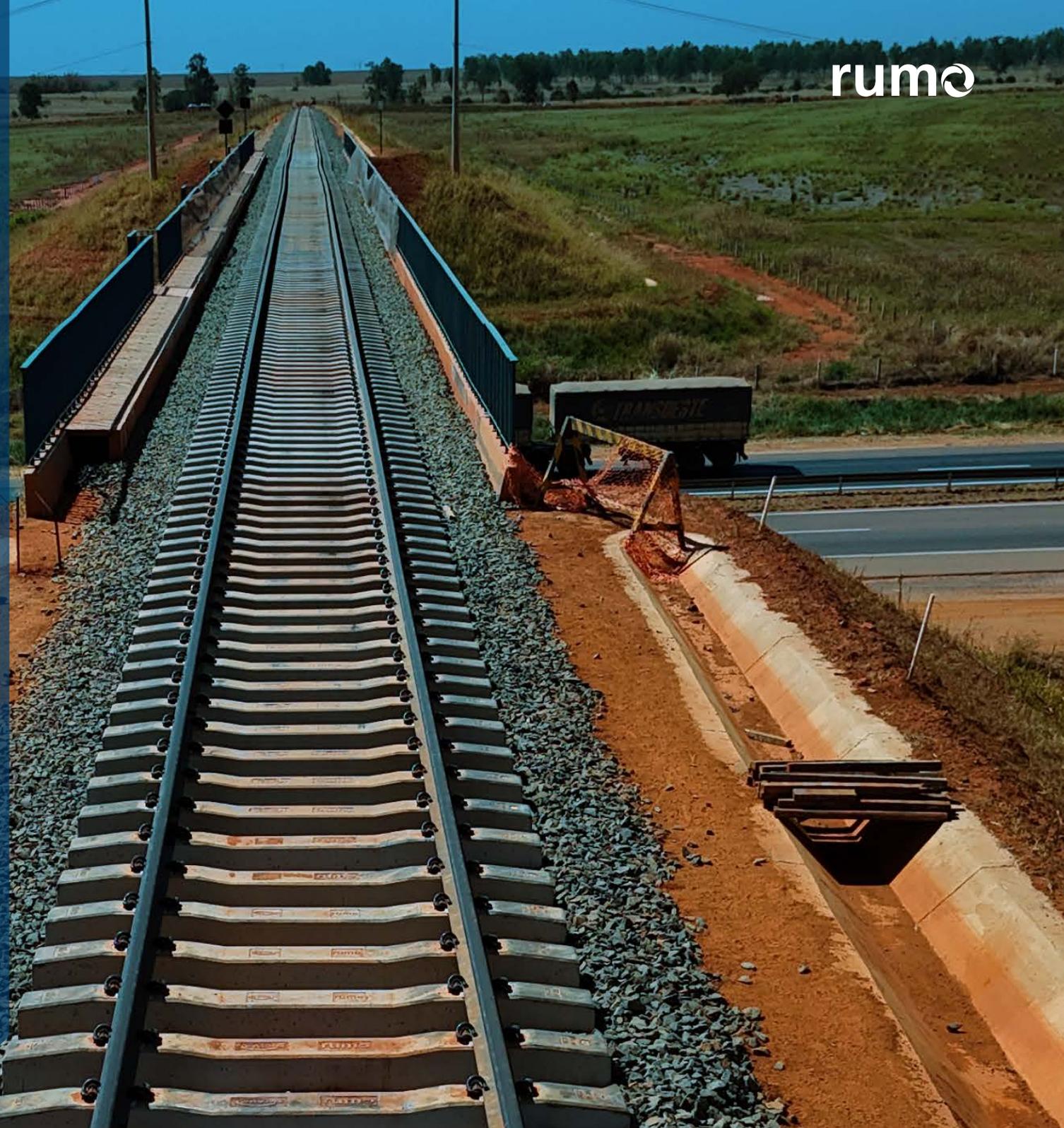


United for safety



We aim far with sustainability

rumo



Our growth strategy is structured around three complementary pillars: expanding rail capacity, extending infrastructure closer to production hubs, and continuously improving the efficiency of the logistics system. We allocate investments to eliminate bottlenecks, attract new cargo flows and ensure safer, more competitive and sustainable transportation.

One of the main drivers of this expansion is the construction of the Mato Grosso Railway, a 100% privately funded project that will directly connect the core of agricultural production in the State of Mato Grosso to the Port of Santos, strengthening national integration of production. In addition to delivering logistics and environmental gains, the project mobilizes thousands of workers and supports regional development through job and income generation. [GRI 203-2](#)

Another strategic pillar is the modernization program of the Malha Paulista, a regulatory commitment assumed in connection with the early renewal of the concession in 2020. Since then, we have launched a cycle of investments in infrastructure, safety and technology. Ongoing projects expand transport capacity, reduce transit time to the port and increase operational predictability. The Malha Paulista, has also become a benchmark in rail technology, with semi-autonomous driving systems, satellite monitoring, a dedicated 4G network and digital solutions that enhance safety while reducing fuel consumption and greenhouse gas emissions.



Part of these investments is aimed at mitigating urban conflicts in regions intersected by the railway, including projects that eliminate level crossings and create mobility routes for pedestrians and vehicles. This integration of modern infrastructure, operational efficiency and social responsibility is essential to delivering safer and more sustainable logistics.

At the Port of Santos, we are implementing improvements to rail access through FIPS (Ferrovia Interna do Porto de Santos), an association formed by the three rail operators in the region. The initiatives include urban segregation works,

construction of viaducts and operational enhancements, directly impacting traffic fluidity, safety and efficiency at the main logistics hub of Brazilian agribusiness. We are also advancing projects to expand terminal elevation capacity, reinforcing the strategic role of the Port of Santos in national logistics.

Despite our strong presence in grain transportation, we continue to expand into new logistics flows, incorporating products such as pulp, fuels and bauxite. This diversification increases the resilience of our portfolio and enhances utilization of installed capacity.

Mato Grosso Railway

The first privately funded railway in Brazil implemented under a state authorization regime, the Mato Grosso Railway (FMT) will connect Rondonópolis to Lucas do Rio Verde, with a branch to Cuiabá. The route crosses 16 municipalities and enables the flow of agricultural production from Mato Grosso to the Port of Santos.

Launched in 2022, the project achieved significant physical progress in 2025, reaching approximately 80% completion by year-end. A key milestone was the completion of the Rio Vermelho Bridge, spanning 460 meters – a landmark engineering structure and one of the main technical challenges of this phase.

With the continuation of construction works, the new stretch to the Dom Aquino (MT) terminal, located on BR-070, is expected to begin operations in 2026, with capacity to handle 10 million tons per year.

The project directly contributes to the reduction of greenhouse gas (GHG) emissions by increasing the participation of rail in Brazil's freight transportation matrix, capturing volumes currently transported by more carbon-intensive modes. In addition to offering a more efficient logistics alternative, the project is designed to mitigate socio-environmental impacts, including preservation of fauna and flora, while fostering regional economic development. [GRI 203-2](#)

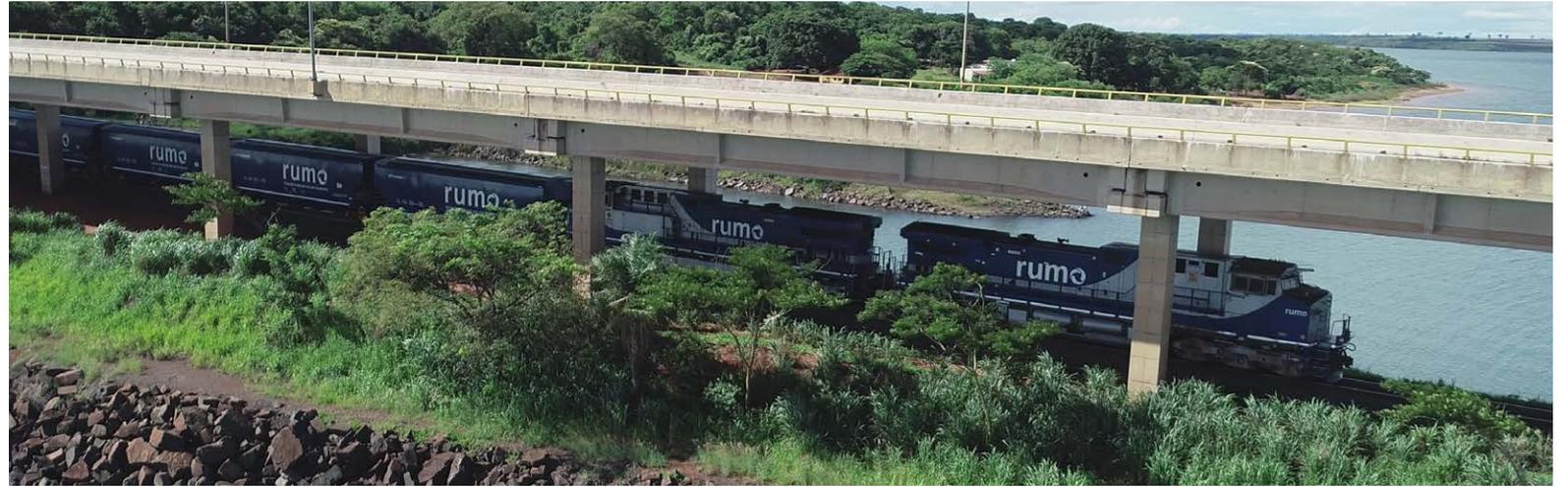


160 kilometers
of railway tracks



Malha Paulista

We continued the modernization plan of the Malha Paulista, according to the schedule established in the early renewal of the concession. In 2025, we had 38 projects underway, including track duplications, pedestrian walkways, viaducts, underpasses for vehicles and pedestrians, and fencing of the railway. Key deliveries include:



Progress on other projects



Rail sidings: we built two rail sidings to reduce logistics bottlenecks, one between Simonsen and Votuporanga (3.9 km) and another between Catanduva and Catiguá (2.7 km).



Track duplication: we eliminated a single-track section with the duplication of 4.8 km between Limeira and Cordeirópolis, increasing capacity and reducing bottlenecks.



Road viaduct in Ibaté: a strategic project that replaced a critical level crossing, improving both road and rail traffic flow in the region.



Greenfield Terminal in Santos: we initiated the project preparation phase in partnership with CHS Inc., through a joint venture, which will enable a new investment cycle in capacity expansion and modal integration.



Eng. Colla Pedestrian Walkway (Santos): a new pedestrian overpass connecting Parque Valongo to the Historic Center, promoting integrated urban mobility.



Cubatão Projects: ongoing works include a viaduct, a roundabout and two pedestrian overpasses designed to eliminate conflicts between rail and road traffic.

8.

CAPITAL STRUCTURE AND INDEBTEDNESS

Rumo DNA



We solve with
efficiency and
integrity



In 2025, in a scenario marked by higher interest rates and increased macroeconomic volatility, we maintained discipline in execution.

At year-end, our net debt totaled approximately BRL 15.5 billion, with financial leverage of around 1.9x, a level considered sound relative to our business risk profile.

Additionally, we maintained BRL 7.5 billion in cash, ensuring robust liquidity and a well-distributed debt maturity profile over the coming years, supporting the execution of our expansion plan and absorbing potential market volatility.

Throughout the period, we actively managed our debt portfolio. Liability management initiatives allowed us to extend maturities, optimize funding costs and maintain a competitive debt profile.

Our shares closed the year at BRL 14.76, reflecting a 17% decline.



In celebration of our 10th anniversary, we were honored at B3 with the traditional "ringing of the bell", a symbol of recognition and the progress achieved along our journey.



9.

ENERGY EFFICIENCY AND CLIMATE

GRI 3-3 EMISSIONS MANAGEMENT

Greenhouse Gas Emissions

Innovation and technology projects

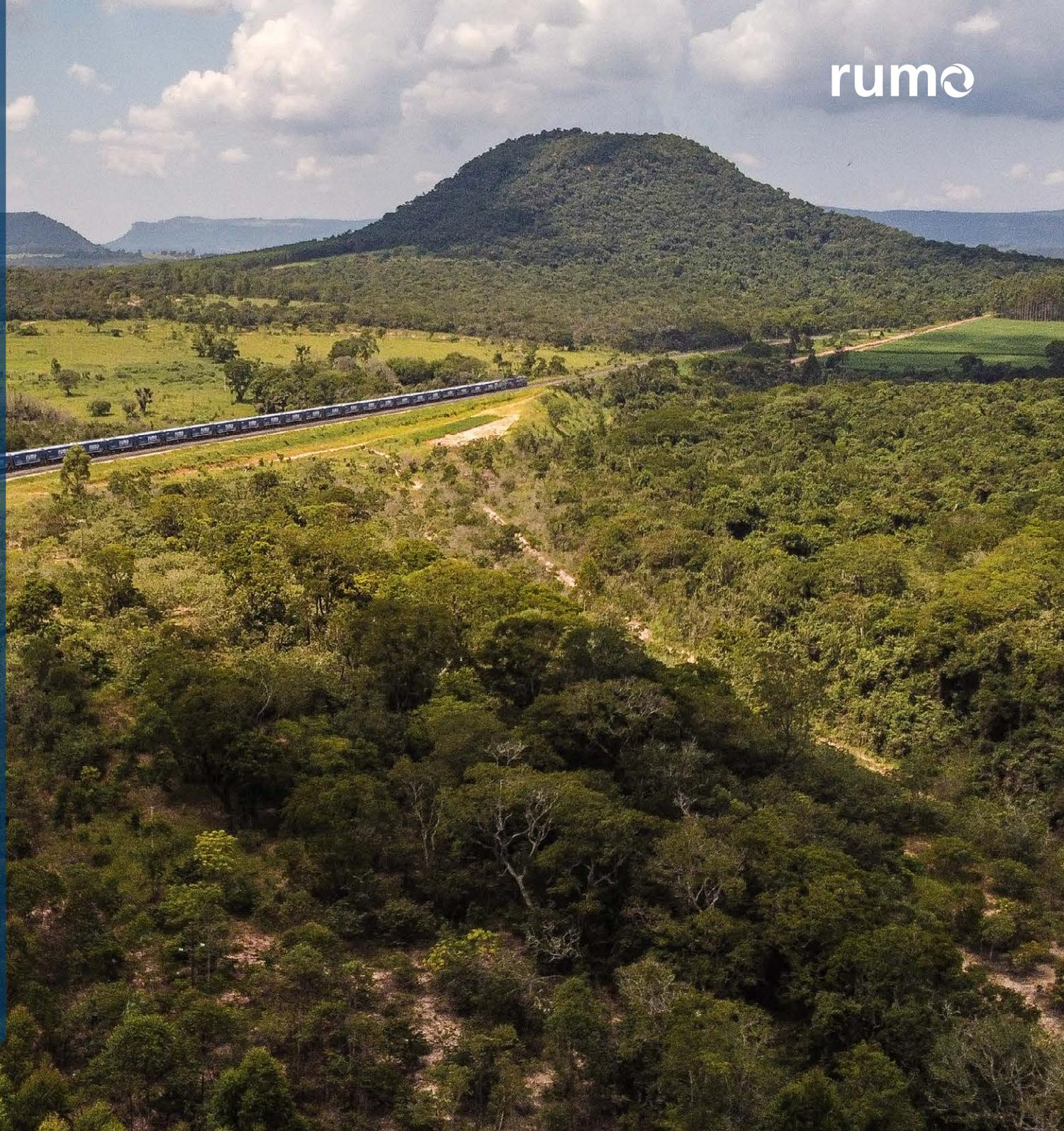
Rumo DNA



We solve with efficiency and integrity



We aim far with sustainability



Freight transportation in Brazil has historically been concentrated in the road mode, which accounts for approximately 65%¹ of the national logistics matrix. While essential for short-distance routes and territorial capillarity, road transport presents high levels of carbon emissions per ton transported. Rail transport emits approximately eight times less CO₂ per useful ton-kilometer (RTK) than road transport – a difference that positions rail as one of the main levers for decarbonizing national logistics.

In this context, our investments gain environmental and strategic relevance. By expanding rail transport capacity and increasing the average haul distance per ton transported, we reinforce rail as a more efficient and sustainable alternative for long-distance routes. This movement directly contributes to modal shift, with cargo migrating from road to rail, reducing emissions and promoting energy efficiency gains.

In 2025, we advanced this agenda, delivering a 3% improvement in energy efficiency compared to the prior year. This performance reflects a series of integrated initiatives.

We increased the number of railway cars per train from 120 to 135, resulting in higher productivity and more efficient asset utilization. We also expanded track capacity to support heavier railway cars, increasing gross weight per unit from 126.6 to 130.0 tons, and began transporting up to 17.2 thousand tons per train, compared to 15 thousand tons in the previous year: more cargo with the same fuel consumption.

Additionally, we enhanced operational processes with direct impact on energy performance: refining loading and unloading operations at terminals, investing in rail grinding to reduce friction, and acquiring more modern locomotives and lighter railway cars. We remain the railway with the highest level of semi-autonomous driving adoption in Brazil, using the Trip Optimizer system in approximately 90% of trips. The system controls acceleration and braking from 18 km/h onward, optimizing operations, delivering around 5% fuel savings per trip and reducing emissions.

We are also testing Positive Train Control (PTC 2.0), which aims to improve traffic management, increase circulation density, reduce stops and enhance safety, translating into lower energy consumption per ton transported.

Integrated initiatives resulted in a **3% improvement in energy efficiency, representing approximately 12 million liters of diesel saved and a reduction of around 27 thousand tCO₂e** in the year.

1. ANTF Reference, 2025 and National Logistics Plan, 2025.

We established the Energy Efficiency Committee, with the objective of identifying and correcting processes to optimize diesel consumption, strengthen operational awareness and promote adjustments and best practices that contribute to the continuous reduction of emissions.

All these initiatives follow a structured plan, with integrated participation from operational and corporate areas, promoting the consolidation of an energy efficiency culture and its incorporation into day-to-day operations. Governance of the topic includes monitoring indicators and targets at the Executive Board level, participation in cross-functional forums and continuous follow-up with a structured problem-solving methodology.

By making energy efficiency a competitiveness driver, we contribute to building a more efficient, resilient national logistics system aligned with the country's climate goals.

Northern Operation Data

ASSET OPTIMIZATION

120
railway cars train
capacity of **96 tons** (corn) per railway cars

135
railway cars train
Load capacity of **100 tons** (corn) per railway cars

GAIN OF 1,980 TONS PER TRAIN

A 135-railway cars train transports the equivalent of nearly 300 trucks.

TRIP OPTIMIZER

90% adoption

↓

10 million liters of diesel saved

↓

24 thousand tCO₂e avoided



Greenhouse Gas Emissions

SASB TR-RA-110a.2

The transport sector's activity is predominantly linked to the combustion of fossil fuels, consequently contributing to greenhouse gas (GHG) emissions. Therefore, "Emissions Management" is a priority topic and part of our materiality assessment. In line with the guidelines set forth in our Sustainability and Environmental Policies and embedded in our DNA, we implement energy efficiency, technology and innovation initiatives to deliver safer and more sustainable performance.

To ensure progress toward our established commitments, performance metrics are continuously monitored and reported to the Board of Directors through the Sustainability Committee. In addition, considering the evolving climate agenda and the importance of aligning efforts with public policy development and advocacy, throughout 2025 we actively participated in discussions on the strategic role of rail in decarbonization, both at the Conference of the Parties (COP), held in Brazil, and in forums related to the Climate Plan, Sustainable Taxonomy and the National Climate Change Policy (NCCP).



We participated in COP 2025, reinforcing the role of rail in enabling more efficient and sustainable logistics, as well as our contribution to the infrastructure sector. With the participation of our CEO, other senior officers and team representatives, we engaged in panels and followed key discussions on the transition to a low-carbon economy and the strategic role of rail in national decarbonization.



Target²: Reduce specific GHG emissions by 21.6% by 2030 (base year 2020).

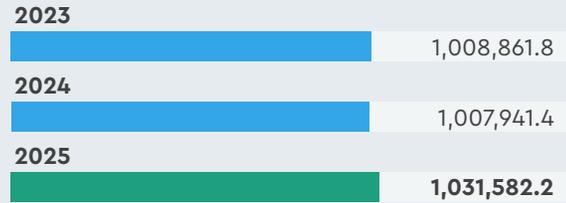
Status¹:

2023: 8.94%
 2024: 11.97%
 2025: 14.56%

1. Cumulative reduction.
 2. Intensity target applicable to all rail operations, considering both absolute emissions (CO₂, CH₄, N₂O and HFC, measured in tCO₂e/RTK) – primarily from diesel consumption by locomotives – in relation to the volume transported (million useful ton-kilometers – MMRTK).

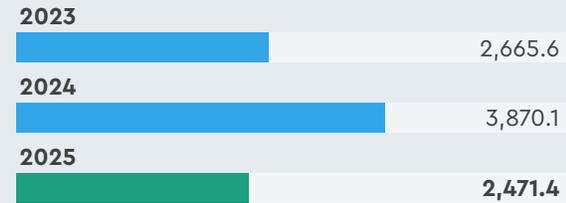
Emissions – Scope 1 (tCO₂e)

GRI 305-1 | SASB TR-RA-110a.1



Emissions – Scope 2¹ (tCO₂e)

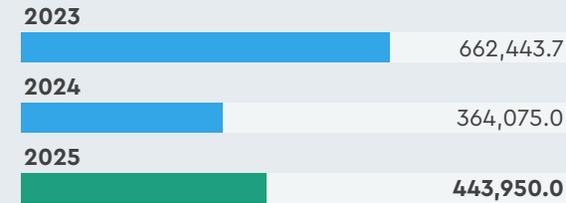
GRI 305-2



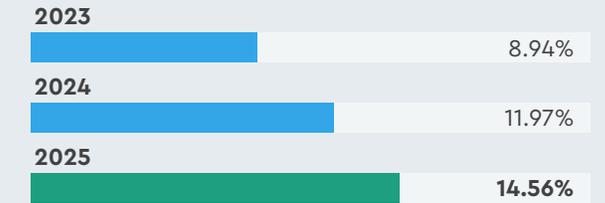
Note 1: Location-based approach

Emissions – Scope 3 (tCO₂e)

GRI 305-3



Target Progress (cumulative % reduction)



Absolute emissions – Scope 1

(thousand tCO₂e/year)



Volume

(billion RTK)

7.3 million tCO₂e avoided if the entire 2025 volume had been transported by trucks

42.6% reduction in specific emissions since 2015

IREC

In line with our commitment to mitigating environmental impacts related to electricity consumption, in 2025 we once again acquired the International REC Standard (I-REC) certification, ensuring that 82.40% of the energy consumed originated from renewable sources.



For more information on historical emissions data, please refer to the Indicators Central.

Innovation projects

Innovation and technology adoption are key enablers of increased safety and efficiency in transportation and, consequently, the reduction of GHG emissions. We maintain a pipeline of technology initiatives under the "Train Journey" program, which encompasses both advancements in locomotive operation and data-driven decision-making systems for maintenance and transport execution. Below are selected examples:



- **Smart Traffic Optimizer**, detects heavy traffic conditions and recommends speed adjustments to prevent excessive fuel consumption. Each locomotive is equipped with more than 160 sensors that anticipate potential issues and communicate with the Operations Control Center (OCC), which operates 24/7.
- **Rail Grinding**, adjusts locomotive movement according to rail profile, ensuring longer rail life and improved performance. The technology uses a track inspection vehicle that captures images and programs preventive grinding activities, aligning the rail surface with required specifications.
- **Digital Track Bulletin App**, Facilitates communication and issuance of Track Bulletins for interruptions, enabling circulation clearance without the need for stops and contributing to operational efficiency.
- **Starlink Tool**, satellite-based solution implemented with redundancy across all trains, ensuring uninterrupted communication with the OCC.
- **Yard Control Center (CCP) Equipment Upgrade**, replacement of 44 machines, increasing operational efficiency.
- **Positive Train Control (PTC 2.0) – Implementation and Testing**, system that allows closer train headways on parallel tracks without reducing speed, preventing collisions and derailments while optimizing fuel consumption through speed stability.
- **Broken Rail Detector (BRD)**, enables maintenance teams to perform repairs before train passage, preventing accidents.
- **Drone Maintenance in Critical Sections**, used to inspect infrastructure and take corrective actions in cases of vandalism or other types of asset damage.
- **Next-Generation Thermal Camera Portal**, ai-based solution (currently in pilot phase) that inspects all railway cars to detect potential issues or failures before departure. Currently, integrity inspections are conducted physically.

10.

ASSET INTEGRITY

GRI 3-3 ASSET INTEGRITY

Climate change risks and opportunities

Rumo DNA



We aim far with sustainability



United for safety



People oriented

rumo



We are committed to the safety of communities located within the areas influenced by our operations, carrying out continuous actions to mitigate risks and prevent accidents.

Through the Operational Risk Committee and the Internal Commission for Accident Prevention (ICAP), we work to ensure the integrity of railway infrastructure, the reliability of equipment, and the prevention of incidents and accidents.

Our measures to manage negative impacts include regular inspections, preventive maintenance, monitoring of operational risks, tracking of key indicators – such as the number of critical failures – operational interruption controls, and contingency plans for the railway network.

This methodology contributes to greater operational reliability, loss reduction, accident and environmental damage prevention, and the strengthening of asset safety – reinforced by our annual accident reduction target. Monitoring is supported by asset management systems and periodic analysis of operational indicators. We also invest in technology and conduct educational campaigns within communities.

Among the real and potential negative impacts of our operations are accidents involving individuals, soil contamination in the event of product leaks, operational shutdowns, regulatory fines and indemnities, and socio-environmental impacts resulting from the proximity of operations to urban and economic centers. [GRI 413-2](#)

Accordingly, our railway safety approach includes the identification of critical sections of the system, both from the perspective of exposure to climate-related risks and from the standpoint of impacts arising from potential incidents.

We continuously invest in infrastructure to enhance and strengthen asset safety and, consequently, the safety of employees and surrounding communities, mitigating potential impacts.

In 2025, we also revised the Strategic Safety Plan (Peseg), which establishes structural initiatives aimed at reducing accident risks in our operations, with monthly reporting of implemented actions and progress to the Vice Presidents.

Effective response



Our operational resilience was demonstrated at the end of January 2025, when a fire occurred at the Rondonópolis (MT) Terminal, originating on external railway tracks used to transport soybean meal to the silo. The situation was promptly contained, with no operational interruptions and no injuries, thanks to the swift action of our Fire Brigade, which immediately engaged the local Fire Department.

Beyond demonstrating the effectiveness of mitigation measures, the incident reinforced the need to further strengthen risk management at the Terminal, with a focus on preventive measures to avoid recurrence.



Climate change risks and opportunities GRI 201-2

Railway operations are exposed to climate-related changes and risks that may affect business continuity and competitiveness. To ensure business resilience, we manage both physical and transition climate risks, integrating them into our strategic and financial planning in order to proactively position the Company against potential impacts and vulnerabilities that could result in operational disruptions.

Based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we have established geographic parameters, time horizons, and climate scenarios to conduct modeling for the identification, assessment, valuation, and management of climate-related risks and opportunities. These are continuously monitored and reported to the Board of Directors through the Sustainability Committee.

Following the classification of risks according to probability of occurrence and magnitude, we defined the following priorities:

- ▶ **Physical risks:** extreme heat, wildfires, water stress or drought, landslides caused by rainfall, flooding due to rainfall and river overflow, and tropical cyclones.
- ▶ **Transition risks:** new technologies, market assessments, changes in consumption patterns, GHG pricing mechanisms, sector impacts of climate change, and reputational risks.

After the occurrence of extreme climate events – such as floods in Rio Grande do Sul and wildfires – ([see more on page 71](#)), we reinforced internal contingency protocols and team training to strengthen our strategic and preventive approach to mitigating environmental and operational risks.

TCFD



GOVERNANCE

The Sustainability Committee monitors and oversees progress related to actions, objectives, and risk and opportunity targets associated with climate change.



STRATEGY

We manage climate-related risks and opportunities by integrating them into strategic and financial planning, aiming to ensure business resilience.



METRICS AND TARGETS

We continuously monitor absolute emissions metrics (tCO₂e) and volume (RTK), with a target to reduce specific emissions by 21.6% (gCO₂e/RTK) by 2030, considering 2020 as the base year.



RISK MANAGEMENT

Our risk management process follows a preventive approach to identify, assess, treat, and systematically monitor risks, minimizing potential damage to infrastructure and reducing the need for emergency actions. Climate-related risks are incorporated into our corporate risk management framework, which also evaluates related opportunities.



For further information on climate risks and opportunities, please refer to the Climate Change Report.

11.

STAKEHOLDER ENGAGEMENT

GRI 2-29

Employees

Suppliers

Clients

Communities



Rumo DNA



We aim far with sustainability



United for safety



People oriented



We maintain a structured approach to identifying and engaging with stakeholders, given the strategic importance of these relationships for value creation. The primary objective of our engagement is to ensure accessibility and promote transparency, strengthening trust and meeting regulatory requirements and societal expectations.

Throughout the year, we intensified dialogue in the regions where we operate through visits to strategic municipalities, focusing on active listening to communities, understanding local demands, and expanding awareness of our communication channels.

As a result of these initiatives, we recorded a significant increase in the volume of reports received. In 2025, the "Fale com a Rumo" (Speak to Rumo) channel registered 2,755 cases, compared to 1,231 in 2024, representing an increase of approximately 124% in the number of interactions. This reflects the strengthening of the channel and increased trust, engagement, and participation from society. **GRI 2-26**

The data reinforces the importance of structured and efficient management of operational impacts, while also evidencing community interest in accessing information, submitting requests, and contributing to the continuous improvement of railway operations.

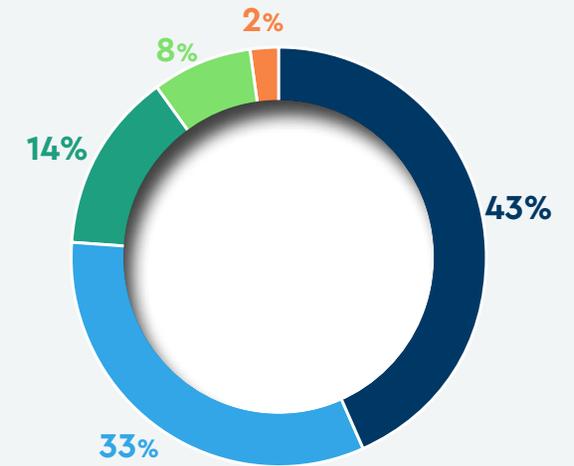
The "Fale com a Rumo" channel remains available via telephone, website, and WhatsApp for submitting requests, complaints, reports, and inquiries related to railway works and operations. Reports are handled by an independent and specialized company, ensuring confidentiality, impartiality, and proper routing of each case to our internal areas.

The channel is available daily,
24 hours a day, and can be accessed at:

canalconfidencial.com.br/falecomarumo/

0800 701 22 55

Reports received by topic



- Relationship and communication with the community
- Infrastructure, operations and right-of-way
- Operational impacts
- Asset security
- Environment

Stakeholder engagement GRI 2-29



INVESTORS

Our Investor Relations (IR) team engages through the IR channel available on our website (<https://ri.rumolog.com/en/>) and by email at ir@rumolog.com. The website provides access to the Results Center, earnings calls, press releases, material facts, event calendar, sustainability data, and institutional presentations. In addition, we hold in-person and virtual meetings on demand, domestic and international roadshows, industry conferences, and site visits to our operations.



PUBLIC SECTOR

Participation in public consultations, hearings, and institutional interactions, promoting alignment between our operations and the expectations of society and regulatory authorities.



COMMUNITIES

Ongoing dialogue, strategic partnerships, and long-term social projects that contribute to local development and trust-building, integrating community demands into operational planning.



RUMO INSTITUTE

Through investments and project support, Rumo Institute coordinates and fosters sustainable development in the regions where we operate, partnering with governments, social organizations, industry associations, and suppliers: <https://rumolog.com/instituto-rumo/>.



TRADITIONAL COMMUNITIES

Engagement with Indigenous peoples, fishing communities, and quilombola communities in interface regions, dedicated to territorial development and appreciation, in addition to broader community engagement initiatives.



CLIENTS

Recurring meetings, annual events, and participation in industry fairs aimed at strengthening commercial relationships and logistical integration. Customer satisfaction surveys (NPS) are conducted periodically to identify improvement opportunities.



SUPPLIERS

Relationship agendas, training sessions, and live sessions focused on disseminating information, aligning with standards, and strengthening strategic partnerships. Through <https://rumolog.com/fornecedores/>, stakeholders can access general guidelines, policies, and procedures.



EMPLOYEES

Benefits offerings, internal communication and training platforms (POC), employee satisfaction survey "VC Movimenta," and the "Programa Pra VC."



INDUSTRY ASSOCIATIONS

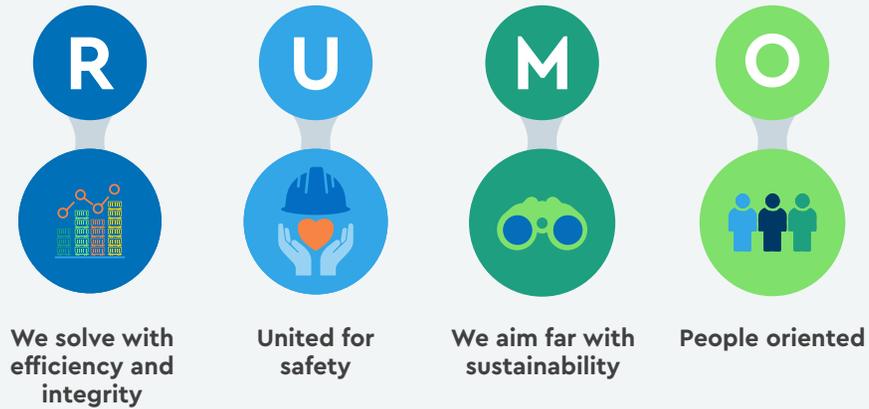
Engagement aimed at fostering the development of the railway sector and sharing best practices among participants through specific committees of the National Association of Railway Transporters (ANTF), MoveInfra, and participation in industry events.



Employees GRI 404-2

The restructuring of our organizational culture – with the definition of the new DNA – strengthened the sense of belonging and collective impact across all internal areas. Built in a human and inclusive manner, this process reinforced the understanding that each employee plays a fundamental role in the proper functioning of logistics operations, in the generation of corporate value, and in delivering value to our stakeholders.

Rumo DNA



Talent attraction GRI 404-2

We value diversity of talent and respect the uniqueness of individuals. Accordingly, we adopt more human-centered recruitment methods, free from unconscious bias, to ensure a fair and inclusive selection process.

Among our initiatives, the Internship Program, offering 44 positions, attracted nearly 9,000 applicants. The Trainee Program, aimed at operational areas, seeks to develop 12 professionals so that, upon completion in June 2026, participants are prepared to assume strategic roles. We also maintain the Young Apprentice Program, which engaged 130 young participants.

Within the scope of the FMT, we implemented an Internship Program leveraging Rumo's Institute presence in the region, with training initiatives. In this context, we map local schools to guide our training strategy based on regional needs and workforce demands, supported by education-related tax incentive mechanisms.



In 2025, we were included in the Best Places to Work ranking organized by Glassdoor, which compiles global company data and highlights excellence in people management practices.



Employee development

To support the professional development and engagement of our employees, we offer training programs across all functional levels through our Learning and Development Platform (POC), which includes both mandatory and recommended courses.

In addition, we strengthened key engagement rituals, such as "Coffee with VPs," which brings Vice Presidents closer to their teams through discussion sessions, leadership breakfast meetings, the quarterly Leaders' Meeting with the CEO to present results and "Movimento Rumo," held semiannually to address business-related topics.



Through mentoring, courses, personalized learning paths, educational partnerships, in-person programs, and digital content, the Rumo Academy promotes the development of technical, behavioral, leadership, and strategic skills. It also fosters connections and networking across teams, with emphasis on [GRI 404-2](#):

► **Leadership Development** – We prepare leaders for current and future challenges by strengthening strategic vision, people management, and responsible decision-making. In 2025, we advanced specific career tracks: Trilha Potencializa for Vice Presidents, Trilha Inspira for Directors, and Trilha Fundamentos for leaders at the beginning of their journey.

► **Culture** – With a focus on strengthening our DNA, we promote the ten attitudes and eight leadership principles, encouraging ethics, safety, inclusion, and collaboration. The corporate onboarding program #ToNaRumo, Primeiros Trilhos, ensures structured integration over a two-month journey, reinforcing engagement and a sense of belonging from day one.

► **Business Academy** – Focused on developing corporate areas in the core competencies of the railway sector, strengthening technical and strategic capabilities that are fundamental to our sustainable growth. In 2025, this initiative was expanded to more systematically support areas such as People, Technology, Commercial, Finance, Legal, and Institutional Relations, bringing corporate functions even closer to business demands and reinforcing integration with railway-specific competencies.

► **Technical Training** – Dedicated to operational excellence and technological innovation, we advanced programs focused on critical and high-risk activities, technical integration of new employees, and development tracks in track maintenance and railway engineering. We also expanded training and certification for locomotive engineers, switch operators, and operators of specialized equipment, in addition to training internal instructors and promoting team seniority in maintenance, strengthening a culture of continuous learning and ensuring the qualifications required for increasingly complex operations.

► **Culture and Safety Workshops** – We invested in training 100% of leadership to ensure shared understanding and alignment across all levels. As safety is a core business value, mandatory training programs were conducted, including the 7 Life-Saving Rules, Health and Safety Integration, Regulatory Standards (RSs), as well as training for brigade members and first aid responders, consolidating a culture of prevention and care.

Additionally, aligned with the most demanded competencies in the labor market, we curated and offered more than 500 courses on the POC platform, covering topics such as communication, leadership, management, among others.

Career in Motion



To ensure that all our teams can fully develop, we implement career development initiatives aligned with our corporate strategy. We prioritize the professional advancement of our employees, reflected in the fact that, of the 1,386 positions filled during the year, 3.3% were filled internally.



Performance evaluation GRI 404-3

We conduct the annual **People Cycle**, in which all employees are assessed based on performance, integrity – in accordance with the Code of Conduct – and skills that support talent identification, retention, and development. This practice strengthens alignment with our DNA by mapping potential successors for key positions and guiding the development of robust plans aligned with future challenges, through the following stages:



 Learn more about the topic by accessing the Indicators Central.



1 Peer and internal client nomination
 Employees nominate peers and internal clients with whom they interact, contributing to diverse and qualified feedback.

2 Performance and Potential Assessment
 Managers evaluate employee performance, adherence to our DNA, and development potential to assume more complex responsibilities in the medium and long term, considering expectations aligned with the seniority of the position.

3 People Committee
 A collegiate forum for discussion of talent, in which leaders conduct structured analyses of performance, behaviors, and employee potential. The committee aims to ensure consistency, fairness, and alignment in decisions related to development, succession, and talent management.

4 Succession Committee
 A strategic body dedicated to business continuity, involving structured discussions on employees' potential to assume new roles. It considers readiness levels, time horizons, and succession risks, strengthening leadership sustainability in the medium and long term.

5 Feedback and Individual Development Plan (IDP)
 Managers conduct structured feedback conversations with employees and jointly develop the Individual Development Plan (IDP), based on the People Cycle results, behavioral assessments, and performance history throughout the year.

Employee recognition and retention

To recognize and retain operational excellence among our employees, while valuing and keeping them engaged, we rely on the following initiatives:



Rumo Recognizes

This program reflects our commitment to valuing people. It was designed to strengthen organizational culture by recognizing achievements, relevant deliveries, and behaviors aligned with Rumo's DNA, fostering an environment of engagement and protagonism.

Through the program, employees accumulate points during recognition campaigns, which can be redeemed for products and services, reinforcing a sense of belonging and aligning recognition with strategy and results.

In 2025, we recorded 17,031 recognitions and 8,000 employees were recognized.



VC Movimenta Survey

We conduct the annual VC Movimenta climate and engagement survey, a key tool for measuring our organizational culture and better understanding employees' attitudes and perceptions, serving as a foundation for future actions.

In 2025, 7,305 employees participated, achieving a 92% response rate.

The results demonstrate strong team engagement:

96% of employees are proud to work with us.

84% feel energized and enthusiastic about the work they perform.

91% would recommend us as a good place to work.

77% report maintaining a reasonable work-life balance.



Target: Increase the employee satisfaction rate to 82% by 2025.

Status:

2023: 88%

2024: 87%

2025: 89%

Diversity, Equity and Inclusion

GRI 3-3 Diversity, Equity and Inclusion

The Brazilian rail transport sector is experiencing a moment of transformation and expansion, accompanied by an increasingly consistent agenda of diversity and inclusion. Aligned with our purpose of being "Brazil in Motion," we believe that reflecting the plurality of society is essential to driving growth, innovation, and sustainable performance. We promote an increasingly representative, collaborative, and equitable work environment, strengthening our commitment to a more diverse and competitive future.

We are convinced that diverse, safe, and equitable environments strengthen people and results. Therefore, we act in a structured way to expand representation, guarantee fair opportunities, and promote relationships based on respect and integrity. By building an inclusive and welcoming culture, we strengthen engagement, talent retention, and the long-term sustainability of the business.

We strengthened policies and practices that promote an inclusive environment and encourage diversity at all organizational levels, such as awareness and training programs for employees and the creation of a specific goal for gender representation in leadership, aiming to achieve fairer conditions and respect for differences.

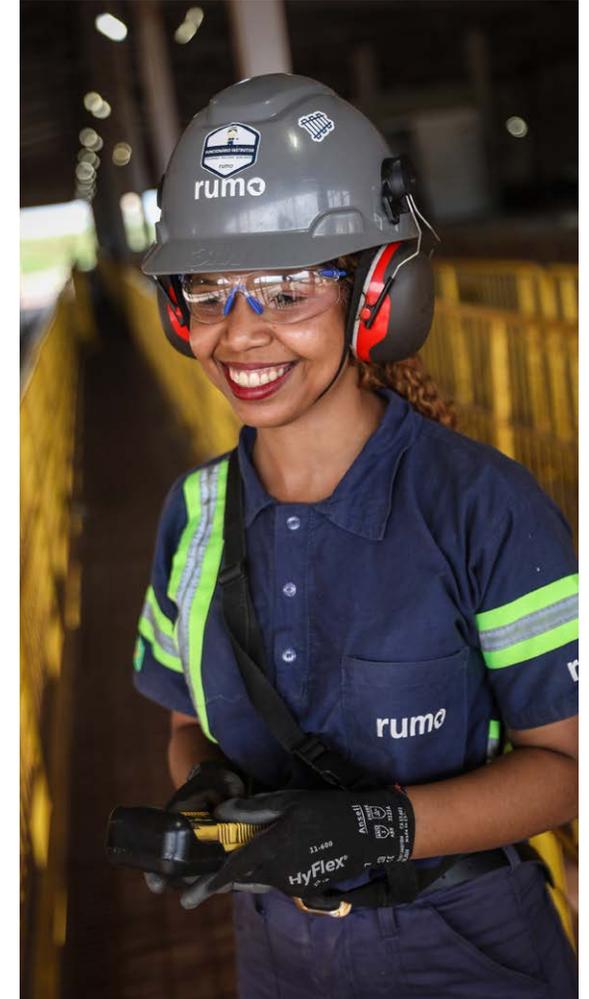
In this context, we conducted training aligned with the pillars of Diversity, Equity, and Inclusion (DE&I), which empowered approximately 400 employees, consolidating literacy on topics such as unconscious biases and microaggressions, and reaffirming the commitment of our leaders and teams to building a plural, inclusive, and psychologically safe work environment.

Thus, our Affinity Groups – *Elas Movimentam* (gender), *Iguais na Diferença* (People with Disabilities – PwD), *Plural* (ethnic and racial diversity), and *Diversa* (LGBTQ+APN+) – promote various initiatives,

such as discussion groups, safe spaces for dialogue, live broadcasts, and immersive events, which raise awareness and strengthen our continuous evolution in promoting inclusion.

In 2025, we made consistent progress on this agenda. In addition to strengthening the initiatives already mentioned, we fostered new jobs and adapted our physical infrastructure to promote an even more inclusive environment. As a result, we increased the participation of women in our workforce by 9%, who now represent 18% of our workforce, at various levels and positions within the company.

We will continue to evolve in a structured and continuous way, with clear goals and concrete actions, reinforcing our commitment to building an increasingly diverse, equitable, and inclusive environment.





Target: Increase the proportion of women in leadership to 25%.

Status:
 2023: 25.75%
 2024: 30.23%
 2025: 32.19%



Interactive content:
 Click on the names to access the initiatives.

To further strengthen our initiatives, we joined **Movimento Mulher 360, a business network** dedicated to promoting gender equity and advancing women's economic development.



We also promote programs such as *Elas Constroem*, dedicated to women working in our expansion operations. Through in-person and online meetings, workshops, and discussion circles to exchange experiences and strengthen female presence in the infrastructure sector, the initiative engaged more than 200 women.

Another initiative is the *Women's Career Accelerator Program* of the *Grupo Mulheres do Brasil*, which supports the career acceleration of 20 women from our team, focusing on preparing them to assume leadership positions.

Additionally, we launched the *Impulsionar Project*, created to accelerate the careers of employees who self-identify as Black or Brown. The first cohort, enrolled in the *Industrial Production Management* course in an asynchronous format, completed its penultimate semester in 2025.

Since 2023, we have also adopted *Maya*, a virtual Brazilian Sign Language (*Libras*) translator, on our website. In 2025, we included *Libras* interpreters in our internal live sessions to provide simultaneous translation, promoting inclusion and reinforcing the importance of respect and accessibility in our relationships.

We also participate in *Job Fairs for People with Disabilities*, aiming to attract talent and expand the representation of this group within the Company.

Furthermore, we advanced in mapping and adapting accessibility in our units, hiring a specialized consultancy to support us on this agenda.

People's safety

GRI 3-3 Occupational Health and Safety | 403-1 | 403-2 | 403-7

Workplace safety is a non-negotiable value for us and guides our strategic, tactical and operational decisions. As a central pillar of our DNA, we have significantly expanded our prevention initiatives, risk management practices and actions aimed at strengthening our safety culture over the years.

Occupational risks are recognized as the main potential negative impacts on people arising from the nature of our operations. Therefore, we adopt a zero-accident policy, continuous training programs and recurring, structured investments to eliminate, reduce and control risks.

The potential and actual health and safety impacts include serious accidents, occupational illnesses and absenteeism, which may result in productivity losses, regulatory actions and labor claims. On the other hand, positive impacts translate into safer environments, greater operational efficiency, regulatory compliance, mitigation and management of occupational risks, protection of life, employee well-being and the strengthening of our organizational culture.

In 2025, we took an important step by creating a dedicated Health and Safety department, strengthening our governance structure. We reviewed training processes, enhanced internal prevention committees and advanced in adopting robust investigation methods, focusing on root cause analysis and corrective actions. This reinforces our commitment to a proactive and predictive culture aligned with the principles of Human Culture, Excellence in Execution and One Team – concepts expressed in our Triad.

We also restructured our Occupational Health and Safety Management System (OHSMS), in compliance with Brazil's Consolidation of Labor Laws (CLL), Law No. 8,213/91 (CAT), state and municipal legislation and Regulatory Standards (RSs). Beyond legal requirements, the system is aligned with reference standards, such as ISO 45001:2018 – Occupational Health and Safety Management Systems, and guidelines from the Ministry of Labor.



The system integrates internal corporate procedures for risk management and recognized methodologies, such as Preliminary Risk Analysis (PRA), Failure Mode and Effects Analysis (FMEA), Tripod Beta and Root Cause Definition (RCD), strengthening technical analysis and evidence-based decision making.

Additionally, we conduct the Risk Management Program (RMP), which enables us to identify, assess, monitor and mitigate risks by activity, area and

function. Field assessments follow legal requirements and market best practices, and their results generate structured action plans in accordance with the hierarchy of controls. The technical competence of our teams is ensured through mandatory training, refreshers, certifications, minimum requirements by role and continuous monitoring by experienced professionals. For contractors, investigations and action plan definitions are carried out jointly.

To record and manage hazards, we use tools integrated into our safety system:

<p>Individual Risk Assessment, used to record unsafe situations identified in the workplace.</p>	<p>Task Safety Verification, a checklist conducted prior to the execution of activities.</p>
<p>Work Permit and Special Work Permit, used to document the execution of high-risk activities.</p>	<p>Observe, Stop and Act (OSA), used to correct deviations in behavior or unsafe conditions, reinforce best practices and promote continuous learning.</p>

In addition, we maintain clear stop-work authority policies, ensuring that any employee or contractor may interrupt an activity whenever an unsafe condition is identified.

Safety rituals

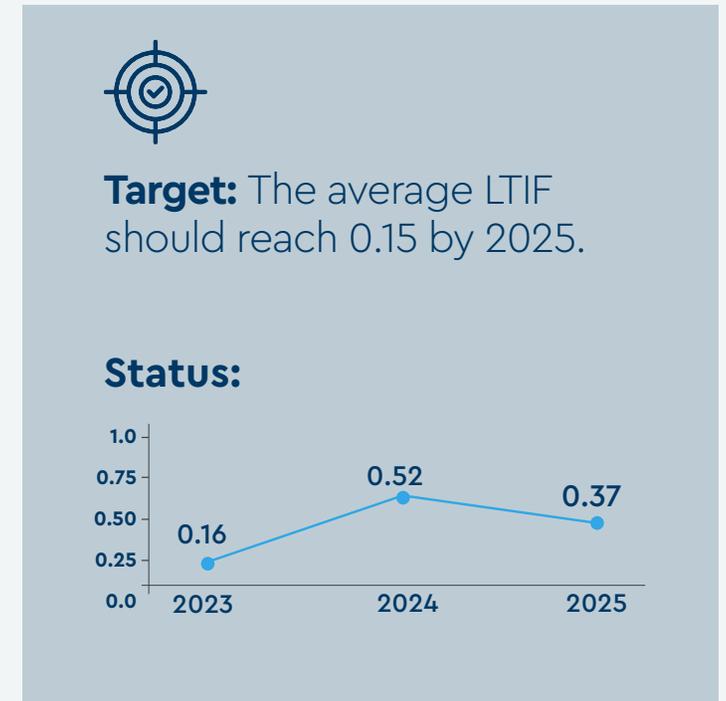
Within our Infrastructure Vice-Presidency, responsible for track expansion and maintenance works and given the significant number of contractors engaged, we hold quarterly meetings with leadership from contracted companies to discuss safety-related challenges, reinforce messages and align responsibilities. Among the initiatives, we highlight Working with Safety, an incentive program designed to raise awareness and engagement among contractors, encouraging safe behaviors and recognizing best practices.

Internally, we have implemented a [Policy on the Use of Alcohol and Drugs by Service Providers](#), strengthening controls through daily checks and breathalyzer tests applied to 100% of teams across all work fronts.

We have also advanced in process digitalization through Click Segurança, an application used to record inspections, reports and checklists. Based on the data generated, we are implementing preventive initiatives to reduce accidents.

Under our [7 Rules of Life Policy](#) and the Rumo Zero Accident Program, we conduct regular training on personal protective equipment (PPE), work permits, preventive maintenance of equipment, and programs focused on well-being and safety culture. The monitoring of adopted measures is carried out through indicators such as the number of accidents, **Lost Time Injury Frequency (LTIF)**, corporate targets of zero fatalities and annual reductions in accident frequency.

Regarding our commitment to maintain LTIF at 0.15 by 2025, we achieved 0.37. Although the target was not reached, we recorded significant progress during the year, with a 25% reduction in CAF (lost-time injuries) and SAF (recordable injuries without lost time) compared to 2024.



Health and safety management

GRI 403-2 | 403-3 | 403-4 | 403-5

Our integrated Health and Safety management follows a technical and multidisciplinary approach that includes:

- 1 **Risk mapping and assessment**, through technical analyses, field inspections and identification of risk agents.
- 2 **Ongoing training and capacity building**, ensuring that employees recognize risks and adopt safe practices.
- 3 **Incident management with formal recording**, investigation and analysis of accidents, near misses, first aid cases and property damage, supported by qualified teams (occupational physicians, engineers, nurses and technicians).
- 4 **Close engagement with operations**, through communication channels and support for questions, guidance and consultations.

As part of our management process, we monitor employees based on accident analyses, drills, occupational medical exams, medical certificates, absences and occurrences related to ergonomics and mental health.

We promote active employee participation through the Internal Commission for Accident Prevention and Investigation (ICAPI) and the VC Movimenta Engagement Survey, which serve as formal channels for consultation, collection of suggestions and follow-up on preventive actions, ensuring ongoing dialogue. In addition, we provide access to relevant health and safety information through communications, training sessions and digital platforms.

We also maintain formal governance forums to address health and safety matters, including monthly meetings led by the department, monthly meetings with the C-level and the Operational Committee. These forums aim to monitor key indicators, analyze incidents, approve action plans and ensure strategic and operational alignment.

We provide health and safety training, including regulatory training delivered regionally on-site, integration sessions conducted both in person and via digital platforms, training on the 7 Life-Saving Rules and the Operational Regulation. Training needs are defined based on factors such as risk analyses, legal requirements, field observations, safety indicators, changes in operational processes and suggestions raised within the committees.



This journey reflects our evolution toward a more human, preventive and learning-oriented culture, aligned with our Zero Accident commitment.

Health and well-being

GRI 403-6

We offer a comprehensive portfolio of health and quality-of-life programs, available to both employees and their dependents, complemented by multidisciplinary monitoring and internal social assistance.

Among the benefits provided are medical and dental plans at no monthly cost, monitoring programs for employees with chronic conditions and pregnant employees, well-being initiatives, access to Wellhub, pharmacy assistance and the Pra VC program, which offers psychological, financial, legal and social support.

To promote the well-being of locomotive engineers, we implemented shift changes, adopting a 4x2 schedule (four working days followed by two days off), and improved rest accommodation facilities.

Throughout the year, we develop themed initiatives related to health and quality of life, such as White January, Pink October, Blue November and Yellow September, engaging all employees. In addition, we conduct live sessions on mental health, financial well-being, women's health, autism and diversity, and address topics such as suicide prevention through our DSD (Daily Safety Dialogues).



Our Health and Well-Being team was awarded 2nd place at the 23rd Brazilian Congress on Quality of Life, the largest event in Latin America dedicated to health and quality of life in the workplace.

Benefits GRI 401-2

The well-being of our people and their families is a priority and is directly linked to our commitment to sustainability and responsible human capital management. We continuously work to foster a safe, healthy and welcoming work environment, supported by structured care and recognition practices.

In 2025, we maintained a robust benefits portfolio for employees, regardless of work schedule or operating unit, except where otherwise defined in internal policy. A significant portion of this portfolio is also extended to legal dependents.

The benefits portfolio Indicators Central is periodically reviewed and enhanced through structured benchmarking processes, competitiveness analyses and alignment with best practices adopted by companies of similar size and complexity, ensuring attractiveness, equity and adherence to internal governance guidelines.

Additionally, we adopt a responsible and inclusive approach in managing benefits for different contract models, such as interns, apprentices and other specific employment arrangements. For these groups, market best practices are continuously assessed, considering profile particularities and applicable legislation, with a focus on equity, inclusion and institutional consistency.

Suppliers

GRI 2-6

Our Procurement area works to ensure a solid and reliable supplier base, securing technically qualified partners committed to high standards of quality, safety and integrity. This network is essential to support our operations, asset maintenance and strategic and technological advancement, directly contributing to Brazil's infrastructure.

Our supply chain comprises approximately 1,744 active suppliers, distributed across categories such as maintenance services for railway cars and locomotives, leasing and maintenance of equipment, safety, facilities, cleaning and conservation, companies and works for maintenance and expansion, engineering, technology, consulting and industrial supplies such as steel, fuel, railway components, logistics and outsourced services.

We maintain consent clauses related to our Human Rights Policy, Sustainability Policy, Code of Conduct and Anti-Corruption Policy in contracts signed with service providers, applicable to their employees.

Supplier selection follows a rigorous qualification process, which includes a due diligence review to assess ethical, reputational and legal risks, as well as an evaluation based on environmental, social and governance (ESG) criteria,



ensuring alignment with our purpose and values. In this stage, suppliers also formally acknowledge our Code of Conduct and Anti-Corruption Policy.

After onboarding, specific suppliers are monitored through the Supplier Performance Index (SPI), which includes indicators related to deadlines, technical scope and quality, safety, environmental performance and legal compliance.

In cases of irregularities, we adopt the following measures:

- 🎯 **Non-Compliance Report (NCR)** – Establishes a 24-business-day deadline for the supplier to submit a corrective action plan and/or evidence of regularization, developed jointly with our team.
- 🎯 **Zero-Tolerance Non-Compliance Records (NCR)** – For issues that expose employees to unsafe working conditions, result in a zero IDF score and may lead to penalties, including contract termination.

Additionally, we have a monthly technical committee responsible for monitoring critical cases. If no remediation or corrective action is implemented by the supplier, the Legal Department may initiate the issuance of a formal extrajudicial notice.

To reinforce our values and support supplier development, we conduct training sessions and events focused on topics such as safety, integrity, sustainability and labor best practices. We also periodically hold the Compliance Forum with strategic suppliers to ensure alignment with ethical and governance guidelines.

Furthermore, we promote specific training initiatives to build our buyers' capabilities in integrating sustainability into day-to-day procurement processes.

Clients

GRI 2-6

We maintain long-term relationships with our clients, grounded in trust, transparency and shared value creation, fostering strategic partnerships that promote years of efficiency, competitiveness and sustainability across the logistics chain.

Throughout the year, we strengthened our relationships and advanced initiatives that position rail transport as a structural vector for national logistics, reducing reliance on road transport and lowering carbon emissions associated with cargo transportation. Key highlights include:

- ▶ **International Focus:** investment of BRL 1.2 billion in the acquisition of new locomotives to expand logistics operations in Brazil. This new fleet, operated by us, will transport grains and sugar to the Cofco Export Terminal (CET), located at STS-11, in the Port of Santos (SP).
- ▶ **Suzano:** partnership and investments that enabled the expansion of cellulose volumes transported, contributing to the strengthening of Mato Grosso do Sul's economy and to more efficient industrial cargo flow.
- ▶ **CBA:** completion of the first full year of bauxite operations, integrating new flows and the rail modal into the national industry.

▶ **DTC and Ultracargo:** expansion of our presence in the liquid and biofuels segment, recording growth in transported volumes and contributing to rail competitiveness and the decarbonization of the logistics chain.

In 2025, we also advanced in consolidating customer experience governance, strengthening practices, rituals and structures that allow for integrated management focused on customer satisfaction. This movement reinforces our commitment to predictability, transparency and continuous improvement of services provided.

We expanded our listening channels, enhancing direct dialogue with clients through in-person events, technical visits and co-creation forums. Highlights include the Intermodal South America Fair in São Paulo (SP), reinforcing proximity and transparency in relationships, and the Triângulo Conexões event, held in Rondonópolis (MT), strengthening proximity, transparency and trust, in addition to creating a qualified environment for discussing expectations, challenges and improvement opportunities.

We continue to apply the Net Promoter Score (NPS), which measures customer perception of experience and prioritization of strategic initiatives. In 2025, the NPS reached 62 points, an increase of 19% compared to 2024,

maintaining us in the Quality Zone and reflecting the consistency of implemented actions and the maturation of our customer experience management.

By combining active listening, governance, cross-functional integration and data intelligence, we evolve toward more structured and strategic customer experience management, aligned with the real journey of our partners and our purpose of moving Brazil with excellence.

- 🎯 We participated in Tecnoshow, one of the largest agribusiness trade fairs, held in Rio Verde (GO), to present our sustainable and secure solution, ensuring competitiveness and business opportunities.
- 🎯 For the first time, we also participated in Farm Show MT, in Primavera do Leste (MT), to demonstrate how rail transport is transforming Brazil's infrastructure and driving agribusiness in the Central-West region.

Communities

GRI 3-3 Community Engagement | 203-2 | 413-2

We believe the value of rail extends beyond cargo transportation; it is built along the journey. Accordingly, our community engagement strategy seeks to prevent conflicts in 2025 and strengthen relationships to promote sustainable development in the territories where we operate, guided by our Human Rights Policy, Sustainability Policy and Private Social Investment Policy.

In this context, we act through grievance mechanisms, ongoing dialogue with critical communities, impact mitigation programs, community development projects and education and capacity-building initiatives.



We have established three long-term goals (2030):

- 

ACHIEVE AND MAINTAIN high levels of Social License to Operate (SLO) in our strategic and priority territories.
- 

FOSTER local autonomy and protagonism, strengthening communities and promoting productive inclusion.
- 

REDUCE SOCIAL and operational risks through integrated territorial management, incorporating community engagement into our business strategy.

We advanced consistently in managing social impacts, consolidating a more strategic, preventive and forward-looking approach, aligned with harmonious engagement with communities in the territories where we operate.

One of the main milestones of the year was the creation and consolidation of the Social Heat Map, an innovative tool that systematizes operational, socio-environmental, territorial and institutional data to identify areas with higher social risk exposure and greater need for presence, enabling more precise allocation of investments.

Based on this expanded diagnostic and the territorial intelligence generated, we structured the Territorial Action Method, which organizes our social initiatives into three complementary levels:



A Strategic Action / Long Term

Focused on structuring territories for business continuity, characterized by high social complexity and requiring sustained presence for at least two years. This is the case of Baixada Santista, where we consolidated our main and ongoing social engagement initiatives, permanent governance and strategic partnerships that contribute to sustainable long-term outcomes.

B Managerial Action / Medium Term

Focused on communities located along critical sections. These are territories that present programmed demands, integrating efforts across areas and initiatives that reinforce safe urban coexistence with the railway, mitigate risks and strengthen institutional dialogue.

C Responsive Action / Short Term

Designed to address emergency, punctual or specific demands raised by municipalities. Characterized by rapid, coordinated responses based on technical indicators and supported by operational areas, ensuring agility, efficiency and preservation of relationships with communities.

This structure enables us to operate consistently in priority territories such as Baixada Santista, Rondonópolis, Primavera do Leste, Planalto da Serra, Lucas do Rio Verde, São Simão, Campinas, Indaiatuba, São Carlos, Araraquara, Rio Claro and other cities in Baixada Fluminense, the Central-West, Northeast and North regions. Based on this diagnosis, our social teams structure presence plans, institutional agendas, apply Participatory Socio-Environmental Diagnostics and define engagement strategies for each territory.

Based on this approach, in Baixada Santista we created Movimenta Baixada, a structured program that brings together social development, productive inclusion, women's empowerment, learning opportunities, social protection networks and engagement with municipal departments, community leaders and civil society organizations.

In Cubatão, in partnership with the organization Gerando Falcões, 1,500 families are part of the Decolagem Program, which provides individualized support to help families overcome vulnerability and achieve dignity.

At the same time, also in partnership with Gerando Falcões, we carried out the Asmaras initiative, dedicated to women, offering solidarity-based credit for those wishing to undertake entrepreneurial activities. Other Movimenta Baixada initiatives include:

ON THE TRACKS OF EDUCATION

The objective is to offer, through themes such as railway safety, financial education and entrepreneurship, learning experiences for children and adolescents from the municipal school system in Cubatão.

Through this initiative, we received the **Brasil nos Trilhos Award in the Safety category**, recognizing efforts related to operational safety and accident prevention.



TRILHANDO RUMOS

Developed in Cubatão and São Vicente, this project offers training focused on preparing individuals for the labor market, inclusion in formal employment and entrepreneurship.

SCHOOL OF TRANSFORMATION

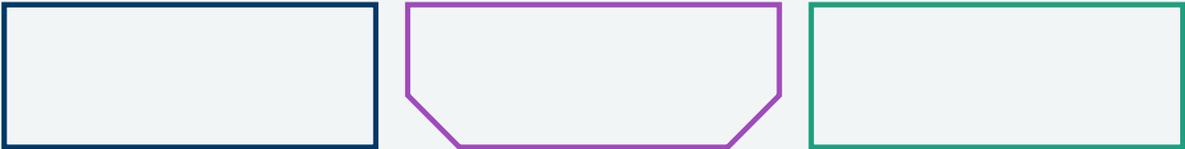
This project contributes to transforming public spaces, strengthening a sense of belonging and driving community initiatives that generate social, economic, cultural and environmental impact.

MEMORIES OF VILA ESPERANÇA

Includes biographical interviews, digitalization of collections belonging to residents, cataloguing of materials and their exhibition on digital platforms.

SCHOOL OF CREATORS

An initiative enabled through Rumo Institute via incentive laws ([see more on page 66](#)), engaging young people from Vila Esperança, Costa Muniz and Vila Natal in communication, content creation, audiovisual production and marketing training.



Community safety initiatives included educational actions carried out directly at Level Crossings (LCs) and in the urban and rural territories that coexist with the railway. Our teams intensified in-person engagement at official PNs, guiding pedestrians, drivers and cyclists on essential safety practices, such as stopping, looking, listening and crossing only when conditions are fully safe.

In the field of environmental education, we expanded our initiatives through workshops in schools, awareness activities in rural territories and the integration of the Forest Fire Risk Indicator into construction sites. During the year, we also strengthened initiatives related to memory, culture and local identity, including the implementation of the Vila Esperança historical preservation project, ensuring the documentation and recognition of the history of residents who have coexisted with the railway for decades.

In 2025, we carried out Children's Day initiatives focused on railway safety education, through playful and educational activities dedicated to accident prevention in communities located near the railway.

Actions were prioritized in municipalities classified as critical, based on criteria such as social vulnerability and operational presence. In total, more than 1,900 children were reached, reinforcing a culture of safety and our commitment to preventive action.

In Rondonópolis, we conducted a social diagnostic to identify the main community demands, mapping data such as family profiles to support the definition of our actions. These included events dedicated to children and technical visits by community leaders to railway construction sites.

We also established a partnership with UNICEF in the State of Mato Grosso, with the support of our Government Relations area and Rumo Institute, to develop initiatives aimed at strengthening public policies and ensuring the rights of children and adolescents.

Additionally, we maintain the Environmental Education Program for the Community (Eepc), through which more than 450 students in Rondonópolis participated in the workshop Sustainability: Natural Paints – Learning from Our Ancestors.

Engagement with traditional communities

Still within the context of the Baixada Santista and Serra do Mar region of São Paulo, we invested in the preservation of Indigenous peoples – Guarani and Tupi – through the Indigenous Basic Environmental Program (PBA Indígena). The initiative is structured around the Environmental and Territorial Management Program (ETMP), under which the conservation of the forest mosaic of the largest continuous Atlantic Forest area in Brazil is carried out by Indigenous communities in partnership with us.

In 2025, we concluded the training of 66 Indigenous Environmental Agents (IEAs), responsible for a range of actions focused on the management of their territories.

These initiatives will continue, with the addition of 15 new (IEAs) to address demands identified through the consultation protocol, including:

- ▶ Support in receiving materials and organizing collective efforts to build or renovate housing in redistribution areas and recently occupied villages;
- ▶ Construction and renovation of prayer houses;
- ▶ Monitoring and support for ecological restoration initiatives in degraded areas within Indigenous lands;
- ▶ Collective efforts for cleaning, soil preparation and planting of vegetable gardens, crops and agroforestry systems in the Tenondé Porã, Tekoa Mirim, Aguapeú, Itaoca and Rio Branco Indigenous Lands;
- ▶ Community mobilization and assessment of demands across different activities;
- ▶ Participation in the Water and Territory course, focused on ecological sanitation training;
- ▶ Periodic expeditions to monitor Indigenous territories.

Rumo Institute

A private, non-profit organization, Rumo Institute is responsible for managing our Private Social Investment (PSI), acting as a catalyst for networks and partnerships to foster sustainable development in the territories where we operate.

In 2025, upon completing three years of operation, its strategy was repositioned, resulting in activities structured around two main pillars:

Sustainable Local Development, which involves mobilizing local resources to promote positive changes in living conditions across the territories.

Responsible Action and Local Engagement, aimed at achieving specific objectives within a defined timeframe by mobilizing resources and efforts through targeted initiatives with clear and measurable goals.

Rumo Institute engages with territories where we maintain significant operations and promotes solutions based on dialogue with local stakeholders and contextual realities. Among the key initiatives highlighted during the year were:

▶ Incentivar Program

The Incentivar Program promotes the decentralization and democratization of access to incentive-based funding for nano, micro and small project proponents. The program received 2,600 applications from civil society organizations, informal collectives, individuals, municipal and state departments, and companies. Training for project proponents was delivered through structured learning tracks, conducted live via a digital streaming platform.

▶ Trem do Bem Volunteer Program

The Trem do Bem Volunteer Program was restructured in 2025 to align with our internal guidelines, focusing on generating social impact in the short, medium and long term.

Seven training sessions were conducted, and volunteers submitted their own projects for approval, reinforcing our commitment to fostering corporate citizenship.

Throughout 2025, 15 initiatives were implemented, mobilizing more than 125 volunteers and totaling 380 hours of volunteer work. These actions directly and indirectly benefited 12,590 people across the municipalities of Rondonópolis, Primavera do Leste, Cascavel, Curitiba, Rio Claro, Santos, Cubatão and São Simão.

▶ Incentive Laws

Through Brazil's Federal Cultural Incentive Law (Rouanet Law), Federal Sports Incentive Law, the Fund for Children and Adolescents (FIA), the Fund for the Rights of the Elderly, the National Program to Support Oncological Care (Pronon) and the National Program to Support Health Care for Persons with Disabilities (Pronas), Rumo Institute enabled support for 35 projects. These initiatives totaled an investment of BRL 28.6 million and benefited 38 municipalities across the states of Mato Grosso, São Paulo, Paraná, Santa Catarina, Rio Grande do Sul and Goiás

▶ Na Mão Certa Program

As a signatory of the Na Mão Certa Program, led by Childhood Brasil, aimed at preventing and combating the sexual exploitation of children and adolescents in Brazil, we supported awareness and engagement initiatives involving more than 500 employees. These actions included the training of multipliers, engagement campaigns and participation in training sessions promoted by the Na Mão Certa Community. In Paranaguá (PR), we supported the structuring of a victim support center in partnership with the Paranaguá Coalition.

▶ Social Intelligence

By operating as a hub for knowledge, connections and resources to foster the growth of our ecosystem, in 2025 Rumo Institute supported the Nos Trilhos de MT Program, aimed at workforce qualification through professional training courses for communities that will work in the implementation and operation of the railway in Mato Grosso. The Institute also led and participated in a series of initiatives related to Diversity, Equity and Inclusion (DE&I) ([see more in the "Employees" chapter](#)).

In addition, we were represented at the following events:

- ▶ COP 30, participating in a panel on Private Social Investment;
- ▶ The launch of the BISC Survey by Comunitas, in partnership with Cosan;
- ▶ The National Meeting of Iphan on social investors in tangible and intangible heritage in Brazil.



For more information, please refer to the Rumo Institute Report.

12.

ENVIRONMENTAL MANAGEMENT

GRI 3-3 ENVIRONMENT

- Biodiversity
- Water and effluents
- Waste

Rumo DNA



We solve with
efficiency and
integrity



We aim far with
sustainability



In 2025, we included Environment among our material topics, given the potential impacts our activities may generate on soil, water and biodiversity, particularly in areas adjacent to railway tracks and terminals. These impacts are managed through environmental programs, in compliance with operating license conditions, and are subject to continuous management and monitoring through performance indicators, audits and the Environmental Performance Indicator (EPI). [GRI 3-2](#)

We made consistent progress in our commitment to environmental conservation, expanding monitoring through the IDA and deepening the assessment of the specific characteristics of each railway network. Whenever non-conformities are identified, we act jointly with the responsible areas, strengthening compliance with legal requirements and contributing to the continuous improvement of our environmental performance.

To support this process, we conduct quarterly internal audits, which serve as the basis for defining and monitoring specific action plans for each unit, construction site or railway network.



Award-Winning Performance

Our environmental efforts were recognized by the National Land Transport Agency (ANTT), which ranked us among the top three positions in its Environmental Performance Indicator (EPI) ranking:

1st place – Malha Central

2nd place – Malha Norte

3rd place – Malha Paulista

We continuously invest in employee training and the adoption of sustainable practices, reinforcing impact prevention, environmental compliance and improvements in operational performance.

Sustainable Construction Site

Implemented in the Malha Paulista and in expansion works in Mato Grosso, the project promotes socio-environmental best practices among contractors.

Through periodic audits, based on environmental and social criteria – such as waste management, efficient use of natural resources, emissions control and socio-environmental education – companies are assessed, and those achieving the required score are formally recognized.

In 2025, 40 evaluations were conducted, resulting in the certification of 16 construction sites and seven contractors, contributing to the reduction of environmental impacts and strengthening sustainable management across the supplier chain.



Socio-Environmental Training and DSD

13,538 training sessions were conducted through the POC platform, covering the following topics: waste management; ethics, social responsibility and sustainability in business; environmental management – understanding the Environmental Performance Indicator (EPI); manual for handling and storage of hazardous products; Rumo Environmental Policy; and transportation of hazardous products and traffic safety.

1,683 direct employees and **526** third-party employees participated in Daily Safety Dialogues (DSD) focused on socio-environmental topics and environmental emergency drills, addressing subjects such as: venomous animals, chemical product storage, environmental emergency response, environmental compliance, effluents, black smoke emissions, emergency response plans, environmental emergency kits, Environmental Policy, solid waste management and the Environmental Performance Indicator (EPI) for operating units.

Biodiversity

GRI 101-1 | 101-2 | 101-4

Our biodiversity management is conducted through an integrated approach, seeking to minimize impacts on ecosystems throughout the entire operational lifecycle by incorporating socio-environmental criteria into decision-making, investments and operational planning. This perspective reinforces our commitment to environmental conservation and to the adoption of responsible practices in the territories where we operate.

Since 2021, we have maintained three biodiversity-related targets, assumed with the Brazilian Business Council for Sustainable Development (CEBDS) and aligned with the objectives and global targets of the Post-2020 Global Biodiversity Framework.

These targets encompass prevention, mitigation and compensation actions related to biodiversity through 2030. We annually report our progress, consolidating a strategic approach that integrates biodiversity into corporate environmental management and guides our conservation and restoration practices across operations.

Guided by one of the principles of our Environmental Policy, we are committed to protecting biodiversity, safeguarding areas of high ecological relevance and periodically monitoring areas within our operational influence. Internal biodiversity-related policies and commitments cover all phases of the asset lifecycle – from infrastructure implementation, through daily railway and terminal operations, to decommissioning processes.

This integration is operationalized through structured environmental programs designed to comply with environmental license conditions, which define prevention, mitigation, restoration and compensation measures.

In our operations, we strive to avoid and minimize impacts on biodiversity. We conduct periodic wildlife monitoring to identify critical areas and, based on this data, define and implement the most appropriate mitigation measures and initiatives to promote habitat connectivity. In 2025 alone, we:

- 01 Installed 3.2 kilometers of directional fencing in the Malha Norte;
- 02 Implemented 172 wildlife crossings for chelonians (freshwater turtles and tortoises) in the Malha Central;
- 03 Built two canopy bridges in the Malha Paulista and three in the Malha Norte;
- 04 Implemented and expanded testing of Brazil's first animal deterrent sound system designed exclusively for railways.



Additionally, we developed the first Emergency Response Plan for wildlife on Brazilian railways, structured to address the specific characteristics of our modal and dedicated to assisting wild animals injured in collisions with trains.

In 2025, we also conducted two campaigns to capture and treat maned wolves (*Chrysocyon brachyurus*) affected by sarcoptic mange in the surroundings of the Itirapina Terminal (SP). This voluntary initiative, carried out under the Lobos do Terminal project, was developed in partnership with Fundação Florestal and ViaFauna, with the objective of ensuring the health and well-being of animals circulating in the region.

As part of the project, we implemented communication and awareness initiatives on responsible pet ownership – an essential measure to prevent further disease transmission and to promote healthy coexistence between wildlife and local communities.

Furthermore, aiming at fire prevention and control, we developed a robust system in response to significant incidents recorded in 2024, particularly those associated with third-party services and climate-related challenges.



We also adopted a climate condition monitoring methodology capable of identifying fire risk levels, classifying areas according to risk criticality and establishing specific protocols to be followed by field teams. In red zones, for example, hot work is prohibited; if unavoidable, the presence of a water tanker truck is mandatory. As a result of these measures, we recorded a 58% reduction in fire incidents compared to the previous year.

Global Representation

We participated in the International Congress for Conservation Biology (ICCB), held in Australia – the largest global event dedicated to nature conservation.

Attending this event provided an opportunity to seek innovations, exchange experiences and strengthen international partnerships, reinforcing our commitment to aligning wildlife conservation practices on Brazilian railways with the highest scientific and sustainability standards.

We also implemented reforestation projects focused on environmental recovery, regeneration and restoration, which resulted in the following progress over recent years:

🎯 **92,000** seedlings planted, in partnership with 14 rural producers and with the participation of approximately **2,165** people in socio-environmental activities through the Juntos pelo Araguaia (JPA) project. The initiative promotes the restoration of degraded areas, aiming to improve water quality in the Araguaia River Basin, in the state of Goiás.



🎯 Restoration of part of the Permanent Preservation Area (APP) of the São Luiz Stream, involving the planting of more than **2,700** native seedlings and the sowing of **32 kilograms** of seeds across different areas in the municipality of Costa Rica, Mato Grosso do Sul.

🎯 Approximately **1,300** hectares of compensatory planting already executed in the Malha Central.

🎯 **28,000** seedlings planted in the Marechal Cândido Rondon Biological Reserve, in Mato Grosso do Sul.



🎯 Control of invasive exotic species and enrichment of native vegetation in protected areas in Paraná, São Paulo and Mato Grosso, including the Caxambu State Park and the Ipanema National Forest.

In cases where the impacts of our activities cannot be completely avoided, minimized or restored, we adopt compensatory measures. These include partnerships with Conservation Units and environmental authorities, such as the São Paulo Forestry Foundation, as well as the preparation of technical studies to guide actions, biodiversity corridor planning and the protection of Permanent Preservation Areas (PPAs). **GRI 3-3 Environment**

Within our business relationships, our commitments also guide value chain practices. Suppliers and partners are subject to requirements such as the prohibition and penalization of illegal deforestation practices, in addition to the adoption of socio-environmental criteria that ensure compliance with the principles established in our Environmental Policy. **GRI 101-4**

For biodiversity management purposes, we consider suppliers of native wood planks as a priority, given that this input is directly associated with risks related to deforestation and forest exploitation.

To mitigate this impact, all suppliers in this segment are subject to independent third-party audits. These audits verify legal compliance requirements, such as environmental licenses, the Forest Origin Document (FOD) and other applicable authorizations, ensuring that the wood acquired does not originate from illegally deforested areas and is fully compliant with legislation.

In 2025, we conducted a new audit cycle with these suppliers to ensure adherence to applicable standards, mitigation of operational risks, proper risk management and continuous process improvement. **GRI 101-4**

We also seek to engage local communities, customers and strategic stakeholders in environmental education, species conservation and ecosystem restoration initiatives, recognizing that biodiversity protection requires a collaborative effort.

Examples of actions that go beyond regulatory requirements and contribute to biodiversity protection included more than 20 socio-environmental initiatives under the Every Day is Tree Day Program, bringing together approximately 600 participants and resulting in the planting and donation of more than 400 native seedlings.

Additional planting and/or vegetation enrichment initiatives were carried out in Conservation Units, such as the Piraquara Metropolitan Forest, in the buffer zone of the Serra do Mar State Park in Paraná, and in the municipalities of Chapadão and Miranda in Mato Grosso.

These actions demonstrate our ongoing commitment to sustainability and biodiversity conservation, strengthening the connection between people and nature.



Recognition of the Railway Wildlife Protection Project with **1st place** in the **Environmental Sustainability** category at the ANTT Highlights Award 2025.



FMT and Expansion

At our facilities, impact prevention begins at the licensing stage, when commitments are undertaken through voluntary actions aimed at maintaining and preserving biodiversity.

Participation in **Virada Sustentável in Mato Grosso**, with environmental awareness and cultural activities, and the promotion of sustainability and volunteer initiatives.

2025 Highlights

- ▶ **Installation of a sustainable project:** Sustainable Nursery.
- ▶ **Installation of six artificial perches**, functioning as part of the fauna-flora interaction network.
- ▶ **Management and monitoring of licensing and construction-related information** through the Integrated Geotechnology and Environmental Management Platform (RumoGis).
- ▶ **Planting of more than 150 hectares** of native Cerrado seedlings.
- ▶ **More than 10 volunteer initiatives** promoting biodiversity, focused on awareness and environmental education.
- ▶ **Installation of 30 wildlife underpasses** along **160 kilometers of railway**, enabling safe crossings and reducing the risk of wildlife collisions.
- ▶ Rescue of a **total of 2,874 animals** during FMT installation activities.
- ▶ **Completion of the first vegetated overpass** in the State of Mato Grosso.
- ▶ **Rescue and transplantation of more than 140 plant species**, contributing to biodiversity conservation.

 For quantitative data on our biodiversity initiatives, please refer to the Indicators Central.

Sustainable Nursery

With the objective of promoting environmental education, efficient use of natural resources, ecological restoration and social well-being, we launched the Sustainable Nursery Project in 2025.

Currently under construction, the initiative incorporates a range of sustainable practices, including rainwater harvesting, a vertical garden, photovoltaic energy, a pollinator garden, organic composting, a living museum of Cerrado species, seedling production, an educational railway cars and a dedicated space for employee engagement and well-being.



Vegetated overpass

In 2025, the first vegetated viaduct in Mato Grosso was implemented, designed specifically for the safe crossing of wild animals without interfering with or posing a risk to rail traffic, as the area was defined based on data obtained through wildlife rescue and monitoring activities.



Integrated geotechnology and environmental management platform

For managing the volume of information, the Integrated Geotechnology and Environmental Management Platform was developed, a WebGIS that centralizes, integrates, and monitors geospatial data, as well as information on environmental licenses obtained, permits, and project management. This information is presented through maps and interactive

dashboards, allowing for dynamic analysis and facilitating the management of environmental licensing.

The platform also makes it possible to identify priority areas and act preventively in cases of non-compliance, with emphasis on the Wildlife Connectivity Model, which guides the definition of wildlife crossings and contributes to biodiversity conservation.



Free, Prior and Informed Consultation (FPIC)

As a result of the commitment undertaken through the Free, Prior and Informed Consultation (FPIC) process in the Tereza Cristina and Tadarimana Indigenous Lands, in 2025 we implemented the actions agreed upon with the Boe Bororo people, including:



Creation of Indigenous associations;

Support for the opening of bank accounts;

Disbursement of agreed financial resources;

Execution of the ethno-archaeological study;

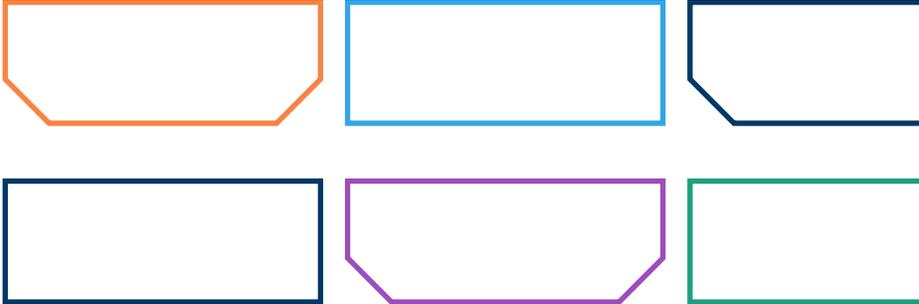
Donation of seedlings selected by the communities themselves and implementation of a planting workshop;

Provision of materials, equipment and vehicles, such as computers, industrial baking machinery, electric brush cutters, high-pressure washers, pickup trucks, tractors and lighting equipment.

Heritage Education

Through the distribution of educational materials to schools in the Tadarimana and Tereza Cristina Indigenous Lands and to the Rosa Bororo Museum in Rondonópolis (MT), more than 120 direct participants were engaged, in addition to approximately 70 community residents and 65 students from the municipal school system.

We conducted guided exhibitions, a teacher training course and two practical workshops aimed at deepening understanding of cultural and archaeological heritage, strengthening the preservation of collective memory and the appreciation of ancestral knowledge.



Water and effluents

GRI 3-3 Environment

We adopt a structured and standardized approach to water and effluent management, aligned with the guidelines set forth in our Environmental Policy. Our objective is to ensure that all operating units properly manage water abstraction, collection, treatment, monitoring and final disposal of effluents, in full compliance with applicable environmental legislation.

Treatment systems are implemented according to the characteristics of the effluent generated, incorporating specific solutions for sanitary, industrial and oily effluents. Accordingly, Effluent Treatment Plants (ETPs), Oil-Water Separators (OWS), septic tanks and biodigesters are subject to periodic inspection, cleaning and maintenance routines, ensuring environmentally sound final disposal.

The monitoring of treated effluent quality is conducted in accordance with environmental license requirements and applicable legislation. At operating units where effluents are discharged into water bodies, key parameters are monitored quarterly, both upstream and downstream of discharge points, enabling ongoing assessment and identification of potential impacts on water quality.

Results are analyzed by the technical team and recorded in a corporate system, allowing for performance tracking, deviation detection and implementation of corrective actions when necessary.

With respect to resource use, we continuously seek to optimize water consumption through indicator-based monitoring and the adoption of practices such as water reuse and rainwater harvesting, reinforcing our commitment to water conservation and efficient use.

Additionally, we conduct internal environmental audits that include verification of compliance of water abstraction and treatment systems, as well as adherence to related licensing conditions. These audits support the development of structured action plans, which are monitored through the Environmental Performance Indicator (EPI).

Actions and Programs



Submission of data from the Effluent Management Subprogram to Ibama through the annual report, covering all railway networks.



Participation in the update of the 2026-2030 targets of the Brazilian Business Commitment to Water Security, officially launched at COP30 by CEBDS.



Advancement to a B+ score in the CDP Water Security questionnaire.



Restructuring of Effluent Treatment Plant (ETP) management in the Northern Operations through the AS IS-TO diagnostic assessment.



For data on water volumes, please refer to the Indicators Central

Waste

GRI 3-3 Environment

Our internal waste management follows the guidelines set forth in our Environmental Policy, as well as applicable legal requirements, licenses and regulations. Our practices prioritize waste prevention, followed by reduction, reuse, recycling and appropriate treatment, ensuring that final disposal is carried out in full compliance with current legislation.

At operating units, waste is segregated at the source and stored in designated containers according to type or transferred to waste centers – dedicated areas for temporary storage until collection. Waste collection is performed by licensed companies, ensuring traceability and compliance at every stage of the process.

The management process is further strengthened through the use of the Vertown platform, which consolidates the issuance and control of Waste Transportation Manifests (WTMs), Final Disposal Certificates (FDCs) and the operational licenses of partner companies. The system has enabled progress in corporate standardization and waste traceability, in addition to providing a dashboard for monitoring and analyzing data.

Along the permanent way, railway waste follows specific inspection, segregation and classification procedures. A portion of materials is directed for reuse along the railway lines, while non-recoverable materials are forwarded to the Associated Business Development area for donation

or commercialization, ensuring resource recovery and proper disposal.

These initiatives reflect our responsible approach in complying with environmental licensing conditions, ensuring proper management of waste and effluents,

and maintaining high standards of transparency and regulatory compliance with environmental authorities.

 Learn more about volume and waste disposal at the Indicators Central.

Actions and Programs



Restructuring of solid waste management in Northern Operations through the AS IS-TO diagnostic, strengthening standardization, mitigation of environmental and legal risks, information traceability and legal compliance.



Regularization of waste management suppliers' registrations in the Vertown system, ensuring systematic control of legal documentation, environmental licenses and applicable authorizations.



Development of a Waste Guidance Table, consolidating the main types of waste generated and supporting operational areas in proper waste management and compliance with legal requirements.



Zero Landfill Diamond Certification in the Malha Norte, evidencing high performance in waste management through expanded recycling, reuse and environmentally sound disposal, in addition to reducing waste sent to landfills.

13.

APPENDICES

- GRI content summary
- SASB content summary
- Assurance letter
- Basis of preparation
- Corporate Information/Office Hours



GRI content summary

Statement of use: Rumo reported the information cited in this GRI Content Index for the period from January 1 to December 31, 2025, based on the GRI Standards.

GRI 1 Used: GRI 1 – Foundation 2021

GRI Standard/ Other source	Disclosure	Location/Response	Sustainable Development Goals (SDG)
General disclosures			
	2-1 Organizational details	Pages: 10 and 11	-
	2-2 Entities included in the organization's sustainability reporting	Page: 3 Entities included in this Report: Logisport Armazéns Gerais 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.; ALL Armazéns S.A.; Paranaguá S.A.; ALL Armazéns Gerais Ltda.; Rumo Serviços Logísticos Ltda.; Brado Logística e Participações S.A.; Brado Logística S.A.; ALL Mesopotâmia S.A.; Terminal São Simão S.A.; ALL Central S.A.; Serviços de Inversión Logística Integrales S.A.; Rumo Energia; and Rumo Terminais S.A.	-
	2-3 Reporting period, frequency and contact point	Page: 3	-
	2-4 Restatements of information	Pages: 3, 10, 15, 16, 27 and 29	-
	2-5 External assurance	Pages: 3 and 88	-
	2-6 Activities, value chain and other business relationships	Pages: 10, 11, 30, 60 and 61	-
	2-7 Employees	Page: 10 Indicators Central : page 4	-
	2-8 Workers who are not employees	Page: 10 Indicators Central : page 5	-
	2-9 Governance structure and composition	Pages: 13, 15, 16, 17 and 18	12, 16 and 17

**GRI Standard/
Other source**

General disclosures	Disclosure	Location/Response	Sustainable Development Goals (SDG)
	2-10 Nomination and selection of the highest governance body	Page: 14	12, 16 and 17
	2-11 Chair of the highest governance body	Page: 14	12, 16 and 17
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages: 13 and 24	12, 16 and 17
	2-13 Delegation of responsibility for managing impacts	Pages: 16, 17, 18 and 22	12, 16 and 17
	2-14 Role of the highest governance body in sustainability reporting	Page: 14	12, 16 and 17
	2-15 Conflicts of interest	Pages: 20 and 21	12, 16 and 17
	2-16 Communication of critical concerns	Indicators Central : page 21	12, 16 and 17
	2-17 Collective knowledge of the highest governance body	Pages: 14 and 22	12, 16 and 17
	2-18 Evaluation of the performance of the highest governance body	Pages: 14 and 15	12, 16 and 17
	2-19 Remuneration policies	Page: 19	12, 16 and 17
	2-20 Process for determining remuneration	Page: 19	12, 16 and 17
	2-21 Annual total compensation ratio	Indicators Central : page 9	12, 16 and 17
	2-22 Statement on sustainable development strategy	Pages: 6 and 7	-
	2-23 Policy commitments	Pages: 20, 23 and 24	16
	2-24 Embedding policy commitments	Pages: 20 and 21	16
	2-25 Processes to remediate negative impacts	Pages: 20 and 23	16
	2-26 Mechanisms for seeking advice and raising concerns	Pages: 20 and 46	16
	2-27 Compliance with laws and regulations	Indicators Central : page 25	16
	2-28 Membership associations	Page: 23 Indicators Central : page 25	16
	2-29 Approach to stakeholder engagement	Pages: 45, 46 and 47	-
	2-30 Collective bargaining agreements	Indicators Central : page 5	-

GRI Standard/ Other source	Disclosure	Location/Response	Sustainable Development Goals (SDG)
General disclosures			
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Pages: 4 and 5	-
	3-2 List of material topics	Pages: 4, 5 and 68	-
Community Relations			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages: 62, 63, 64 and 65	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Indicators Central : page 27	-
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Indicators Central : page 13	-
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Pages: 31, 32 and 62	-
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	Indicators Central : page 14	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	Indicators Central : page 13	5, 8 and 10
	413-2 Operations with significant actual and potential negative impacts on local communities	Page: 43	5, 8 and 10
Emissions Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages: 36, 37 and 38	-
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Page: 44	-

**GRI Standard/
Other source**

General disclosures	Disclosure	Location/Response	Sustainable Development Goals (SDG)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Indicators Central : page 16	-
	302-2 Energy consumption outside the organization	Indicators Central : page 16	-
	302-3 Energy intensity	Indicators Central : page 16	-
	302-4 Reduction of energy consumption	Indicators Central : page 16	-
	302-5 Reductions in energy requirements of products and services	Indicators Central : page 17	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page: 40 Indicators Central : page 17	7, 8 and 9
	305-2 Energy indirect (Scope 2) GHG emissions	Page: 40 Indicators Central : page 17	7, 8 and 9
	305-3 Other indirect (Scope 3) GHG emissions	Page: 40 Indicators Central : page 17	7, 8 and 9
	305-4 GHG emissions intensity	Indicators Central : page 18	7, 8 and 9
	305-5 Reduction of GHG emissions	Indicators Central : page 18	7, 8 and 9
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Indicators Central : page 18	7, 8 and 9
Governance and Ethics			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages: 12, 13, 20 and 22	-
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	Indicators Central : page 9	-
	201-4 Financial assistance received from government	Indicators Central : page 27	-
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Indicators Central : page 25	16
	205-2 Communication and training about anti-corruption policies and procedures	Indicators Central : page 25	10
	205-3 Confirmed incidents of corruption and actions taken	Indicators Central : page 26	10

**GRI Standard/
Other source**

General disclosures	Disclosure	Location/Response	Sustainable Development Goals (SDG)
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Indicators Central : page 26	-
GRI 415: Public Policy 2016	415-1 Political contributions	Indicators Central : page 26	16
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Indicators Central : page 28	16
Diversity, Equity and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages: 53, 54 and 55	-
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Indicators Central : page 9	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Indicators Central : page 7	8
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Indicators Central : page 3	8
	401-3 Parental leave	Indicators Central : page 9	8
	404-1 Average hours of training per year per employee	Indicators Central : page 12	6
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Pages: 48, 49 and 50	6
	404-3 Percentage of employees receiving regular performance and career development reviews	Page: 51 Indicators Central : page 12	6
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Indicators Central : pages 5 and 6	5, 10 and 16
	405-2 Ratio of basic salary and remuneration of women to men	Indicators Central : page 7	5, 10 and 16

GRI Standard/ Other source	Disclosure	Location/Response	Sustainable Development Goals (SDG)
General disclosures			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Indicators Central : page 26	5, 10 and 16
Human Rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page: 23	-
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Indicators Central : page 13	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page: 23 Indicators Central : page 15	8
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page: 23 Indicators Central : page 15	2 and 3
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Indicators Central : page 23	-
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Indicators Central : page 13	5, 8 and 10
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Indicators Central : page 14	5, 8 and 10
	414-2 Negative social impacts in the supply chain and actions taken	Indicators Central : page 15	5, 8 and 10

GRI Standard/ Other source	Disclosure	Location/Response	Sustainable Development Goals (SDG)
Environment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages: 77, 78, 67, 68 and 69	-
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Indicators Central : page 19	7 and 9
	303-4 Water discharge	Indicators Central : page 19	7 and 9
	303-5 Water consumption	Indicators Central : page 19	7 and 9
GRI 101: Biodiversity	101-1 Policies to halt and reverse biodiversity loss	Page: 70	8, 9 and 15
	101-2 Management of biodiversity impacts	Pages: 71, 72, 73, 74 and 75	8, 9 and 15
	101-3 Access and fair and equitable sharing of benefits	The Genetic Heritage Access and Benefit Sharing (ABS) theme, provided for in the Nagoya Protocol and in national regulations, does not apply to Rumo's activities. The company does not use genetic resources in its operations.	8, 9 and 15
	101-4 Identification of biodiversity impacts	Page: 73	8, 9 and 15
	101-5 Sites with impacts on biodiversity	Indicators Central : page 20	8, 9 and 15
	101-6 Direct drivers of biodiversity loss	Indicators Central : page 21	8, 9 and 15
	101-7 Changes in the state of biodiversity	Indicators Central : page 22	8, 9 and 15
	101-8 Ecosystem services	Indicators Central : page 22	8, 9 and 15
GRI 306: Waste 2020	306-3 Waste generated	Indicators Central : page 23	7, 8 and 9
	306-4 Waste diverted from disposal	Indicators Central : page 24	7, 8 and 9
	306-5 Waste directed to disposal	Indicators Central : page 24	7, 8 and 9
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Indicators Central : page 14	-
	308-2 Negative environmental impacts in the supply chain and actions taken	Indicators Central : page 15	7, 8 and 9

**GRI Standard/
Other source**

General disclosures	Disclosure	Location/Response	Sustainable Development Goals (SDG)
Personal Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages: 56 and 57	-
	403-1 Occupational health and safety management system	Page: 56	3 and 8
	403-2 Hazard identification, risk assessment, and incident investigation	Pages: 56 and 58	3 and 8
	403-3 Occupational health services	Page: 58	3 and 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page: 58	3 and 8
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Page: 58	3 and 8
	403-6 Promotion of worker health	Page: 59	3 and 8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Page: 56	3 and 8
	403-8 Workers covered by an occupational health and safety management system	Indicators Central : page 10	3 and 8
	403-9 Work-related injuries	Indicators Central : page 10	3 and 8
	403-10 Work-related ill health	Indicators Central : page 11	3 and 8
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Indicators Central : page 28	9
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Indicators Central : page 28	9
Other non-material indicators			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Indicators Central : page 9	-

SASB content summary

SASB TR-RA Rail Transportation

Topic	SASB Topic/Code	Accounting metric	Location/Response
Greenhouse gas emissions	TR-RA-110a.1	Gross global Scope 1 emissions	Page: 40 Indicators Central : page 17
	TR-RA-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Page: 39
	TR-RA-110a.3	Total fuel consumed, percentage renewable	Indicators Central : page 16
Air quality	TR-RA-120a.1	Air pollutant emissions: (1) NOx (excluding N ₂ O) and (2) particulate matter (PM10)	Indicators Central : page 18
Workforce health and safety	TR-RA-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near-miss frequency rate (NMFR)	Indicators Central : page 11
Competitive behavior	TR-RA-520a.1	Total monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Indicators Central : page 26
	TR-RA-540a.1	Number of accidents and incidents	Indicators Central : page 28
Accident and safety management	TR-RA-540a.2	Number of (1) accidental spills and (2) non-accidental releases (NARs)	Indicators Central : page 29
	TR-RA-540a.3	Number of defect violations recommended by the Federal Railroad Administration (FRA)	We are regulated by the National Land Transport Agency (ANTT), following the cited standards, in addition to Brazilian legislation in force, including with regard to accident and safety management. Federal Railroad Administration (FRA) rules do not apply to our operations and concessions.
	TR-RA-540a.4	Frequency of internal railway integrity inspections	Indicators Central : page 29
Activity metrics	TR-RA-000.A	Number of cargo shipments transported	Indicators Central : page 29
	TR-RA-000.B	Number of intermodal units transported	Indicators Central : page 29
	TR-RA-000.C	Route kilometers	Indicators Central : page 29
	TR-RA-000.D	Revenue ton kilometers (RTK)	Indicators Central : page 29
	TR-RA-000.E	Number of employees	Indicators Central : page 4

Assurance letter GRI 2-5

Independent auditor's limited assurance report on the non-financial information included in the 2025 Sustainability Report

To the Board of Directors and Stockholders
Rumo S.A.
Curitiba – Paraná

Introduction

We have been engaged by Rumo S.A. ("Company" or "Rumo") to present our limited assurance report on the non-financial information included in Rumo's 2025 Sustainability Report and certain selected contents included in the respective Indicator Central document (hereinafter collectively referred to as the "2025 Sustainability Report"), as detailed in the basis of preparation developed by the Company, for the year ended December 31, 2025.

Our limited assurance does not cover information from prior periods, or any other information disclosed together with the 2025 Sustainability Report, including any images, audio files or videos.

Responsibilities of Rumo's management

The management of Rumo is responsible for:

- (a) Selecting or establishing adequate criteria for the preparation and presentation of the information included in the 2025 Sustainability Report.

- (b) Preparing the information based on the GRI Standards and the Sustainability Accounting Standards Board (SASB), and with the basis of preparation developed by the Company.

- (c) Designing, implementing and maintaining internal controls over the relevant information used in the preparation of the information included in the 2025 Sustainability Report, free from material misstatement, whether due to fraud or error.

Limitations in the preparation and presentation of non-financial information and indicators

In the preparation and presentation of non-financial information and indicators, management followed the definitions of the basis of preparation developed by the Company and the GRI Standards and the Sustainability Accounting Standards Board (SASB). Therefore, the information included in the 2025 Sustainability Report does not aim to provide assurance with regard to compliance with social, economic, environmental or engineering laws and regulations. However, the aforementioned standards establish the presentation and disclosure of possible cases of non-compliance with such regulations when sanctions or significant fines are applied.

The absence of a significant set of established practices on which to base the evaluation and measurement of non-financial information allows for different but acceptable evaluation and measurement techniques, which can affect comparability between entities and over time.

Our independence and quality management

We comply with the independence and other ethical requirements of the Federal Accounting Council (CFC), which are based on the principles of integrity, objectivity and professional competence, and which also consider the confidentiality and behavior of professionals.

We apply NBC PA 01 – "Quality Management for Audit Firms (Legal and Natural Persons)", and accordingly design, implement and maintain a comprehensive quality management system, including policies and procedures related to compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Independent auditor's responsibility

Our responsibility is to express a conclusion on the non-financial information included in the 2025 Sustainability Report, based on our limited assurance engagement conducted in accordance with NBC TO 3000 – "Assurance Engagements Other than Audits or Reviews", issued by the Federal Accounting Council (CFC), which is equivalent to the international standard ISAE 3000 – "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board (IAASB), applicable to non-financial information. These standards require that the

engagement be planned and performed to obtain limited assurance that the non financial information included in the 2025 Sustainability Report, taken as a whole, is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) mainly consists of making inquiries of management and other professionals of Rumo involved in the preparation of the information, as well as applying analytical procedures to obtain evidence that allows us to issue a limited assurance conclusion on the information, taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead them to believe that the information disclosed in the 2025 Sustainability Report, taken as a whole, may present material misstatements.

As part of a limited assurance engagement in accordance with NBC TO 3000 (ISAE 3000), we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

- (a) Determine the suitability, in the circumstances, of the Company's use of the GRI Standards and the Sustainability Accounting Standards Board (SASB) as the basis for preparing the non-financial information and indicators.

- (b) Perform risk assessment procedures, including obtaining an understanding of internal controls relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of expressing a conclusion on the effectiveness of the Company's internal controls.
- (c) Design and perform procedures responsive to where material misstatements are likely to arise in the non-financial information and indicators. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

Summary of the procedures performed

The procedures selected are based on our understanding of the aspects related to the compilation, materiality and presentation of the information included in the 2025 Sustainability Report, other circumstances of the engagement and our analysis of the activities and processes associated with the material information disclosed in the 2025 Sustainability Report in which material misstatements might exist. The procedures comprised:

- (a) Planning the engagement, taking into consideration the relevance and volume of quantitative and qualitative information and the operating and internal control systems used to prepare the information included in the 2025 Sustainability Report.

- (b) Understanding the calculation methodologies and the procedures adopted for the compilation of indicators through inquiries of the managers responsible for preparing the information.
- (c) Applying analytical procedures to quantitative information and making inquiries regarding qualitative information and its correlation with the indicators disclosed in the 2025 Sustainability Report.
- (d) Applying substantive tests to certain non-financial information and indicators.
- (e) When non-financial data are correlated with financial indicators, comparing such indicators with the audited financial statements.

The limited assurance engagement also included an analysis of compliance with the GRI Standards, the Sustainability Accounting Standards Board (SASB) and the provisions of the basis of preparation developed by the Company.

Our procedures did not include assessing the adequacy of the design or operating effectiveness of controls, testing the data on which estimates are based, or independently developing our own estimates to compare with those of Rumo.

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

Scope and limitations

The procedures applied in a limited assurance engagement are substantially less extensive than those applied in a reasonable assurance engagement, the objective of which is to express an opinion on the information included in the 2025 Sustainability Report. Consequently, we do not obtain reasonable assurance that we would become aware of all matters that might be identified in a reasonable assurance engagement. Had we performed a reasonable assurance engagement, we might have identified other matters and possible misstatements in the information included in the 2025 Sustainability Report. Accordingly, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate such data. Qualitative interpretations of relevance, materiality and accuracy are subject to individual assumptions and judgments. Furthermore, we did not perform any work on information reported for prior periods, nor on future projections and targets. Our assurance report should be read and understood in the context of the inherent limitations in the process used by management to prepare

non-financial information and indicators, including the fact that such information is not intended to provide assurance regarding compliance with social, economic, environmental or engineering laws and regulations.

The contents included within the scope of this assurance engagement are presented in the Basis of Preparation of the 2025 Sustainability Report.

Conclusion

Based on the procedures performed, as described herein, and on the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in the 2025 Sustainability Report of Rumo has not been prepared, in all material respects, in accordance with the criteria established in the basis of preparation, the GRI Standards and the Sustainability Accounting Standards Board (SASB).

Other matters – Restriction on use and distribution

This report was prepared for the use of Rumo and may be presented or distributed to third parties, provided that they are familiar with the subject matter and criteria applicable to this limited assurance engagement, considering its specific purpose described in the first paragraph of this report.

Any party other than Rumo that obtains access to this report, or a copy thereof, and relies on the information contained herein does so at its own risk. We do not accept or assume any responsibility and disclaim any liability to any party other than Rumo for our engagement, this assurance report or our conclusions.

Other matters

The limited assurance of the non-financial information for the year ended December 31, 2024 was conducted under the responsibility of other independent auditors, who issued a limited assurance report dated March 25, 2025, without modifications.

São Paulo, March 16, 2026

PricewaterhouseCoopers
Audidores Independentes Ltda.
CRC 2SP000160/O-5

Maurício Colombari
Contador CRC 1SP195838/O-3

Basis of preparation

We published this "Basis of Preparation" for the 2025 Annual Sustainability Report with the aim of facilitating the understanding of the assumptions adopted as well as the changes made to consolidate the reported indicators.

Indicator	Detailed description of the criteria	Changes to limits and criteria since the last report	Assured Indicator
GRI content			
General content			
2-2 Entities included in the organization's sustainability reporting	The entities included are aligned with the financial statements and comprise: Logisport Armazéns Gerais 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.; ALL Argentina S.A.; Paranaguá S.A.; ALL Armazéns Gerais Ltda.; Rumo Serviços Logísticos 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; and Rumo Terminais S.A.	No changes	Yes
2-4 Restatements of information	The cases of indicator reformulation stem from the continuous improvement process aimed at consolidating them, and those that have undergone adjustments are duly indicated in the Indicator Central.	No changes	Yes
2-5 External assurance	Limited external verification of information relating to the period from January 1 to December 31, 2025, covering all operations under our control.	No changes	Yes
2-7 Employees	The data was calculated considering the total number of employees at the end of the reporting period (December 31, 2025), and the company considers: - Permanent: full-time, indefinite-term employment contracts; - Temporary: part-time, fixed-term employment contracts, including interns and apprentices. There were no significant fluctuations.	No changes	Yes

Indicator	Detailed description of the criteria	Changes to limits and criteria since the last report	Assured Indicator
<p>2-8 Workers who are not employees</p>	<p>The number of employees monitored within the Labor Monitoring Program is considered.</p> <p>The number of third-party workers in operation may fluctuate significantly due to periods of expansion and maintenance work, as the company is the contractor for the delivery and not responsible for defining the number of contractors.</p> <p>The company does not have a specific set of criteria for what constitutes significant fluctuations, taking into account substantial increases and/or decreases based on the demands of construction projects and other sporadic services.</p>	<p>No changes</p>	<p>Yes</p>
<p>2-16 Communication of critical concerns</p>	<p>For critical concerns, the number of reports received by the company's Ethics Channel that were classified as critical is considered.</p>	<p>No changes</p>	<p>Yes</p>
<p>2-21 Annual total compensation ratio</p>	<p>Regarding the compensation ratio, the total annual compensation of the highest-paid individual is considered and divided by the average total annual compensation of all employees. Compensation includes base salary, additional payments, profit sharing, bonuses, and long-term incentives.</p> <p>Regarding the percentage increase ratio, the percentage increase in the compensation of the highest-paid individual is considered, divided by the percentage increase in the average total compensation of all employees.</p> <p>The highest-paid individual in the reporting year is the same as in the previous reporting year. Fluctuations may occur due to variable compensation paid and the year of payment of long-term bonuses.</p>	<p>No changes</p>	<p>Yes</p>
<p>2-26 Mechanisms for seeking advice and raising concerns</p>	<p>The existing channels within the company are considered – the Ethics Channel and the "Talk to Rumo" Channel - as well as the policies and documents that guide conduct regarding concerns, misconduct, harassment, and other situations that violate the Code of Conduct.</p>	<p>No changes</p>	<p>Yes</p>
<p>2-27 Compliance with laws and regulations</p>	<p>According to the established criteria, significant cases for the period of 2025 include environmental and/or regulatory claims with values exceeding BRL 30 million (as per the Reference Form) or which, in the absence of monetary quantification, represent a potential for material exposure or impact for the company.</p>	<p>Change in criteria: In 2024, we considered cases with values exceeding BRL 5 million or those that, due to the absence of specific values, have significant exposure/impact on the company. Whereas, for 2025, we are considering values exceeding BRL 30 million to align with the Reference Form.</p>	<p>Yes</p>

Indicator	Detailed description of the criteria	Changes to limits and criteria since the last report	Assured Indicator
2-29 Approach to stakeholder engagement	<p>Relevant stakeholders are those who influence and are influenced by the company's activities.</p> <p>The company has a structured approach to identifying and engaging with its stakeholders, due to the strategic importance of this relationship for value creation.</p> <p>The main purpose of engagement is to ensure accessibility and promote transparency, strengthening trust and meeting regulatory obligations and social expectations.</p>	No changes	Yes
3-1 Process to determine material topics	<p>The dual materiality process considered both the business's impacts on the environment and society, as well as the external factors that influence our operations, and followed four main steps: analysis of ESG drivers, sector benchmarking, business strategy, and consultation with internal and external stakeholders.</p>	No changes	Yes
3-2 List of material topics	<ol style="list-style-type: none"> 1. Personal Health and Safety 2. Emissions Management 3. Diversity, Equity, and Inclusion 4. Governance and Ethics 5. Community Relations 6. Environment 7. Human Rights 8. Asset Integrity 	<p>Change in criteria: "Safety and Operational Risks" was broken down into the specific areas of "Asset Integrity" and "Personal Health and Safety," and the topic of "Environment" was included as an independent axis.</p>	Yes
Material theme: Environment			
101-2 Managing impacts on biodiversity	<p>Environmental issues are considered material to the company, and within them, biodiversity is one of the main areas of focus.</p> <p>Our biodiversity management is oriented in an integrated way, seeking to minimize impacts on ecosystems throughout the entire operational cycle, incorporating socio-environmental criteria into decision-making, investments, and operational planning. In addition, in business relationships, our commitments also guide the actions of the value chain.</p> <p>In cases where the impacts of our activities cannot be completely avoided, minimized, or restored, we adopt compensatory measures.</p>	No changes	Yes

Indicator	Detailed description of the criteria	Changes to limits and criteria since the last report	Assured Indicator
101-5 Places with impacts on biodiversity	<p>Regarding the operational units, each of our railway networks was considered: Norte, Paulista, Central, Oeste and Sul. For area delimitation, a 10 km buffer was considered on each side of the railway axis, and, conservatively (limits valid for the Legal Amazon), the provisions of Interministerial Ordinance No. 60, of March 24, 2015, which establishes in its Annex I the intervention limits for linear projects for environmental licensing procedures, including railways. These limits may be adjusted in the future, according to the intervention of each operational unit in its respective biome.</p> <p>The ecologically sensitive areas considered for this response are limited only to Conservation Units.</p>	No changes	Yes
101-7 Changes in the state of biodiversity	<p>We consider biomes that overlap within our buffer zones of influence for each section. Thus:</p> <ul style="list-style-type: none"> - Malhas Paulista, Central and Norte: overlap with Atlantic Forest and Cerrado; - Malha Sul: overlap with Atlantic Forest, Cerrado, and Pampa; - Malha Oeste: overlap with Atlantic Forest, Cerrado, and Pantanal. <p>The reported areas of each biome for each grid refer to the biome characterization shape (IBGE classification), that is, to the total areas and not to the current land use areas, with current conditions of remnants of each biome.</p> <p>The condition of the ecosystems will vary significantly depending on each section/region of analysis. Furthermore, as these areas are quite extensive, there is no specific and unique biodiversity state for each section/grid.</p>	No changes	Yes
Material theme: Emissions Management			
201-2 Financial implications and other risks and opportunities due to climate change	<p>Substantial impacts are characterized by the interruption of rail operations resulting from extreme weather events or other incidents, generating direct financial impacts such as loss of revenue from unfulfilled transport, track repair costs, and potential contractual penalties with customers.</p>	No changes	Yes
305-1 Direct (Scope 1) GHG emissions	<p>The categories applicable to Rumo's operations are accounted for; in the case of scope 1, these include: stationary combustion, mobile combustion, fugitive emissions, land use change, and industrial processes. Because almost all of Rumo's emissions result from diesel consumption in rail operations, consumption in other categories is considered less relevant, but we proceed with the quantification and scope coverage. For accounting for greenhouse gas (GHG) emissions, we follow the GHG Protocol methodology and the ABNT NBR ISO 14.064-3:2007 standard.</p>	No changes	Yes

Indicator	Detailed description of the criteria	Changes to limits and criteria since the last report	Assured Indicator
305-5 Reduction of GHG emissions	<p>The categories applicable to Rumo's operation are accounted for. In the case of scope 1, we have: stationary combustion, mobile combustion, fugitives, land use change, and industrial processes. For scope 2, we report using a location-based and purchase choice-based approach, and for scope 3, we have: purchased goods and services, capital goods, fuel and energy-related activities not included in scopes 1 and 2, transportation and distribution (upstream), waste generated in operations, business travel, and home-to-work emissions.</p> <p>For accounting for greenhouse gas (GHG) emissions, we follow the GHG Protocol methodology and the ABNT NBR ISO 14.064-3:2007 standard. Therefore, the calculation of GHG emission reductions is determined by comparing scopes 1, 2, and 3 of the reporting year with the previous year.</p> <p>To verify the reduction, the emission values for scopes 1, 2, and 3 of 2025 were evaluated and compared with the previous year. If the reduction is due to an action by the company, it is considered a primary effect, but if it is the result of an involuntary action, it is considered a secondary effect.</p>	No changes	Yes
Material theme: Governance and Ethics			
205-1 Operations assessed for risks related to corruption	<p>Regarding the evaluated operations and significant risks, the approvals of business partners who underwent the standard risk assessment flow (due diligence) are considered.</p> <p>In this process, the following criteria were analyzed, which, in case of non-compliance, could cause significant risks for the company: compliance with the Federal Revenue Service; positive and negative certificates; verification on restricted lists; national and international registrations and sanctions; judicial and administrative proceedings; negative media; identification of Politically Exposed Persons (PEPs); and potential conflicts of interest.</p>	No changes	Yes
205-2 Communication and training about anti-corruption policies and procedures	<p>The reported numbers and percentages consider accumulated data from retroactive training completed by all employees, whether permanent or temporary, who were active in 2025. The report did not segregate between functional categories but rather addressed different related audiences, both internal and external.</p>	No changes	Yes
205-3 Confirmed incidents of corruption and actions taken	<p>For confirmed cases, reports received by the Ethics Channel that, after investigation, have been proven to be corruption are considered.</p> <p>Corruption cases include any acts of promising, offering, or giving, directly or indirectly, or soliciting, receiving, or accepting undue advantage to a public agent, private agent, or third party indicated by them, to influence them to do something dishonest or illegal, causing a breach of the legal order for the benefit of someone, to obtain, maintain, or provide relevant business or benefits, or demonstrably financing, paying for, sponsoring, or otherwise subsidizing these practices.</p> <p>All employees, whether permanent or temporary, are considered.</p>	No changes	Yes

Indicator	Detailed description of the criteria	Changes to limits and criteria since the last report	Assured Indicator
<p>206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and main outcomes</p>	<p>The report considers payments made related to administrative proceedings during the reporting period as the main outcomes of completed legal actions.</p>	<p>No changes</p>	<p>Yes</p>
<p>Material theme: Personal Health and Safety</p>			
<p>403-9 Work-related injuries</p>	<p>Employees: collaborators in the company's own operations.</p> <p>Workers who are not employees: service providers.</p> <p>Work accidents with serious consequences: we consider accidents resulting in time off work (CAF).</p> <p>Work accidents requiring mandatory reporting: we consider accidents with and without time off work (CAF + SAF).</p> <p>In both cases, the number of accidents is multiplied by one million and then divided by the total man-hours worked (in millions of hours), considering the company's operation.</p>	<p>No changes</p>	<p>Yes</p>
<p>416-1 Assessment of customer health and safety impacts of product and service categories</p>	<p>We assess the impacts on community safety in 100% of our services, and, according to ANTT Resolution 5.902/2020, we consider railway accidents to be classified according to their nature as: collisions, run-overs, derailments, explosions, and fires.</p> <p>We conduct comprehensive health and safety impact assessments on communities in 100% of Rumo's services, aiming to implement consistent improvements in each operation. Furthermore, we highlight collisions and run-overs as accident occurrences in which the operation has a significant and direct impact on society in general.</p>	<p>No changes</p>	<p>Yes</p>
<p>416-2 Incidents of non-compliance concerning the health and safety impacts of products and services</p>	<p>For cases of non-compliance with laws and/or voluntary codes regarding the health and safety impacts caused by products and services, fines applied during the period by the competent authorities were considered when operational risks or breaches of contractual clauses were identified, including line conservation and maintenance, drainage problems, speed restrictions, technical specifications, trespassing, and others that pose a risk to the safety of the operation.</p>	<p>No changes</p>	<p>Yes</p>

Indicator	Detailed description of the criteria	Changes to limits and criteria since the last report	Assured Indicator
Material theme: Human Rights			
408-1 Operations and suppliers at significant risk for incidents of child labor	<p>In the homologation process and according to the general terms and conditions signed in this process, the supplier must comply with the legal requirements stipulated in the legislation, as well as the internal rules established by Rumo, under possible application of the penalties provided for.</p> <p>The Company has hiring policies and practices aligned with Brazilian legislation and ILO Conventions (No. 138 and No. 182), which establish the minimum age for work and prohibit the worst forms of child labor exploitation.</p> <p>The company's own operations (railways, terminals, workshops, and administrative units) are evaluated, as well as the suppliers that provide services, and all operations and suppliers are located in Brazil.</p>	No changes	Yes
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<p>In the homologation process and according to the general terms and conditions signed in this process, the supplier must comply with the legal requirements stipulated in the legislation, as well as the internal rules established by Rumo, under possible application of the penalties provided for.</p> <p>The Company has hiring policies and practices aligned with Brazilian legislation and ILO Conventions (No. 138 and No. 182), which establish the minimum age for work and prohibit the worst forms of child labor exploitation.</p> <p>The company's own operations (railways, terminals, workshops, and administrative units) are evaluated, as well as the suppliers that provide services, and all operations and suppliers are located in Brazil.</p>	No changes	Yes
Material theme: Community Relations			
201-1 Direct economic value generated and distributed	<p>The Statement of Added Value presented is aligned with the financial statements.</p> <p>The entities included comprise the results of the Northern Operation – Malhas Norte, Paulista, Central and Oeste; Southern Operation – Malha Sul; and Container Operation – Brado.</p>	No changes	Yes

Indicator	Detailed description of the criteria	Changes to limits and criteria since the last report	Assured Indicator
SASB Content			
TR-RA-110a.1 Scope 1 gross global emissions	<p>The categories applicable to Rumo's operations are accounted for; in the case of scope 1, these include: stationary combustion, mobile combustion, fugitive emissions, land use change, and industrial processes. Because almost all of Rumo's emissions result from diesel consumption in rail operations, consumption in other categories is considered less relevant, but we proceed with the quantification and scope coverage. For accounting for greenhouse gas (GHG) emissions, we follow the GHG Protocol methodology and the ABNT NBR ISO 14064-3:2007 standard.</p>	<p>No changes</p>	<p>Yes</p>
TR-RA-320a.1 (1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	<p>The total recordable incident rate (TRIR) considers CAF + SAF, and the near-miss frequency rate (NMFR) considers potential near misses.</p> <p>The report includes employees from in-house operations as well as third-party service providers.</p>	<p>No changes</p>	<p>Yes</p>
TR-RA-520a.1 Total amount of monetary losses as a result of lawsuits associated with anti-competitive behavior regulations	<p>Judgments or monetary losses resulting from legal proceedings incurred in the reporting year are taken into account.</p>	<p>No changes</p>	<p>Yes</p>
TR-RA-540a.1 Number of accidents and incidents	<p>Occupational safety indicators are monitored by the frequency rate (CAF – with absence + SAF – without absence + PS – first aid) of employees in our own operations, as well as third-party service providers.</p>	<p>No changes</p>	<p>Yes</p>
TR-RA-540a.2 Number of (1) accidental and (2) nonaccidental releases (NARs)	<p>The following are considered:</p> <ul style="list-style-type: none"> • Accidental releases (originating from railway operation): collisions, unforeseen events, derailments, accidents, leaks, fires, and impacts; • Non-accidental releases (external events): vandalism and natural disasters; • Hazardous materials: oils, fertilizers, and fuels." 	<p>Change in criteria: Only accidental and non-accidental releases of hazardous material were considered.</p>	<p>Yes</p>

Corporate Information/Office Hours

RUMO S.A. Headquarters

Rumo S.A.
Avenida Brigadeiro Faria Lima, 4.100 – Itaim Bibi.
São Paulo (SP), Brasil.

Coordination

Rumo – Sustainability
Rumo – Investor Relations
Rumo – Corporate Communication

Contact

ir@rumolog.com

KMZ Conteúdo

Project Management
Writing, editing, and proofreading
Graphic design and layout

Avesso Sustainability

Indicators Consulting

Photos

Rumo's image database

rumo

