



Sustainability Report 2021



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01.

Introduction

SDG IN THIS CHAPTER



1.1

About this report

Welcome to the 2021 Rumo Sustainability Report.

For the sixth consecutive year, we have published our report, which materializes our commitment to transparency, compliance and accountability to our main stakeholders, who are strategic and relevant to our business: employees, business partners, suppliers, customers, institutions and public entities, communities, investors and the market in general. [GRI 102-40](#)

Throughout this document, we present the main highlights of the year and how we generate value through our business. The reported data include the performance and results of the North, São Paulo, South, Central and West

networks and Brado Logística, from January 1, 2021 to December 31, 2021. [GRI 102-50](#)

The report was prepared following the the Global Reporting Initiative (GRI) standards, in the Core option, and of the Sustainability Accounting Standards Board (SASB). As signatories of the Global Compact, a United Nations (UN) initiative, we also report on how we comply with the 10 Universal Principles of the Global Compact and the 17 Sustainable Development Goals (SDGs). [GRI 102-54](#)

This document was approved by the Executive Board, including the CEO, reporting to the

Board of Directors. All content in this publication has been subjected to external verification by an independent third party. [GRI 102-32 / 102-56](#)

To forward comments or questions related to Rumo's Sustainability Report, send an email to ir@rumolog.com

[GRI 102-53](#)

HOW TO READ THIS REPORT

Throughout this document, we present the GRI Standards and SASB indicators. At the end of each paragraph, we point out the indicators reported using the acronyms GRI or SASB [GRI or SASB](#).

In the attachments, on [page 104](#), we present the GRI index and the SASB index, with an explanation of each indicator and the pages in which they were mentioned throughout the Report.



1.2

Materiality

The Report's content was built based on a process of review and reconstruction of the Materiality Matrix, carried out in 2020, in which we identified the most relevant topics for our main audiences.

The process included benchmarking with peers, document analysis and consultations with stakeholders for Rumo, in addition to interviews with leaders. [GRI 102-46 / 102-43](#)

At the end of the process, eight material topics were identified, validated by the Investor Relations and Sustainability areas and by senior management. Learn more about the materiality process in the GRI Content Index on [page 87](#). [GRI 102-46](#)

MATERIAL TOPICS [GRI 102-47](#)



OPERATIONAL RISK, SECURITY AND INTEGRITY MANAGEMENT



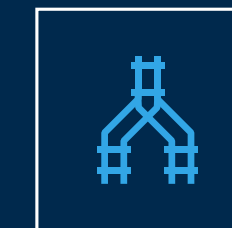
RELATIONSHIP WITH COMMUNITIES, IMPACT AND SOCIAL INVESTMENT



EMISSIONS AND CLIMATE CHANGE



INVESTMENT AND EXPANSION OF RAIL AND PORT INFRASTRUCTURE



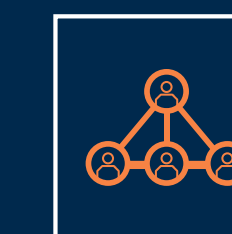
VALUE CHAIN AND TRACEABILITY OF THE TRANSPORTED PRODUCT



CUSTOMER RELATIONSHIP AND SERVICE QUALITY



PEOPLE AND DIVERSITY



CORPORATE GOVERNANCE



1.3

Message from Management

GRI 102-14



JOÃO ALBERTO ABREU
CEO

It's with pride and satisfaction that we present Rumo's Sustainability Report. During 2021, we continued to expand the positive impact of our operations in the country, with a focus on value creation and ESG (environmental, social and governance) impacts.

Sustainability is an inherent part of our operation and is already incorporated into our business strategy and decision-making processes. The rail modal, by itself, is linked to the decarbonization of the economy, emitting less Greenhouse Gases (GHG) than the road modal. As we grow, we further reduce our emissions by investing in more modern equipment, new technologies, and processes, always seeking to increase efficiency in our operations by using innovation such as the expansion of the Trip Optimizer in the locomotives and with 120-car trains that have 50% more capacity than the 80-car ones.

In order to increasingly link our operational and financial performance to ESG practices, in 2021 we became the first Brazilian company to issue a Sustainability-Linked Debenture ("SLD"), through which we raised R\$ 1.5 billion conditioned to the goal of reducing GHG emissions by 15% per ton of useful kilometer (TKU) by 2023, compared to 2019. In addition, we have green bonds

raised in the amount of R\$ 500 million, which must be invested in projects for greater efficiency and, consequently, reduction of greenhouse gas emissions, contributing to the transition to a low carbon economy.

During the year, we also invested in expanding our operations, taking our modal to more regions and structuring yards, railroads and warehouses. In this way, we increase the positive and structuring impact we generate on the economy of the regions where we are present.

The works in the Port of Santos, for example, aimed to increase its capacity, with interventions in Macuco, Paquetá and the suppression of the highway to build more railway lines, increasing the transport capacity and efficiency of the largest port complex in Latin America.

We started the activities of Malha Central, expanding the geographic diversity of our rail network and strengthening our operations in the region. In addition, we signed the contract for the construction of the first state railroad in the state of Mato Grosso, generating an important opportunity to expand and take our modal to the largest agricultural barn in the country, as well as infrastructure and development for the region.

From a financial point of view, we face the corn crop failure, in addition to inflation and interest rates, results of the post-pandemic period. However, our strategy focused on

gaining market share allowed us to increase it in our operations, seeking additional volume in new geographies and further away from our terminals. We thus increased the volume transported in the year by 2.5%, the highest in our history.

We maintain our performance based on the 10 commitments for sustainable development, and in recognition of our sustainability actions, we were the only company in the logistics sector selected to compose the 2022 portfolio of the Corporate Sustainability Index (ISE).

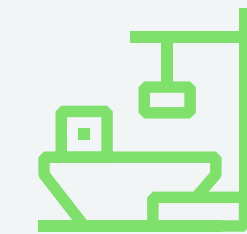
In addition, we continue our efforts to positively impact the communities in which we are present. Through Instituto Rumo, we are focused on training young people to be protagonists and socio-productive inclusion.

I conclude by reinforcing our commitment to the Global Compact and the Sustainable Development Goals. We also highlight the performance of our goals, with the lowest accident rate in our history, the expansion of energy efficiency in rail transport and the mitigation of impacts linked to climate change.

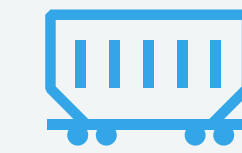
2021 HIGHLIGHTS



CREATION OF Instituto Rumo



CAPACITY AND EFFICIENCY GAIN in the Port of Santos



CIRCULATION OF 100%
of the 120-car grain trains (in the export direction)



EXTENDED IMPLEMENTATION of the Trip Optimizer on locomotives

OPERATION start in Malha Central



REDUCTION OF 3.8%

In greenhouse gas emissions per useful ton transported



2.5%

INCREASE in transported volume (compared to 2020)



SIGNING THE CONTRACT FOR THE FIRST STATE RAILROAD
in the state of Mato Grosso



302 THOUSAND
hours of employee training



ISE B3

only logistics company to compose the portfolio



INVESTMENT OF R\$ 3,6MM
in communities



IMPLEMENTATION OF the Extended Parental License

AWARDS AND ACKNOWLEDGMENTS



ENTRY INTO ISE:

only logistics company to compose the portfolio



1st place in the Logistics category in the **"AS MELHORES DA ISTOÉ DINHEIRO 2021"** award



1st place in the **INFRASTRUCTURE CATEGORY AT ÉPOCA 360°**



Among the 150 most innovative companies according to **VALOR ECONÔMICO**



PROJECT & INFRASTRUCTURE FINANCE AWARDS, from Latin Finance Magazine, for the Green Bond



Renewal of the **FRIEND OF JUSTICE COMPANY SEAL**, from the São Paulo Court of Justice



LEADERS OF BRAZIL AWARD 2021, promoted by LIDE in the Infrastructure category



WOMEN ON BOARD Certificate



CEBDS WOMEN'S LEADERSHIP Award



Member of the **ICO2** portfolio



GOLD SEAL in the Brazilian GHG Protocol Program



PARANÁ CLIMATE GOLD PLUS SEAL



SESI ODS SEAL – Efficient management of greenhouse gas emissions on the railroad and *Respeito Importa* Campaign



CHILDHOOD BRASIL TROPHY, referring to the actions of the *Na Mão Certa* program in 2020



"MULTIPLICADOR DE SORRISOS" SEAL from Hospital Angelina Caron



OFFICIAL SUPPORTER SEAL FROM HOSPITAL ANGELINA CARON



HOSPITAL DE AMOR PARTNER COMPANY SEAL



Hospital de Base de São José do Rio Preto **EMPRESA PARCEIRA DO BEM SEAL**



LARGEST AND BEST IN TRANSPORT:

► **1st place** in the *Maiores do Transporte – Ferroviário de Cargas* category



500 LARGEST IN THE SOUTH:

Rumo was awarded in the following categories:

- **4th position** in the Ranking of the 500 Largest in the South;
- **3rd position** of the 100 Largest in Paraná; and
- **1st position** in the Transport and Logistics sectors in net revenue.



EMPRESAS MAIS ESTADÃO:

3rd place place in the Midwest Region companies category



VALOR 1000:

- **17th place** among the 50 largest in the South Region;
- **5th place** in Net Revenue in the Transportes e Logística category;
- **111th place** in the overall ranking.



VALOR INOVAÇÃO:

- **122nd place** in the general ranking
- **5th place** in the sector ranking of Transportes e Logística

02.

Rumo

MATERIAL TOPICS



SDG IN THIS CHAPTER



2.1

About us

We are Rumo S.A., the largest independent rail logistics operator in the country. We operate through the provision of logistical services for rail transport, port elevation and product storage. We are responsible for transporting 26% of the country's grain exports. GRI 102-1 / 102-2

We have over 13,600 kilometers of railway lines, operating in the Midwest, South, and Southeast regions of Brazil, where four of the country's main ports are installed: Santos (SP), Paranaguá (PR), São Francisco do Sul (SC), and Rio Grande (RS). We serve diverse economic sectors, especially agricultural commodities. GRI 102-4

In these regions, we also operate distribution centers, facilities and transshipment terminals, which add up to 900 thousand tons of storage capacity. We manage our business from our operational headquarters located in Curitiba (PR) and from our administrative headquarters in São Paulo (SP). GRI 102-3 / 102-4

OUR NUMBERS

GRI 102-7

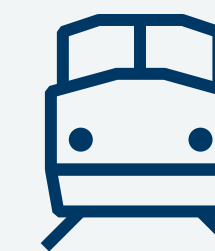


8,112

Employees in
9 states

OUR OPERATIONS:

- Malha Paulista
- Malha Central
- Malha Norte
- Malha Sul
- Malha Oeste
- Brado Logística S.A.



1,5
thousand
Locomotives



35
thousand
Cars



139
CUSTOMERS*



13,6
THOUSAND
KM
of railroads



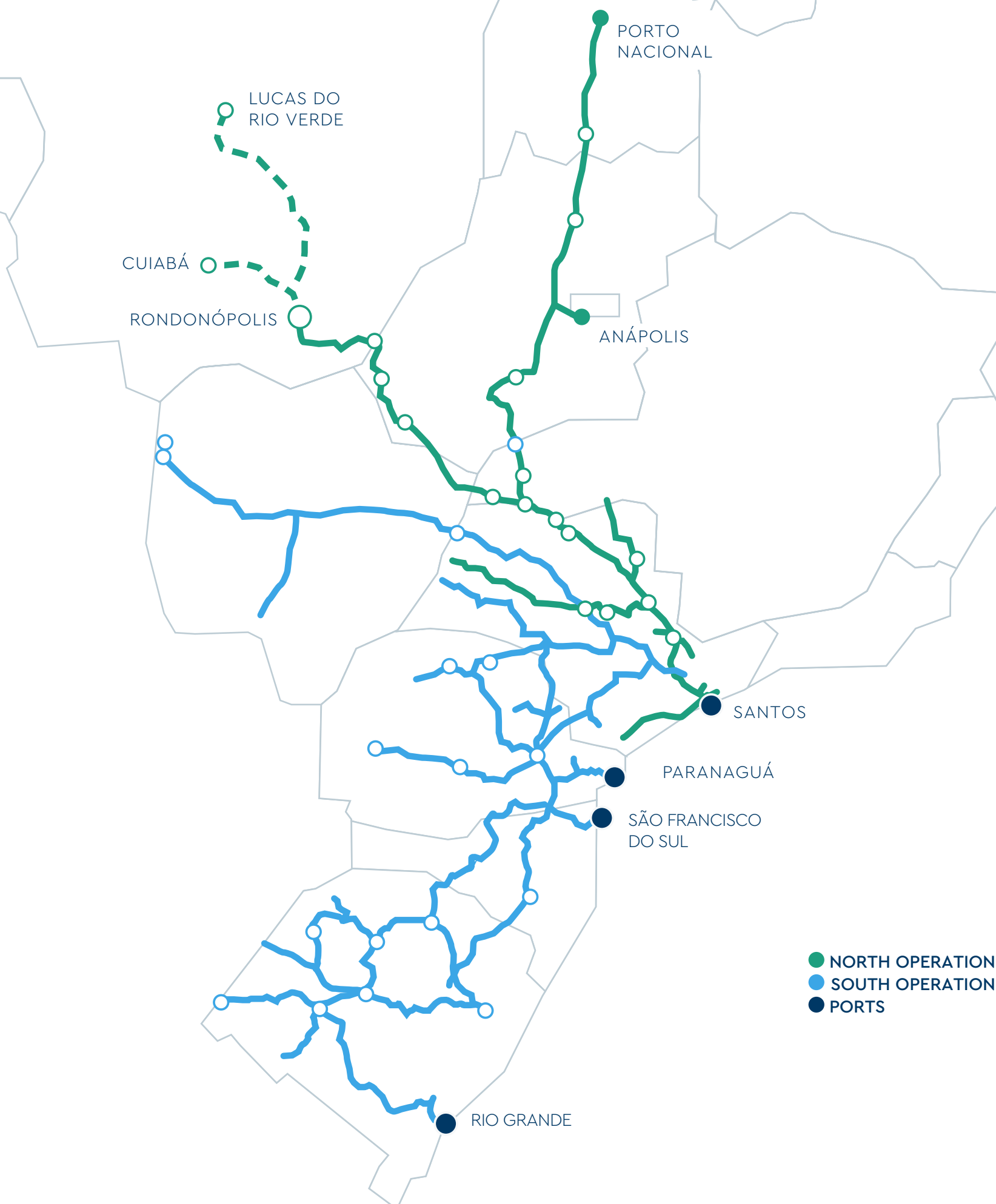
R\$ 7,440MM
of net operational revenue

R\$ 3,350MI
EBITDA

*Source (ORI – Sales Force)

2.1.2. Our operations

GRI 102-6



North Operation

It encompasses the Malha Norte and Malha Paulista concessions, transshipment terminals in the states of São Paulo and Mato Grosso and the loading terminal in Santos (SP).

In addition, it is also made up of Malha Central, which connects the southeastern and northern regions of the country.

Main products transported

- ▶ Agricultural commodities such as grains (soybean, soybean meal and corn)
- ▶ Sugar
- ▶ Fertilizers
- ▶ Fuels
- ▶ Cellulose

Corresponds to 78% rail volume in RTK

Subsidiaries

Rumo Malha Norte

Malha Norte is 740.9 km long, connecting Aparecida do Taboado (MS) and Rondonópolis (MT). We maintain the contract for the construction, operation, exploration and conservation of Malha Norte until 2079.

Rumo Malha Paulista

Malha Paulista has 2,118 km connecting the regions of agricultural and mineral production in the Midwest and the industrial and agricultural centers of São Paulo to national and international consumer centers. With interconnection points with the ports of Santos (SP), Pederneiras (SP) and Panorama (SP) and with the railroads MRS Logística S.A., Centro-Atlântica S.A., Rumo Malha Sul, Rumo Malha Oeste, Rumo Malha Norte and Rumo Malha Central. By means of the 2nd Additive Term to the Concession Agreement, Malha Paulista is now entitled to extend the term of its concession agreement until 2058, subject to compliance with certain obligations set forth in the document.

Rumo Malha Central

Malha Central began operations in 2021, with 1,543.4 km in length, located between Porto Nacional (TO) and Estrela D'Oeste (SP). We maintain the sub-concession agreement, operating until 2049.

South Operation

It involves the activities of Malha Oeste and Malha Sul and the transshipment terminals in the state of Paraná.

Main products transported

- ▶ Agricultural commodities such as grains (soybean, soybean meal and corn)
- ▶ Fertilizers
- ▶ Industrial products
- ▶ Wheat
- ▶ Fuels
- ▶ Pulp

Corresponds to 22% rail volume in RTK.

Subsidiaries

Rumo Malha Sul

Malha Sul has 7,223.3 km of railroad network in the southern region of the country, serving the ports of Paranaguá (PR), São Francisco do Sul (SC) and Rio Grande (RS). We maintain the exclusive operating and exploration right until 2027, with the possibility of renewal for another 30 years.

Rumo Malha Oeste

Malha Oeste comprises 1,973.1 km, connecting the waterway terminals in Porto Esperança and Ladário, in Mato Grosso do Sul, with the network operated by Rumo Malha Paulista, in Bauru (SP), and the Bolivian network Ferrovía Oriental, in Corumbá (MS). We maintain the exclusive right to operate and explore until 2026.

Container Operation

Dedicated to the exploration of intermodal container logistics operations, especially in rail transport, storage and terminal activities.

Main products transported

- ▶ Agricultural products (cotton, wood, corn and bran)
- ▶ Refrigerated products (beef and poultry)
- ▶ Industrialized products and consumer goods



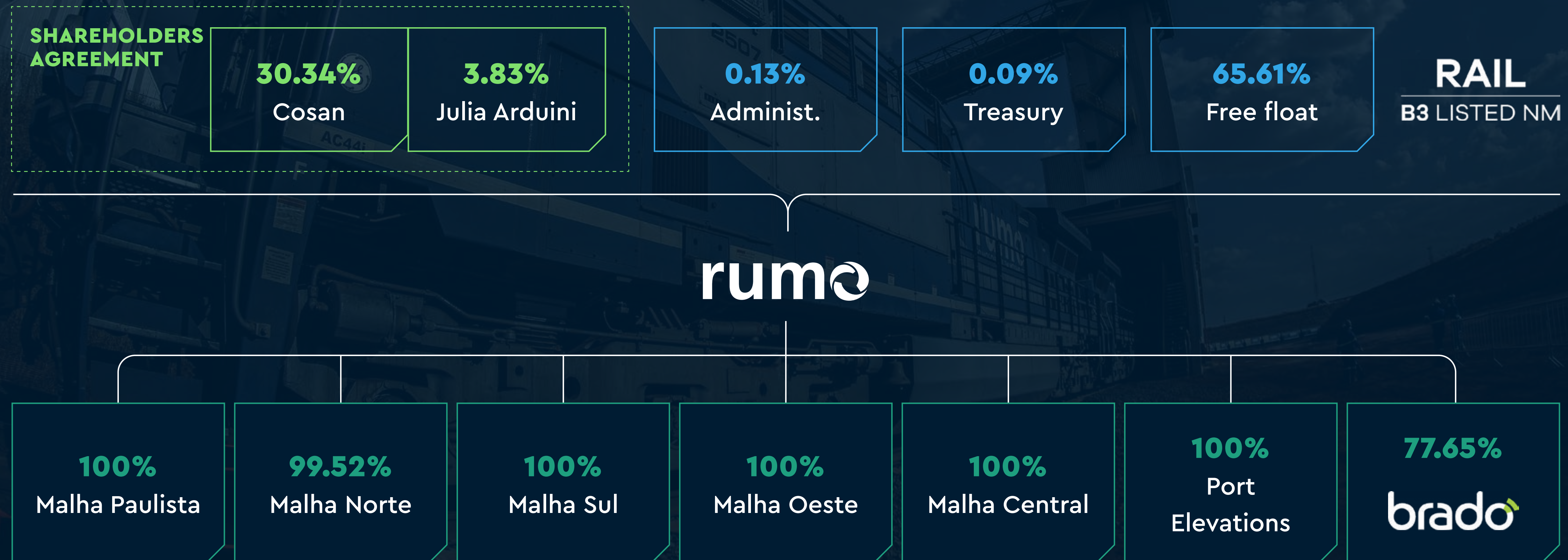
Subsidiaries

Brado Logística S.A.

Brado Logística operates in container handling logistics in the main production and consumption centers in Brazil, planning and carrying out operations that combine different modes with the national network of terminals, warehouses and ports.

2.1.3. Corporate structure

GRI 102-5



2.1.4. The way we are

For us, what we do today impacts tomorrow. Therefore, we have a series of principles, guidelines and commitments that guide our business towards sustainable growth and value generation for the country.

During the process of building our long-term strategic vision, we defined Rumo's Purpose based on the values that guide the business.

We are committed to growth and the consequences of our choices. Therefore, we explore new paths with technology, planning and investment to continue moving our careers, Brazil and the world. To reinforce this moment of transformation and consolidation of future projects, in 2020 we created our DNA, guidelines that should guide our performance, defined from our initials, aligned with our values, which strategically guide the relationship with stakeholders and reinforce the company's commitment to sustainability.

To translate all these concepts and apply them in our operation, we have implemented ten Commitments to Sustainable Development, which concretely define our objectives in relation to the business' sustainability (find out more on [page 14](#)).

PURPOSE

We are Brazil in movement

WE ARE

the logistics solutions company that moves Brazil and the world, far beyond the railroad.

OUR VALUES

- Agility and Discipline
- Innovation and Inclusion
- Overcoming and Excellence
- Personal Development
- Integrity and Ethics
- Diversity
- Respect
- Health & Safety
- Sustainability

Learn more in our Code of Conduct, available at <https://rumolog.com/quem-somos/>

DNA Rumo

R

Solving with efficiency

Here we solve things; we don't leave it for later. We seek to simplify processes, language and a responsible attitude, always trying to find the smartest solution. Because we know that the best thing for the customer and the business is to be efficient.

U

United by safety

We are one Rumo. For us, safety goes beyond physical integrity to build a collaborative and inclusive environment. We trust and care for each other because we know that together we will always be better.

M

Aiming far

What we do today impacts tomorrow. We are committed to growth and the consequences of our choices. Therefore, we explore new paths with technology, planning and investment to continue moving our careers, Brazil and the world.

O

Guided by the customer

Yes, our business is people. Knowing the customer behind the protocols helps us sell better by offering what they really need. Thus, with knowledge, exchange and openness between the teams, we think of solutions that make the difference in the entire chain's business.

2.1.5. Sustainable development

At Rumo, we are committed to growing, doing business and engaging the public in a sustainable way, increasing the Company's value generation and mitigating the possible negative impacts of the operation.

In 2021, we published Rumo's Sustainability Policy, which defines guidelines on topics relevant to our strategy, in addition to consolidating sustainable management practices and culture for the business. The document, which was the result of the work of several areas, establishes that encouraging eco-efficiency, social responsibility, economic development and transparent governance management are guiding issues for our strategy and longevity.

Among the topics covered are: environment, climate change, relationship with communities, diversity and inclusion and human rights, governance and supplier management.

In addition to the Policy, we have Ten Commitments to Sustainable Development, which move us to create and implement, year after year, actions on environmental, social and corporate governance topics. Throughout 2021, we made progress in achieving each of these commitments.

To see our progress on the Commitments, click on the icons in the following image:





Commitments to Sustainable Development

Since December 2020, we have been signatories of the Global Compact, a voluntary initiative by the United Nations (UN) that encourages companies to adopt policies and practices related to ten principles in the areas of human rights, labor, environment and anti-corruption. GRI 102-12

With this adhesion, we are also committed to contributing to the achievement of the UN 2030 Agenda, which aims to engage organizations around the world in favor of 17 Sustainable Development Goals (SDGs), which address issues such as poverty, social inequality and climate change. GRI 102-12

In January 2021, we also joined the Brazilian Business Council for Sustainable Development (CEBDS), an association that promotes sustainable development in companies operating in Brazil, through articulation with governments and civil society. GRI 102-12

In addition to these, we are also signatories to:

-  **Business Pact for Integrity and Against Corruption of the Ethos Institute**
-  **UN Women's Women's Empowerment Principles**
-  **Brazil Coalition**
-  **Na Mão Certa Program**

Sustainability indexes

In 2021, we were selected to join the 2022 portfolio of the B3 Corporate Sustainability Index (ISE B3), the main sustainability index of the Brazilian capital market. We are the only company in the logistics sector to compose the current portfolio, demonstrating our commitment to the best environmental, social and corporate governance practices.

In addition, we also improved our score in the Disclosure Insight Action, from B- to B+, attesting to our evolution in actions to mitigate climate change.

We also compose the portfolio of the Carbon Efficient Index - ICO2, created by B3 in partnership with the National Bank for Economic and Social Development (BNDES) with the purpose of recognizing companies that accept transparent practices in relation to their greenhouse gas (GHG) emissions.

In 2021, we were evaluated and ranked among the companies with the best environmental, social and governance behaviors, by the London Stock Exchange's ESG index, the TTSE4Good. Our index score rose from 3.0 to 3.5 points for the year.

We are also in constant engagement with Sustainalytics, the largest ESG rating for the financial market. We have improved our performance, going from high to medium risk in the assessment.



2.1.6. Our goals

Throughout the year, we made progress with our goals by promoting initiatives showing our commitment to making a difference in Brazilian logistics and in people's lives and assuming our social and environmental responsibility and the governance of our operations.

In 2021, we included our ESG targets in employees' variable compensation, and set a new goal of increasing the number of women on the Board of Directors, which currently represents 3 of the 10 sitting members.



COMMITMENT 1 Security

TARGET: Keep LTIF index at 0.15 by 2025

RESULTS IN 2021:

- ▶ LTIF index of 0.15



COMMITMENT 2 Emissions

TARGET: reduce specific emissions by 15% by 2023, with base year 2019

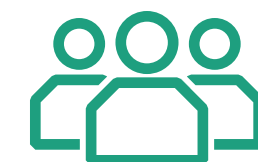
RESULTS IN 2021:

- ▶ We have already achieved a 12.8% reduction in the first 2 years

TARGET: Reduce specific emissions by 21% by 2030, with base year 2020

RESULTS IN 2021:

- ▶ We achieved 3.8% reduction in the first year



COMMITMENT 3 Employee satisfaction

GOAL: to increase employee satisfaction to 82% by 2025

RESEARCH APPLIED IN 2021:

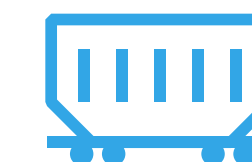
- ▶ Result 79%, increase of 1% compared to 2019.

Diversity

TARGET: Increase the gender equity ratio from 0.10 to 0.11.

RESULTS IN 2021:

- ▶ Gender equity ratio of 0.1178



COMMITMENT 10 Traceability of agricultural commodities

TARGET: Achieve traceability of 100% of agricultural commodities by 2025

RESULTS IN 2021:

We seek projects to begin capturing information to track transported commodities on two fronts:

- ▶ Multimodal operations
- ▶ Rail operations



Learn more on [page 61](#).

2.1.7. Value generation model

BUSINESS INPUTS



BUSINESS INVESTMENT

R\$ 3,453MM

Capex in 2021



COMMUNITY RELATIONSHIP

R\$ 3,6MM

in Private Social Investment.

OUR TEAM



7,935

employees



177

outsourced

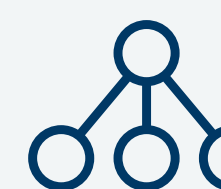
RELATIONSHIP WITH SUPPLIERS



4,255

suppliers

RELATIONSHIP WITH CUSTOMERS



139

customers

Business MODEL

PURPOSE

We believe in movement as a form of evolution.

DNA RUMO

R Solving with efficiency

U United by safety

M Aiming far

O Guided by the customer.



10 COMMITMENTS TO SUSTAINABLE DEVELOPMENT

OUR VALUES:

- Responsiveness and discipline
- Innovation and inclusion
- Overcoming and excellence
- Personal development
- Integrity and ethics
- Diversity
- Respect
- Health and safety
- Sustainability

VALUE CHAIN

BUSINESS PERFORMANCE	OUR TEAM	RESPONSIBLE SUPPLY CHAIN	GUIDED BY THE CUSTOMER	ENVIRONMENT	POSITIVE IMPACT ON SOCIETY
<ul style="list-style-type: none"> ▶ R\$ 7,740 million Net revenue. ▶ R\$ 3,350 million Ebitda. ▶ R\$ 2,332 million invested in expansion works. ▶ Contract signing for the first state railroad in Mato Grosso (MT). 	<ul style="list-style-type: none"> ▶ R\$ 4.5 million invested in training and scholarships for employees. ▶ 302 thousand hours of training for our own employees. ▶ An average of 32 hours of training for women, on various topics, such as: Respect Matters, Diversity and Inclusion, among others. ▶ Result of 0.15 in the LTIF Health and Safety indicator. ▶ Variable remuneration of employees linked to ESG goals. 	<ul style="list-style-type: none"> ▶ R\$ 6,100 million spent on suppliers. ▶ 14 suppliers awarded by the Parceria em Movimento Program. ▶ Self-assessment questionnaire for suppliers. 	<ul style="list-style-type: none"> ▶ NPS Rumo score 49. ▶ 139 customers. ▶ Structuring partnerships with companies from various segments, such as Suzano, Caramuru, Coruripe, and Klabin. ▶ Implementation of Tracking and ORI systems, focus on improving the service level. 	<ul style="list-style-type: none"> ▶ R\$ 500 million in funds raised for investments in efficiency. ▶ 3.8% reduction in emissions per TUK. ▶ 5.5 million tons of CO2 eq. avoided in the atmosphere. ▶ Planting and maintenance of 145,000 seedlings in Conservation Units, resulting from environmental compensation. ▶ Signing of the intentions protocol of the Águas Brasileiras Program. 	<ul style="list-style-type: none"> ▶ 16 institutions benefited with donations and actions to improve the structure of communities. ▶ R\$ 3.6 million in Private Social Investment. ▶ R\$ 129.5 thousand in donations through the Trem do Bem program. ▶ R\$ 713,000 in donations for the fight against covid-19.

2.2

Corporate governance

2.2.1 Governance structure

We are a publicly traded company, listed in the *Novo Mercado* segment of B3 – *Brasil, Bolsa, Balcão* since 2004, committed to the highest standards of corporate governance. GRI 103-1

Our governance structure has four main bodies: the General Shareholders' Meeting, the Board of Directors, the Executive Board and the Fiscal Council. The Company is managed by the Board of Directors and the Executive Board in accordance with the law and its Bylaws. The Board of Directors performs its functions strategically, and the executive

functions are the responsibility of the Executive Board. GRI 102-18 / 102-22 / 103-2

The Board of Directors has six advisory committees, which support the business, conducted in accordance with the best governance practices in the market: Statutory Audit Committee, Related Parties Committee, Strategic and Sustainability Committee, Finance Committee, Personnel Committee and Operating Committee. GRI 102-18

To resolve and define issues related to Corporate governance, the Board of Directors meets, ordinarily, four times a year and, extraordinarily, whenever necessary. In addition, we have policies and procedures

to guide our employees in carrying out their activities, in order to establish regularity in meeting demands. GRI 103-3

Economic, environmental and social issues must be approved following our Bylaws, with their respective governance guidelines. They are analyzed and approved by the Board of Directors or the Executive Board, according to the competence of each body. GRI 102-20 / 102-29 / 103-2



Board of Directors

The Board of Directors is the competent body to establish the Company's guidelines, based on the parameters defined at the General Meeting, considering the impacts generated on society and the environment. Its members must maintain their performance based on the Company's principles and values, representing the example of corporate governance to be followed by the entire organizational structure of Rumo. [GRI 102-26](#)

Currently, the Board is composed of ten full members and one alternate, three of whom are independent directors. The Directors were elected in 2021 for a 2-year term, and must have high and proven technical capacity, deep knowledge of our market and complementary skills. We favor diversity of ideas and views, with three women on the Board. [GRI 102-22](#)

The body evaluates and approves the Code of Conduct, which defines the values, principles and general guidelines for decision-making by all employees. [GRI 102-26](#)

The Policy for the Appointment of Members of the Board of Directors establishes that the appointments to the body must take into account the diversity in its composition, availability of its members' time to exercise their functions, diversity of knowledge, experiences, behaviors, cultural aspects, age group and gender. [GRI 102-24](#)

Board of Directors members are elected by the Annual General Meeting, and at least 2 members or 20%, whichever is greater, are independent members. The position of Chairman of the Board cannot be combined with that of Chief Executive Officer of the Company. [GRI 102-23/ 102-24](#)

In 2021, the Board of Directors approved the Policy for the Evaluation of the Board of Directors Members and the Policy for the Evaluation of the Advisory Committees. The policies are found, respectively, in the Internal Regulations of the Board of Directors and Internal Regulations of the Advisory Committees.

The process will be carried out in two instances and will count on the self-assessment of the Board of Directors and the Advisory Committees' duties, seeking the specialization of each body. The first evaluation will take place in the 2022 fiscal year. [GRI 102-28 / 103-3](#)



MEMBERS OF THE BOARD OF DIRECTORS

- ▶ **Rubens Ometto Silveira Mello**
Chairman
- ▶ **Luis Henrique Cals de Beauclair Guimarães**
Vice-chairman
- ▶ **Maria Rita de Carvalho Drummond**
Sitting member
- ▶ **Marcelo Eduardo Martins**
Sitting member
- ▶ **Burkhard Otto Cordes**
Sitting member
- ▶ **Julio Fontana Neto**
Sitting member
- ▶ **Riccardo Arduini**
Sitting member
- ▶ **Maria Carolina Ferreira Lacerda**
Sitting member
- ▶ **Marcos Sawaya Jank**
Sitting and Independent member
- ▶ **Janet Drysdale**
Sitting and Independent member
- ▶ **Giancarlo Arduini**
Alternate

Fiscal Council

Comprised of five Directors, including a chairman and four full members, as well as five alternate members, all re-elected in April 2021, for one-year terms. The body is responsible for inspecting the financial statements and the activities of the Administration, reporting directly to the shareholders.



MEMBERS OF THE FISCAL COUNCIL

- ▶ **Luís Claudio Rapparini Soares**
Chairman
- ▶ **Marcelo Curti**
Sitting member
- ▶ **Francisco Silvério Morales Céspedes**
Sitting member
- ▶ **Cristina Anne Betts**
Sitting member
- ▶ **Hélio Ribeiro Duarte**
Alternate
- ▶ **Guido Barbosa de Oliveira**
Alternate
- ▶ **Reginaldo Ferreira Alexandre**
Sitting member
- ▶ **Walter Luís Bernardes Albertoni**
Alternate
- ▶ **Carla Alessandra Trematore**
Alternate
- ▶ **Nadir Dancini Barsanulfo**
Alternate



Executive-board

Comprised of at least three and at most nine members, the Executive Board currently consists of a CEO and three Vice-Presidents, with terms of office until the Annual General Meeting of 2022, reelection being permitted. Executives are responsible for managing operations and implementing the policies and actions necessary to achieve the goals established by the Board of Directors.

The Executive Board includes the positions of Vice-President of Finance and Investor Relations, responsible for economic topics, VP Operations, Maintenance, Ports and Terminals and Vice-

President of Commercial. GRI 102-19

The sustainability area, responsible for the environmental and social aspects of the business, is linked to the People, ESG, PPF and Communication Board. All report directly to the CEO and the Board of Directors. GRI 102-19

MEMBERS OF THE EXECUTIVE BOARD*

- ▶ **João Alberto Fernandez de Abreu**
CEO
- ▶ **Rafael Bergman**
VP Finance and Investor Relations
- ▶ **Daniel Rockenbach**
VP Operations, Maintenance, Ports and Terminals
- ▶ **Pedro Marcus Lira Palma**
Commercial VP

Advisory Committees

The Board of Directors has Advisory Committees, which assess issues related to economic, environmental, social and corporate governance aspects. GRI 102-27

The members of the Committees are elected by the Board of Directors, and the members of the Statutory Audit Committee are chosen according to criteria of independence and technical knowledge in the accounting-corporate, internal controls, financial and auditing areas.

The members of the Operating Committee are elected from among the members of the Board of Directors, the Executive Board and other operating areas that add value to the topics within their competence; and the members of the other committees are chosen from among the members of the Board of Directors. GRI 102-24



See [page 22](#) for a description of the committees.

DESCRIPTION OF ADVISORY COMMITTEES


PEOPLE COMMITTEE

- ▶ Comprises four full members and one alternate member, with two-year terms of office, coinciding with the Board of Directors term of office.
- ▶ Responsible for supporting strategic decisions related to human resources, such as fixed and variable compensation of managers, members of the Fiscal Council and other employees, definition and control of goals and issues related to diversity, development, succession and leadership.
- ▶ Its members meet ordinarily every three months and report directly to the Board of Directors.


OPERATING COMMITTEE

- ▶ Comprises of seven members, with two-year terms of office, coinciding with the Board of Directors term of office, whose aim is to establish and control internal operational indicators.
- ▶ They ordinarily meet every three months and report directly to the Board of Directors.


FINANCE COMMITTEE

- ▶ Comprised by three members, with a two-year term, coinciding with the Board of Directors term of office.
- ▶ Its functions are to address cash flow, investments and available resources, fundraising opportunities and others made available by the capital market.
- ▶ The body meets ordinarily every three months and reports to the Board of Directors.


RELATED PARTIES COMMITTEE

- ▶ Comprised of three members, two of which are independent, with a two-year term of office, coinciding with the Board of Directors term of office.
- ▶ Its attributions are to ensure equal and commutative treatment in transactions involving related parties, with analysis of criteria for contracting, pricing and service provision, in addition to monitoring the level of service of the rail transport, transshipment, storage and port elevation, during the validity of this requirement.

- ▶ The members meet ordinarily every three months and report directly to the Board of Directors.


STRATEGIC AND SUSTAINABILITY COMMITTEE

- ▶ Comprised by three members, one of them independent, with a two-year term of office, coinciding with the Board of Directors term of office.
- ▶ It deals with aspects related to mergers and acquisitions (M&A) strategy, investment allocation, associations and strategic partnerships.
- ▶ They meet ordinarily every three months and report directly to the Board of Directors.
- ▶ It also addresses the fulfillment of legal duties related to the sustainability of the business, through the monitoring and implementation of policies, strategies, actions and projects that relate to the sustainable development of operations, including socio-environmental management and communication, and the evaluation of reports issued by regulating bodies on the Company's performance in aspects capable of impacting sustainable development. [GRI 102-20 / 102-29 / 102-31](#)


STATUTORY AUDIT COMMITTEE

- ▶ It is comprised of three members, all independent, with full experience and proven knowledge in the accounting, internal controls, financial, and auditing areas, with a one-year term of office.
- ▶ Their attributions are to advise the Board of Directors in monitoring and controlling the quality of the Financial Statements, in internal controls and in risk management and compliance, acting in compliance with Law No. 6.404 /1976 (Corporate Law), the Bylaws, the Novo Mercado Listing Regulation (Novo Mercado Regulation) and the respective instructions from the Securities and Exchange Commission (CVM). The full duties of the Statutory Audit Committee can be found in item 2.4 of its Internal Regulations.
- ▶ Its members meet ordinarily every three months and report directly to the Board of Directors.

2.2.2. Business ethics

In our business, we adopt the highest moral and ethical standards, based on solid values and a strong commitment to society, in strict compliance with applicable national and foreign legislation. Our governance is marked by the pursuit of solidity and compliance, with active Committees, compliance and auditing areas, aligned with the corporate structure, tools and channels that ensure ethics and transparency in dealing with stakeholders.

The Company has its own structures dedicated to internal controls and legal compliance, in order to maintain an effective control environment to fully comply with market requirements and good practices. GRI 102-33

The Company's Board of Directors and its advisory bodies, the Fiscal Council and the Executive Board, monitor business and conduct, performing activities related to risk management and internal controls in accordance with their respective functions.

GRI 102-33

For risk management, we rely on the work of the Internal Audit and Risk areas and the Compliance Committee, all belonging to the Company's controller (Cosan), which operate in a corporate manner and for the benefit of all controlled companies. GRI 102-33

In addition, we have established, in our structure, the areas of Internal Controls,

Legal Compliance and the Company's Ethics Committee, which follow the guidelines of the Compliance Program adopted by the controller. We also have a Statutory Audit Committee.

GRI 102-33

Our Ethics Committee is comprised by the Chief Executive Officer, Chief Legal Officer, Vice President of Finance and Investor Relations and Director of People, ESG, PPF and Communication, in addition to the participation of the Company's representatives from the Controllershship, Internal Controls and Legal Compliance. The body has, among other attributions, the duty to analyze possible behavioral incidents, operational fraud and financial deviations that are materially relevant to the Company.

The Committee is indirectly managed by the Internal Controls area, which promotes a chain of reports sequenced between the Ethics Committee, the Corporate Compliance Committee of the Company's parent company (Cosan), the Statutory Audit Committee and the Company's Board of Directors.

The parent company's Corporate Compliance Committee decides on the solution of any complaints related to acts of corruption, bribery, tax and accounting fraud and financial deviations that are materially relevant to the Company. In addition, it has the duty to report to the Company's Statutory Audit Committee the highly critical reports determined by the Ethics Committee.



Code of Conduct and corporate policies

Our Code of Conduct establishes the values and guidelines that guide the conduct of business and the Company's relationship with its employees, business partners, suppliers, customers, shareholders and the community in general. The document establishes ethical performance, based on three pillars: respect, transparency and integrity. GRI 102-16

The Code of Conduct is applicable to all employees and third parties, in addition to our customers, business partners, intermediary agents, attorneys, subcontractors and suppliers of goods and services. It determines the expected behavior in relation to eleven topics, including conflict of interest, relationship with the Government and data protection. GRI 102-25

In addition to the Code of Conduct, we have the Bylaws and a series of policies that guide our business and the performance of our employees:



Related Party Transactions and Conflict of Interest Policy



Donation and Sponsorship Policy



Risk Management Procedure



Policy for Relationship with Public Bodies

In 2021, Sustainability and Private Social Investment policies were implemented.

The Sustainability Policy defines general guidelines on topics that are relevant to the Company, providing transparency and long-term commitment and seeking to ensure the sustainability of the business.

The Private Social Investment Policy, on the other hand, determines strategies for the application of financial, human and material resources to generate a positive impact in the municipalities in which it operates.

Also, within the framework of the Company's integrity program, the Internal Regulations of the Board of Directors establish the procedure to be followed in the event of conflicts of interest within the scope of the Board of Directors, and the Director involved must abstain from any manifestations related to the theme.

The Internal Regulations of the Board of Directors, the Policy on Related Parties and Conflicts of Interest, as well as the Code of Conduct, are available on our IR website for public access and knowledge of the procedures applicable in these situations. GRI 102-25

In relation to competition practices, we are guided by Cosan's Antitrust Policy, applicable to our activities, which provides for the

prevention and repression of infractions against the economic order and free competition. The Company's contracts mention compliance with Law No. 12.529/2011, which structures the Brazilian System for the Defense of Competition and provides for the prevention and repression of infractions against the economic order.

Guiding Principles of Human Rights

We recognize the importance of protecting human rights and believe that respect for others and the activities of our operations go hand in hand.

Therefore, we expect that all employees and third parties are committed to protecting human rights and human dignity, values that are already described in our Code of Conduct.

As part of the theme's structuring in the company, in 2022 we will conduct the construction of a specific policy for the Human Rights theme, basing our actions on the United Nations Guiding Principles on Business and Human Rights, and reaffirming our responsibility and commitment to the theme.

Ethics Channel

Our Ethics Channel is used for complaints, reports and communications of issues related to compliance with the Policies and Code of Conduct. It can be accessed through the telephone (0800 725 0039) or through the website (<http://www.canaldeetica.com.br/cosan>), available 24 hours a day, exclusively for this purpose. GRI 102-27

The Channel is managed by an independent outsourced company in order to guarantee the anonymity of the complainant and the confidentiality of the reports, which are classified and forwarded to the respective areas to be handled. GRI 102-27

All complaints received by the Ethics Channel are dealt with by the Internal Controls team and investigated with the support of the related areas, according to the nature of the complaint.

In 2021, the channel received 618 complaints and communications, 100% of which were dealt with, resolved or considered unfounded. GRI 102-17

Fight against corruption

At Rumo, we base our relationship with public authorities and government agents on ethics, legitimacy and transparency, respecting the laws, rules and regulations in force, guided by our Policy on Relationship with Public Bodies. GRI 102-43

We seek to adopt the best procedures and practices related to the prevention, detection and mitigation of deviations, frauds, irregularities and illicit acts, in order to comply with applicable legislation and regulations. We have defined a series of behavioral guidelines, guided by the Anti-Corruption Program, the Antitrust Policy and the Policy on Related Parties and Conflicts of Interest. We also have the support of Internal Controls and Legal Compliance, in addition to internal and external audits, which report to the Statutory Audit Committee. GRI 205-1

We have several controls that prevent suspicious transactions from materializing. All purchases, payments and refunds are made through the opening of tickets in technological tools that require proof of transactions and undergo approvals defined by the Manual of Delegation of Authority (MDA), supervised by the Internal Controls area and audited internally and externally. GRI 205-1

To ensure an adequate result in the fight against corruption, the Compliance area has robust processes that establish Due Diligence procedures. The process involves the study, analysis and detailed evaluation of information from third parties and analysis of situations, such as COAF (Council for Control of Financial Activities), PEP (Politically Exposed Persons), compliance with the PLD (Money Laundering Prevention) law and offers mandatory training for the group. GRI 205-1

TOTAL NUMBER AND PERCENTAGE OF OPERATIONS SUBMITTED TO RISK ASSESSMENTS RELATED TO CORRUPTION GRI 205-1			
	2019	2020	2021
Total operations	349,000	176,891	192,139
Percentage of operations submitted for evaluation	100%	100%	100%



TOTAL NUMBER AND PERCENTAGE OF EMPLOYEES WHO WERE COMMUNICATED AND WHO RECEIVED TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES, BY FUNCTIONAL LEVEL* GRI 205-2								
	2020**				2021			
	Trained	%	Communicated	%	Trained	%	Communicated	%
Directors	9	38%	24	100%	0	0%	1	5%
Managers	66	40%	166	100%	1	1%	3	2%
Specialists and Coordinators	160	25%	635	100%	35	6%	50	8%
Analysts and Technicians	329	21%	1,595	100%	127	9%	191	13%
Assistants	1,351	20%	6,815	100%	27	3%	37	5%
Operational	-	-	-	-	498	10%	697	14%
TOTAL	1,915	21%	9,235	100%	688	8%	979	12%

*The online Compliance training program started in 2020, the year in which the assignments and the number of trained people are concentrated. The data reported in 2021 refer to the new assignments and new training conducted that year alone.

** For 2020, the operational function data are included in assistants.

General Data Protection Law

Throughout the year, we continued the process of adapting to Law 13.709/2018 - General Data Protection Law (LGPD), acting strongly in the management of action plans and implementation of supporting documents, with the objective of solving the gaps for the compliance with the legislation, according to the recommendations from the data mapping carried out in 2020 in the Cosan group companies.

Mapping was an important step in our management of the subject, which generated the first survey of the personal data life cycle, that is, from whom the data are collected (full members), how the data is collected (origin), how and for what purpose they are used (handling), and where they are sent (destination). Interviews were carried out with employees in the areas to understand the processes and assess the risks of irregular data handling.

Another front started in 2021 was the review of employee employment contracts, including LGPD clauses to adapt to the Law. We also carry out assessments of active contracts with suppliers and, when necessary, include amendments for those with a higher degree of risk.

In the supplier approval phase, a clause and a data protection questionnaire were included to minimize risk. At the same time, we carry out awareness-raising work with business suppliers.

Since the beginning of the LGPD compliance process, several actions have been carried out to raise awareness among all employees, through training, workshops and disclosures in the Company's communication channels, with the objective of engaging and supporting law enforcement in corporate activities and on a daily basis.

In 2021, we implemented a Management tool to support the program and instituted a process to apply Privacy By Design and Privacy By Default to capture new activities and projects with the processing of personal data.

In phase 2 of the project to meet the requirements of the LGPD, a new Assessment phase was started to review the activities already mapped and identify new processes with the processing of personal data, increasing the security and reliability of our business and ensuring the maintenance of the Program.



- ▶ Our Privacy Policy is open to everyone on the [site](#) or internal channels.
- ▶ For communications on the subject, we provide a Privacy Channel, aimed at third parties, former employees and employees, and a channel for sending questions and requesting guidance through the email of the Company's data officer (DPO)

rumolgpd@rumolog.com

2.2.3. Risk management

To manage the risks to which we are exposed, we have the support of our Corporate Legal Compliance area and the Internal Audit and Risk areas and Cosan's Compliance Committee, which act in an integrated manner for the benefit of all controlled companies.

In our risk management process, we consider:

- ▶ **Strategic risks:** They are associated with senior management's decision-making and can generate a substantial loss in our economic value.
- ▶ **Operational risks:** They relate to the possibility of losses (of production, assets, customers, revenues) resulting from failures, deficiencies or inadequacy of internal processes, people and systems, as well as external events, such as natural disasters, fraud, strikes and terrorist acts. Operational risks generally lead to a reduction, degradation or interruption, in whole or in part, of activities, with a negative impact on society's reputation and potential generation of contractual, regulatory and environmental liabilities.

- ▶ **Market Risks:** Rumo has a concentration of agricultural cargoes, and therefore its performance depends on the size of crops and export dynamics. Crops are subject to weather conditions, planted area, pests, and producer profitability. Export dynamics is defined by the global supply and demand of agricultural cargoes, which may vary according to growth of animal protein consumption and the crop performance of other countries.
- ▶ **Regulatory Risks:** Rumo has a large part of its business linked to federal concessions, which are controlled by the regulatory agency ANTT. Therefore the company must comply with specific contractual requirements to be assured of operating the concessions in the normal course of business. Furthermore, as it is a regulated business, any change in legislation may bring changes or impacts to the company's business.
- ▶ **Compliance risks:** They refer to exposure to non-compliance with laws and regulations issued by governments, regulatory bodies or even of an internal nature. They are associated with money laundering prevention, integrity, etc.

- ▶ **Financial risks:** They are linked to the exposure of our financial operations, separated into:

- **Exchange:** linked to market volatility, may affect us if we have foreign currency-linked assets or liabilities.
- **Interest:** also linked to market volatility. From time to time, we may contract debt and derivatives indexed to fixed or floating interest rates. However, changes in the perception of risk by market agents can generate volatility in interest curves and, thus, increase our financial expenses.
- **Liquidity:** related to capital loss and/or inability to settle the asset to meet the obligations
- **Credit:** associated with our counterparts, which may eventually fail to honor their commitments and obligations.

We maintain protection instruments dedicated to the management of operational and strategic risks, such as Internal Controls; Health, Safety and Environment (HSE); Crisis Management; and Risk Management. Such areas operate with sophisticated operating systems and specific security features that seek to mitigate these risks. GRI 102-30

This joint action allows us to have an integrated view of the risks and controls, allowing us to make a better assessment of the actions adopted for processing. To define the negotiations, the risk assessment is carried out jointly, also involving the management responsible for the process in which the risk was identified, assessing the degree of impact and the probability of occurrence. All mapped risks are taken to the Audit Committee and Risk Committee for discussion and knowledge, which act to assist in the specific treatment. GRI 102-30







▶ Reference form:
[http://ri.rumolog.com/
 divulgacoes-e-documentos/
 formulario-de-referencia-
 e-cadastral/](http://ri.rumolog.com/divulgacoes-e-documentos/formulario-de-referencia-e-cadastral/)





2.2.4. Climate risk

One of the emerging risks in our industry is caused by climate change, which can impact both the physical level of operations and the market, affecting our revenues and expenses.

Therefore, we seek to identify the risks, opportunities and impacts associated with the topic:

RISKS AND OPPORTUNITIES DRIVEN BY CLIMATE CHANGE WITH THE POTENTIAL TO GENERATE SUBSTANTIAL CHANGES IN OPERATIONS, REVENUES OR EXPENSES GRI 201-2				
	 TEMPERATURE RANGE	 MONITORING WITH LANE DETECTORS	 EXCESSIVE RAIN	 CHANGE IN RAINFALL AND TEMPERATURE RANGE
Risk classification or opportunity	Physical risk	Transition Risk	Physical risk	Market risk
Description of the impact associated with the risk or opportunity	Temperatures that are too high can cause the rails to buckle, which causes the structure to deform, and temperatures that are too low can cause the rails to break. These events, associated with the components of the permanent lane, can cause the trains to derail, generating negative impacts on the operation.	Given the extent of its rail network, Rumo continually seeks to implement equipment that assists in monitoring the sections in operation. As a result, it is possible to increase the safety of the track and mitigate possible impacts on operations resulting from temperature changes.	The occurrence of heavy rains resulting from extreme weather events in certain regions can cause barriers to fall and affect assets, degrading their condition and causing interruptions in operations.	Changes in rainfall and temperature may cause changes in large crops and a drop in grain production in the region of Mato Grosso, which causes a drop in transport flow, mainly through the Rondonópolis terminal.
Financial implications of the risk or opportunity before action is taken	After an accident occurs, there is an interruption in the movement of trains on the stretches, directly impacting productivity, and there is also the need to repair the damaged rolling stock.	The occurrence of broken rails can lead to railroad incidents, with loss of productivity and damage to the permanent way and rolling stock, as well as the possibility of impacts on the surroundings of the occurrence.	When events of this nature occur, the movement of trains is halted until the damage caused to the train is repaired, and may involve impacts on the cargo transported and the surrounding environment.	The changes in grain productivity directly impact the transportation carried out by the railroad, which, in addition to large volumes, represents 80% of the total volume transported.
Methods used to manage risk or opportunity	To act preventively, derailment detectors were installed at various points along the sections and rail break detectors, which allow the train driver to identify the adverse event and prevent more serious occurrences.	Rumo has implemented rail break detectors on critical sections of track and is continually seeking to expand the process, with an implementation plan for new locations.	We intensified the monitoring and analysis of critical points to forecast preventive actions. After understanding the climate dynamics, meteorological stations were installed to predict extreme weather events at relevant points and ensure early action, avoiding possible damage.	We carry out a market analysis with customer prospecting to diversify the load and reduce dependence on the transport of agricultural products. An example of this is the Fertilizantes project, which involves transporting the input to the central region of the country in trains that unloaded agricultural products at the port of Santos and previously returned empty.
Financial costs to manage risk or opportunity	In recent years, more than R\$20,000,000 have been invested in derailment detectors and rail break detectors in several stretches along the network, which send out an alert in the event of occurrence, enabling preventive action and thus avoiding greater losses.	Over R\$8 million were allocated in the last year with the focus on investments in technologies related to the detection of broken rails on the track.	Repair costs can vary depending on the extent of the wind caused.	We have no control over climate and temperature changes, but we invest in technologies that help us act preventively, such as weather stations.

RISKS AND OPPORTUNITIES DRIVEN BY CLIMATE CHANGE WITH THE POTENTIAL TO GENERATE SUBSTANTIAL CHANGES IN OPERATIONS, REVENUES OR EXPENSES GRI 201-2

	 DEMAND AND SUPPLY OF PRODUCTS AFFECTED BY CLIMATE CHANGE	 COMPANY'S POSITIONING REGARDING CLIMATE CHANGE	 FUEL EFFICIENCY	 INCREASE IN FOOD DISTRIBUTION
Risk classification or opportunity	Transition Risk	Market risks	Opportunity	Opportunity
Description of the impact associated with the risk or opportunity	We seek to adapt to the demand and supply of products affected by climate change, but there is a difficulty in creating short-distance branches to transport other products.	We increasingly identify the need for companies to position themselves in relation to climate change and effectively reduce its impacts.	We can reduce our contributions to climate change by increasing fuel efficiency in our operations.	We seek to adapt to the growing need for food distribution in the world, due to population growth.
Financial implications of the risk or opportunity before action is taken	The unavailability of the railway network in some sections and regions can make transportation unfeasible, causing the loss of cargo to other modals or routes.	Conduct assessments and scenario analyses that can help predict possible impacts to operations from climate change and major weather-related events related to productivity.	The initiative entails investments for operational adaptations, but makes it possible to optimize loads and to save on fuel consumption.	The construction of new hoppers, warehouses, and tumblers allows for faster cargo receiving and increased shipping capacity, with the possibility of loading three trains simultaneously.
Methods used to manage risk or opportunity	We seek to retain existing customers and carry out market analyzes to establish logistics focused on raw material producers, demonstrating the competitive advantage of the rail modal.	We carried out a study of the internal scenario of emissions and production and energy efficiency projections to estimate the possible impacts generated by our operations, with the definition of public goals to demonstrate the company's commitment to its impacts. In addition, we periodically assess and disclose the Greenhouse Gas Inventory.	We seek to use longer trains (120 cars) and apply technologies to allow train drivers to drive with less fuel. Together, these initiatives can bring about a 15% reduction in energy consumption.	We invested R\$ 230 million in expanding the Rondonópolis terminal, allowing for a 2.5x gain in static capacity. Completed in July 2020, the expansion is planned to make operations in the state of Mato Grosso even more competitive. Three warehouses and four road hoppers were built, with four new dumpers, increasing the efficiency of truck drivers, in addition to a third railway hopper, which allows loading three trains simultaneously.
Financial costs to manage risk or opportunity	The possibility of reducing this risk involves the search for new customers and markets, with availability of operation in the existing railway network or the construction and expansion of new lines and branch lines.	Costs related to this activity involve the hiring of specialized companies for these scenario analyses and the creation of activities to enable a preventive action, reducing risks directly to the operation.	We had investments in excess of R\$2 billion related to the expansion of permanent way structures to enable the operation of 120-car trains, which are longer, carry a greater amount of cargo and consume less fuel compared to the conventional model of trains.	Rumo has invested over R\$ 230 million in the expansion of the Rondonópolis terminal, allowing for a gain in static capacity. Concluded in July 2020, the expansion was planned to make operations in the state of Mato Grosso even more competitive.

2.2.5. Accountability to investors

We consider the close relationship with investors and the market, based on transparency and timeliness, essential for the growth and generation of business value.

This was even more striking in 2021, when the drop in "corn harvest" reduced Rumo's potential market by more than 10 million tons and, on the other hand, we increased market share in our operations, seeking additional volumes in new geographies and further away from our terminals.

In this context, we seek to keep our stakeholders informed about the real situation of the corn crop and the measures that the Company was taking to try to mitigate this effect. GRI 102-44

On our IR website, we keep up-to-date financial information and the Results Center, which contains quotations and charts, releases and recordings of quarterly conference calls.

Investors can also consult institutional presentations, governance structure, analyst coverage, announcements and relevant facts, in addition to accessing services such as the events calendar and download center.

GRI 102-42 / 102-43

In 2021, we issued the first accountability report on projects carried out with Green Bond resources (learn more on [page 75](#)). GRI 102-43

INVESTOR RELATIONS

We provide access to our Investor Relations (IR) area through the Fale com RI channel, available on:

- ▶ the website : ri.rumolog.com
- ▶ or via email: ir@rumolog.com

GRI 102-43



In addition, we also provide the mailing, where the investor receives our main communications of relevant facts in real time:

<https://ri.rumolog.com/servicos-aos-investidores/cadastre-se-no-mailing/> GRI 102-43

COMMUNICATION ACTIONS WITH INVESTORS RELATIONS

OVER
1 THOUSAND
Meetings with the market

12
Conferences

4
Virtual roadshows for fund raising

COSAN DAY

Annual event for investors, with the other companies of the Cosan Group.

In addition to other remotely promoted events



2.3

Sustainable growth

2.3.1. Strategy

To maintain our sustainable growth trajectory over the next few years, we have a strategy based on operational efficiency and on building a portfolio capable of meeting our customers' growing demands. In this sense, we have a bold objective: to more than double our rail transport capacity in the coming years.

In 2021, this objective was impacted by the shortfall in the corn crop, which reduced our potential market by more than 10 million tons. In view of this, we adjusted our strategy, diversifying loads, expanding our market share in grain exports and seeking additional volume

in new geographies and further away from our terminals.

In this context, Malha Central started its operations, bringing greater geographic diversity to our rail network and strengthening our operations in the region (learn more on [page 38](#)).

We continue to make structuring deliveries, such as the start-up of the São Simão (GO) – Estrela D'Oeste (SP) section of the North-South Railway, the result of a partnership with Caramuru Alimentos.

The delivery, which included the São Simão Terminal, will help with the flow of production from Goiás, enabling the arrival of grains to the Port of Santos.

We also opened the Rio Verde Terminal (GO), connected by a section of almost 200 kilometers of track to São Simão (GO), enabling production to flow from the largest agribusiness region in the country. The Terminal has an operating capacity of 11 million tons of grains and soybean meal per year and can also transport fertilizers and other products in 2022.

In addition to the expansion works, we continue to invest in significant operational improvements in our railroads. Between

Rondonópolis (MT) and the Port of Santos (SP), we started to implement the operation with the new 120-car train model. The technology had been studied since 2018, in a process that involved the use of simulators, field tests and sensors to assess issues related to track conditions and locomotive capacity, among other factors.

In 2021, we completed all the adjustments for the circulation of 100% of the 120-car trains in the export flow. In the import flow, the forecast is that the works will be completed by the end of 2022.

With the potential to transport around 11,500 useful tons of grain, the innovation provides a gain of almost 50% in efficiency compared to previously used compositions (7,600 tons in a maximum of 80 cars). Altogether, more than R\$ 700 million is being invested in the project, in works that involve adjustments to patios, gas stations and signs.

In addition to the adjustments in Malha Paulista and Norte, the entire operation of the Central Malha (North-Sul railroad) between Porto Nacional (TO) and Estrela D'Oeste (SP) is being structured to serve operations with 120-car trains.





In this sense, we opened three locomotive filling stations in the Tutoia yard, located in Araraquara (SP). With an investment of around R\$ 140 million, the yard has the capacity to supply and cross trains with 120 cars. In addition, it has two diesel tanks for storage of 600 liters each, two lubricant tanks with a capacity of 30 thousand liters each, two unloading platforms for tanker trucks and an unloading platform for tank cars.

With the new structure, the supply duration will be 20 minutes, without the need for maneuvers, which reduces the travel time between Rondonópolis (MT) and the Port of Santos (SP) by about 1 hour and 24 minutes.

During the year, we also started a transformational project for agricultural logistics infrastructure in Brazil, with the signing of the contract for the construction of the country's first state railroad, the the State Railroad Senador Vicente Emílio Vuolo, in Mato

Grosso.

According to a material fact disclosed to the market on September 19, 2021, the project, which provides for the implementation of 743 kilometers of new rails and has estimated investments between R\$ 9 and 11 billion in real terms, should contribute to the region's social and economic development, bringing infrastructure and opportunities for agribusiness, as well as the expected creation of over 160 thousand jobs in the construction phase alone.

The railroad will connect the Rondonópolis (MT) road-rail terminal to Cuiabá (MT), Nova Mutum (MT) and Lucas do Rio Verde (MT), in addition to being connected to the national network towards the Port of Santos (SP). This way, we will meet the demand for the flow of commodities, such as corn, soy and bran to the port. In addition, the railroad will make it possible to transport fertilizers and industrial

products to Mato Grosso, whose grain production is expected to reach 100 million tons in 2030.

To accommodate this growth, our expansion CAPEX reached R\$ 2,332 million.

The increase is mainly due to the first half, with the works for the renovation of Malha Paulista and the beginning of the operational phase of the Central Network.

We continue to invest in infrastructure adaptations, in the expansion of crossing yards and in operational improvements, such as gas stations. These projects, in addition to increasing capacity and bringing a higher level of efficiency, allow, among other gains, to reduce fuel consumption, which is essential for reducing greenhouse gas emissions.

STATE RAILROAD SENADOR VICENTE EMÍLIO VUOLO

743 km

of track between Cuiabá, Lucas do Rio Verde, Nova Mutum and Rondonópolis;

OVER
60 viaducts and bridges;

R\$9-11bi
in investments.

2.3.2. Technology

In 2020 the Technology Governance management was created, with the objective of ensuring the correct management of projects, budget (Opex and Capex), compliance with the internal procedures of the Technology Board and focus on customer service.

Considering the lessons learned from the implementation, this Management was restructured seeking points of synergy among the issues addressed. Therefore, the three pillars that make up the management are:



PROJECTS AND FINANCIAL

It aims to ensure the physical and budgetary management of projects, initiatives, and technology structure, following consolidated

project and financial management practices, as well as providing direction and financial visibility to technology. In addition to ensuring the procurement process, management, and optimization of contracts.

It intends to promote the construction of strategic planning and budgeting (Capex and Opex) aligned to the corporate strategy, based on the viability and maturity of initiatives, as well as to monitor and audit gains from projects carried out by Technology.



GOVERNANCE AND PROCESSES

Focused on structuring and implementing technology processes following good practices such as ITIL, gaining more and more maturity and optimizing the Company's resources through the management of technology assets (software and hardware),

aiming to build a mobility roadmap for the coming years.

It works in partnership with the Audit Coordination for the design of Sox audit processes and procedures in the scope of Technology. It is responsible for the Change Management of Technology projects.



TECHNOLOGY AUDIT

Its purpose is the examination and evaluation of Information Technology infrastructure, policies, and operations. Composed by an execution and audit structure, it is responsible for the process of gathering and evaluating evidence to determine whether a system protects assets, maintains data integrity, and uses resources efficiently, in addition to assessing compliance with the Sarbanes-Oxley Act, which applies to all companies that have shares registered with the

SEC (Securities and Exchange Commission, the American equivalent of the Brazilian CVM).

The activity is practiced in line with the recommendations and guidelines of the Internal Controls and Compliance Coordination and with the best practices recommended by the Information Systems Audit and Control Association – ISACA®.



CALL CENTER

It seeks to raise the level of customer experience in relation to the Call Center, Field Services (service to units according to the company's geographical dispersion) and Microinformatics (maintenance and distribution of computers and mobile telephony) and to develop a single channel for demands integrated to the NOC.



Billing 3.0 & Unified Terminal Management Project

The Billing 3.0 & Unified Terminal Management project aims to maximize the dynamic stock capacity through a unification of balances between the North, Central and Paulista networks, generating a reduction in turnover at the ends and better queue management at the Port of Santos.

Among the many project deliveries, the embargoed **Areas and biomes map** was implemented, which allows a consolidated view of the collection sites and embargoed areas.

This functionality allows us to approach our customers so that we can perform a shared management of the areas where planting should not occur, preventing the transport of products originating from prohibited locations. The tool also generates business value by certifying to the market the company's commitment to sustainable production.

In addition to deliveries directly linked to the billing process, the project proposes to standardize the system for terminal management, offering a solution with paper reduction and resource optimization.

We implemented the initiatives in 2021 in the terminals of the Central Network, São Simão and Rio Verde, and is in the progress phase in Rondonópolis.

The delivery even considers self-check in, through which facial recognition totems are used so that the drivers themselves can interact with the process, increasing security, reducing queues, optimizing driver and unloading time.

Circulation Optimization Project

The Circulation Optimizer project has as its main objective the reduction of train transit time, directly impacting the optimization of asset utilization, improvement in maintenance planning/execution and reduction of diesel consumption.

Based on Artificial Intelligence, the solution connects different technologies with constant inputs of updated information from the operation. From there, several future planning scenarios for train circulation are assembled, with fast and reliable responses for decision making.

We will implement the tool on the North Network during 2021, and in February 2022 on the South Network.

Tracking project

The Tracking Project was developed in two phases. The first launch took place in the second half of 2021, with the objective of enabling cargo traceability (from the point of shipment to the final destination) for customers and also for partner terminals - supporting the planning of their operations (learn more on [page 61](#)).

Supervisory

The Supervisory is a set of technologies responsible for receiving, collecting, transforming, analyzing, and performing actions on data from equipment distributed throughout our operation, which contribute to greater safety on the railroad.

Learn about some of the main deliverables of the project in 2021:



V.I.A:

An instrumented car that takes geometry measurements along the track.



TADS:

An acoustic detector that evaluates wheelsets based on sound measurement and allows identifying defects in a preventive way.



DTQ:

Panel that displays real-time alarms of broken rails and allows the classification of alarms by the CCO Service and Operational Technology teams.



TBOGI:

Laser-operated system that takes precise measurements of axle and bogie geometry.



PN: Real-time monitoring of Siemens level crossings alarms



IP Monitoring:

Real-time monitoring of locomotives



Thermometer:

Dashboard integrated with the temperature system that displays real-time data and alarms.

ORI (CRM) project

With the ORI Project we can implement a full CRM solution that allows the management of the relationship with our clients, focused on a 360° control in the commercial scope, with the following initiatives possible:

- ▶ Control of opportunities, requests, prices, simulations, approvals, discounts, escalations, versions and MDA;
- ▶ Performance control of active contracts, financial performance, price lists, versions of prices charged vs. approved, occurrences, TOP, stays and history of everything related to customers (contracts, spots and direct sales), among many more cross-references with all information centralized in the platform;
- ▶ Relationship portal with other areas of the company with direct connection to customers and partners. This portal will include all commercial solutions centralized in a single access.

Electric rail tractor

We are focused on using new technologies and equipment that reduce greenhouse gas emissions (GHG). In 2021, we adapted an electric rail tractor with low usage in the Araucária Workshop, to perform small movements on the line, which were previously performed by locomotives.

With this action, we will consume 1,824 liters less diesel fuel every month. For 2022, we will start the Robot Project, which will be powered by batteries, to supply the demands of maneuvers performed by tractors and locomotives.



PTC 2.0

Positive Train Control 2.0 (PTC 2.0) is a pioneering program in the world, spearheaded by Rumo in Brazil. The project has a new traffic control and monitoring system that will be installed in the North Operation.

Among its different objectives is the feasibility of trains running in an optimized manner (reduction of distances between trains) and with a high safety level. This is possible because the solution connects all the essential elements for train circulation, acting proactively in breaking the train if any unsafe condition is detected.

To make it possible, freight train locomotives will receive the latest onboard components, including a high-precision GPS and a computer that analyzes, throughout the trip, the information from the system to determine safe driving.

The project also provides End of Train (EOT), a system that ensures trainsets' integrity through tracking, GPS, movement status, and other train data.

PTC 2.0 also ensures state-of-the-art technology for the Operational Control Center (CCO), which is updated with cutting edge systems, responsible for interlocking the trains. This way, the CCO starts to centralize all the intelligence for licensing, key movement and train release.

The project has among its estimated gains an 8.6-hour reduction in transit time, in addition to modernization, technology, and reduction of pollutants.

After the full implementation of PTC2.0 in the North Operation, we can reduce the consumption of up to 10 million liters of fuel per year and a reduction in emissions of 24 thousand tons of CO₂, annually.

The integration of Trip Optimizer with PTC2.0 will enhance the benefits for our operation, generating better energy efficiency and reduction of pollutant emissions.

This is a project that makes Rumo a pioneer in disruptive advances in automation and innovation in railroads.

Trip Optimizer



In 2021, we implemented the Trip Optimizer, a semi-autonomous train driving system that aims to save diesel, reduce pollutants, and make the train safer to drive. Today it is one of the main energy efficiency levers, saving more than 6% of diesel fuel compared to a trip made by the driver.

In 2021, we implemented the Trip Optimizer in 290 locomotives, with an investment of R\$ 32 million, enabling about 82% of the section between the Rondonópolis Terminal and the Port of Santos.

In 2022, we will start to circulate with Trip Optimizer also in the Central network, bringing even more benefits and reduction in the emission of pollutants.





Information and Cyber Security

In early 2021, the board of directors approved the information and cyber security policy.

The goal is to establish general guidelines and principles on the subject for all operations, in an effort to ensure that the whole group acts in line with the rules regarding the handling and protection of assets and information, and to ensure our ability to detect, prevent, and reduce risks of this nature.

The theme is followed up with exclusive dedication by a central team that looks at all the Group's companies and is deployed to a local Rumo team, which is managed by a Business Information Security Officer (BISO) and led by our Chief Information Security Officer (CISO), Fernando Madureira, who reports to Cosan's Financial Vice-Presidency and Audit Committee.

Our information security management methodology is adherent to the ISO 27001 series standards, in addition to considering market best practices, such as the NIST-CSF

international framework, dedicated to controls evolution, with periodic measurement of the maturity score, which is monitored by executive forums, by means of the Information Security Management System (SGSI).

The topic is periodically presented to the Audit Committee and Board of Directors members. As a result, the main initiatives of the Strategic Security Planning are monitored, describing actions, deadlines and responsible parties and indicating the maturity evolution status in each security control domain. We can highlight the following improvements and controls implemented with projects focused on the Business and Technology areas:

- ▶ **Awareness:** launching of the annual education and awareness program in information and cyber security for all employees, with reinforcement of the themes related to the best practices related to the Information and Cyber Security Policy, such as privacy and data protection, correct handling and processing of confidential and strategic

data and information, password creation and protection, among other relevant themes, for all employees using practical guides, live casts and simulated phishing.

- ▶ **Supplier Security Risk Management:** launching of the annual program for assessing security risks in the main suppliers and business partners, aiming at increasing maturity with action recommendations and best practices for medium and high criticality items;
- ▶ **Cyber Security Crisis Management:** launch of the program for cyber crisis management, with activation and escalation plans, methodology for incident and crisis analysis and assessment, drills and exercises with key areas and people, tests for incident response, and training for the areas involved: business, DPO, Legal, Communication, IT, executives, among others;
- ▶ **Cybersecurity Continuous Monitoring:** improvement by the Cyber Defense Center, through the SOC (Security Operation Center - 24x7x365) of the processes and routines

for continuous and real-time monitoring of threats, targeting detection, prevention and swift correction of vulnerabilities, together with the technical teams involved;

This theme's governance is aimed at rapid response to incidents, proper alignment between the businesses and clear role and responsibility segmentation, reinforcing that all employees are protagonists in maintaining the culture of information and cyber security and in protecting the data they have, an idea that was reinforced during the year through the internal awareness campaign "Guardian You are the key to our Security". The communication approach sought to go beyond caring for their workplace information security, also addressing situations related to the day-to-day lives of employees with their families and friends and how they protect their personal data.

For the year 2022, our investment focus will be mainly on the operational technology environment - OT Security, cloud security and the start of the Data Protection Program Journey.

03.

Value Generation

MATERIAL TOPICS



SDG IN THIS CHAPTER



3.1

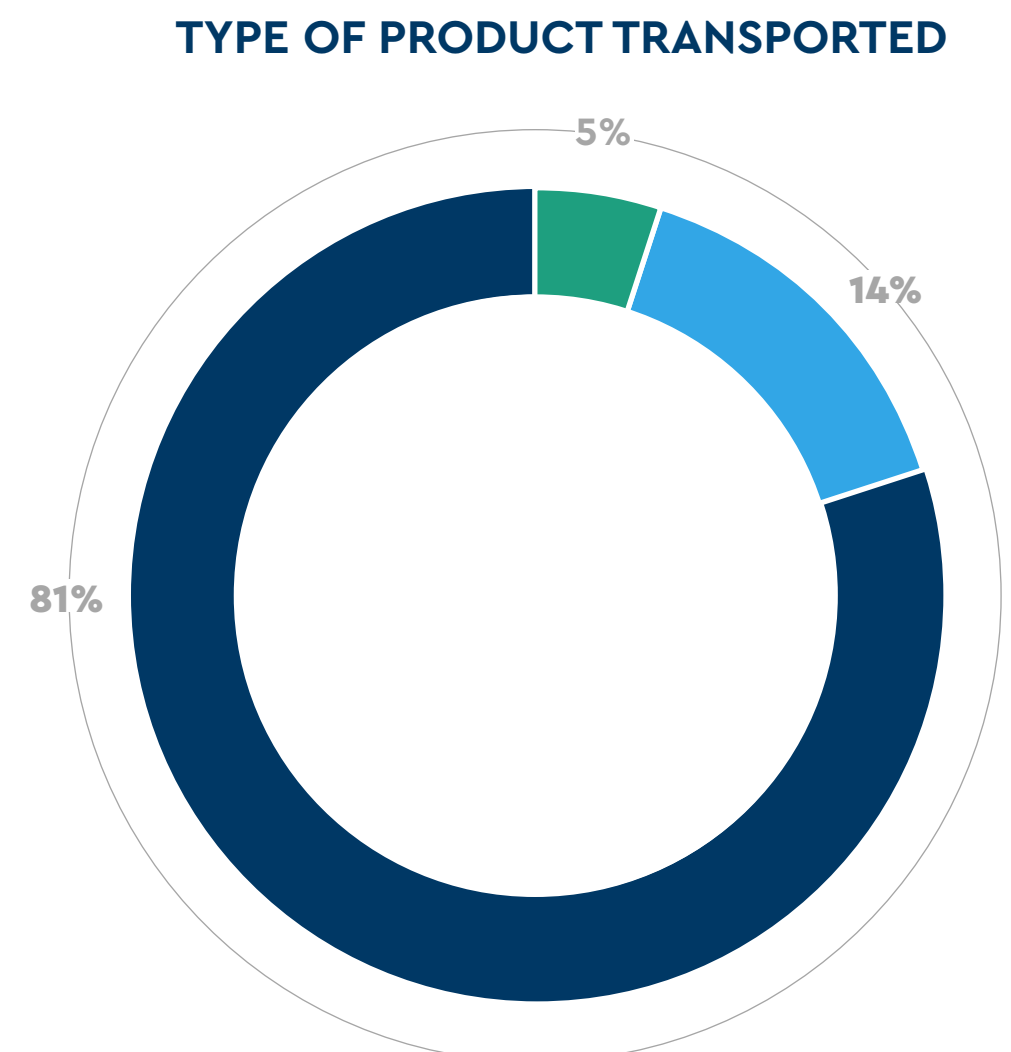
Business performance

3.1.1. Operational performance

In 2021, the corn crop failure brought a 38.4% retraction in grain exports and reduced our potential market by more than 10 million tons.

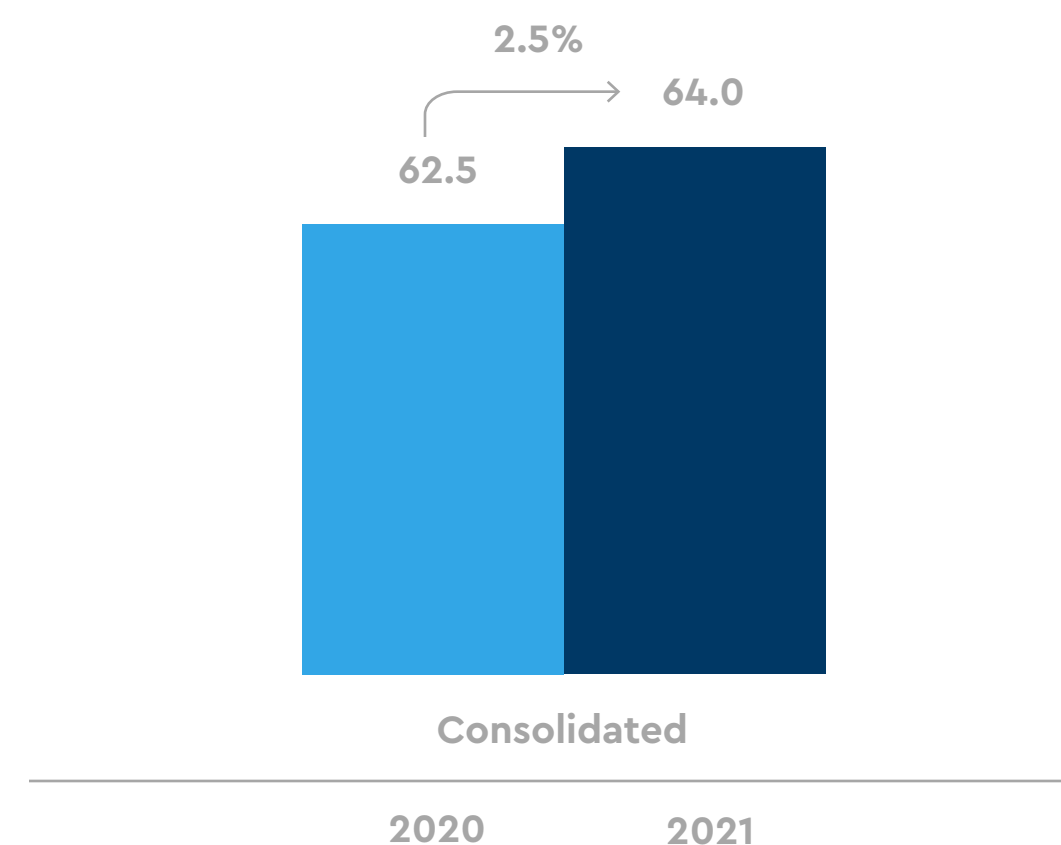
Despite this, our strategy focused on gaining market share made it possible for us not to be so impacted by this scenario, reaching a transported volume of 64.0 billion RTK, **2.5% higher than in 2020**.

From an operational point of view, the first year operating the 120-car train exceeded our expectations, increasing transport efficiency and allowing us to review our investment plan for the coming years.



● Agricultural products ● Industrialized products ● Container

TOTAL VOLUME TRANSPORTED IN THE YEAR (Billions of RTK)



North Operation

The total volume transported in the North Operation reached 47.3 billion RTK in 2021, **an increase of 3.2% compared to 2020**. The performance was mainly impacted by the corn crop failure, which resulted in a loss of 30.3% compared to the previous year in this product, in malhas Norte and Paulista.

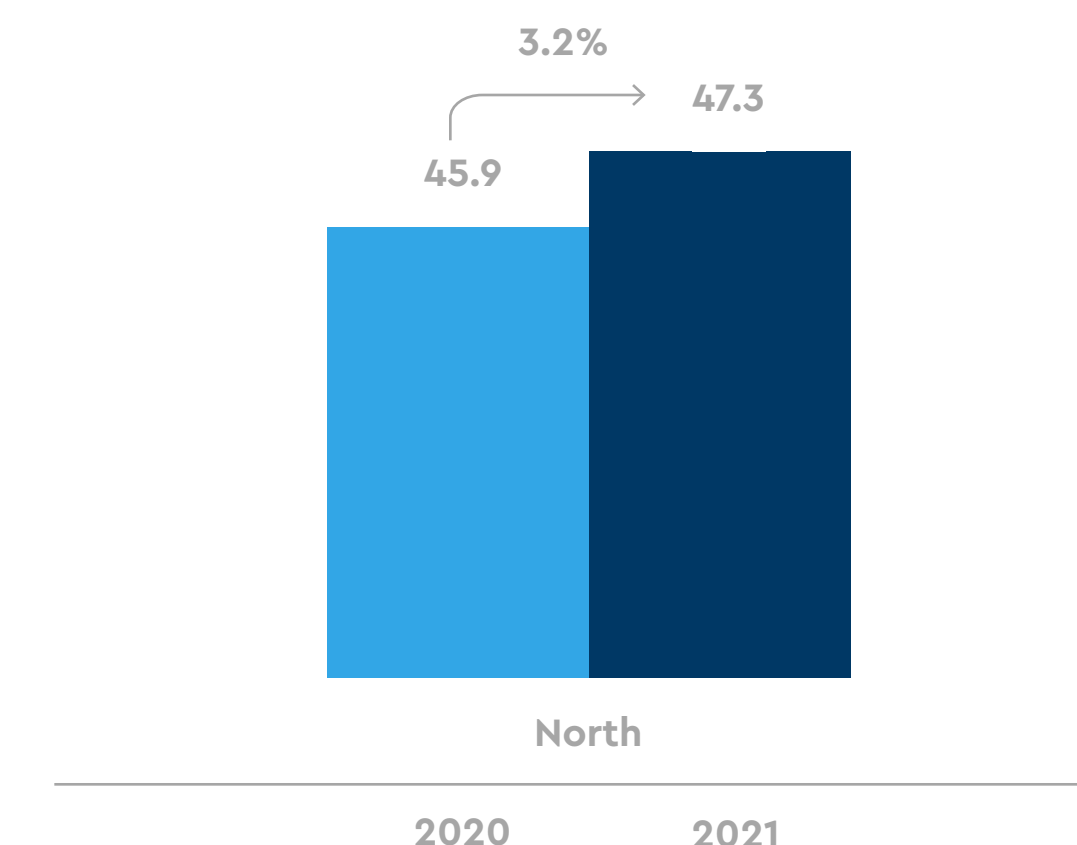
This volume reduction was mitigated by the gain in market share and the better performance in the transport of fuel and fertilizers, which grew 28.9% and 12.8% respectively. At the same time, we started the Malha Central operation, which registered 3.7 billion RTK in the year.

In 2021, we gained 6.5 p.p of market share in grain exports through Port of Santos (SP) compared to the previous year, while the volume of grains we transported to the port grew 4.8%, driven by the start of operations in Malha Central.

When analyzing only the exports of grains from Mato Grosso, there was a gain of 3.7 p.p. in market share, reaching 43% in 2021.

In the state of Goiás, with the start-up of the São Simão and Rio Verde terminals, we reached a market share of 27.8% in the year, an increase of 22.3 p.p. percentages compared to the previous year. In December, the share was already 54%.

VOLUME TRANSPORTED AT MALHA NORTE IN THE YEAR (Billions of RTK)



In 2021, we carried out yard expansion work to adapt to 120-car trains in 22 municipalities in the states of São Paulo, Mato Grosso and Mato Grosso do Sul. With the expansion program, we delivered about 48.6 km of new operating lines.

South Operation

The South Operation showed a retraction of 1.9% in transported volume in 2021, reaching 13.4 billion RTK. This reflected the corn crop failure, which was more severe in the southern states, and the effects of the temporary toll exemption in Paraná, which contributed to the reduction of road freight. In the same period, rail fares grew by 14.7%.

In this context, the South Operation lost 1.6

VOLUME TRANSPORTED AT MALHA SUL IN THE YEAR (Billions of RTK)



p.p. in the market share of grain transport to the ports of Paranaguá (PR) and São Francisco do Sul (SC), reaching 29.5%. While the volume transported across the market to the South ports dropped by 14.9%, the volume transported by Rumo dropped by 19.3%

In 2021, we carried out the Cais Leste project, in which we donated an important project to the port authority of Paranaguá (APPA) to unify rail unloading at the port. The work was carried out with the support of ATEXP (association of Port Terminals linked to the Export Corridor) together with APPA, with an estimated investment of R\$ 700 million in an exclusive area for railway unloading.

In addition, we carried out studies to request the early renewal of Malha Sul, contemplating the replacement of surveys carried out by drones with satellite images, reducing the time to receive data by 50% and the value of the planned investment by 33.

Container Operation

Created in 2011, Brado offers solutions in container handling logistics to the main production and consumption centers in Brazil. The Company has a strategic solution for the domestic market and a central role in supplying cities using the rail modal.

The volume transported in the Container Operation grew 11.9% compared to 2020, reaching 3,309 million RTK. Since 2015, Brado has more than 300 customers, of which 144 are active customers, who have transported in the last 12 months, an increase of 18% compared to 2020.

These active customers are divided into several segments, including frozen proteins, cotton lint, grains, cereals, wood, cellulose, agrochemicals, and consumer goods and industrialized products.

The positive result is largely due to the growth strategy in the domestic market, which currently represents 27% of Brado's business, and which in 2021 recorded an increase of 56%

in the transportation of agricultural products and 55% in cargoes destined for Mato Grosso, especially pesticides, animal feed, and fertilizers.

The trains that run between Mato Grosso and Sumaré have a return rate above 50%, significantly higher than the return rates of foreign market trains, reducing idle capacity and increasing transportation efficiency.

In the foreign market, Brado took an important step forward with the start of operations in the Paraguayan market. In addition, permission was obtained from the Federal Revenue Service to operate goods under the multimodal Customs Transit Declaration (DTA), increasing import cargo flow, in partnership with Brazilian dry ports.

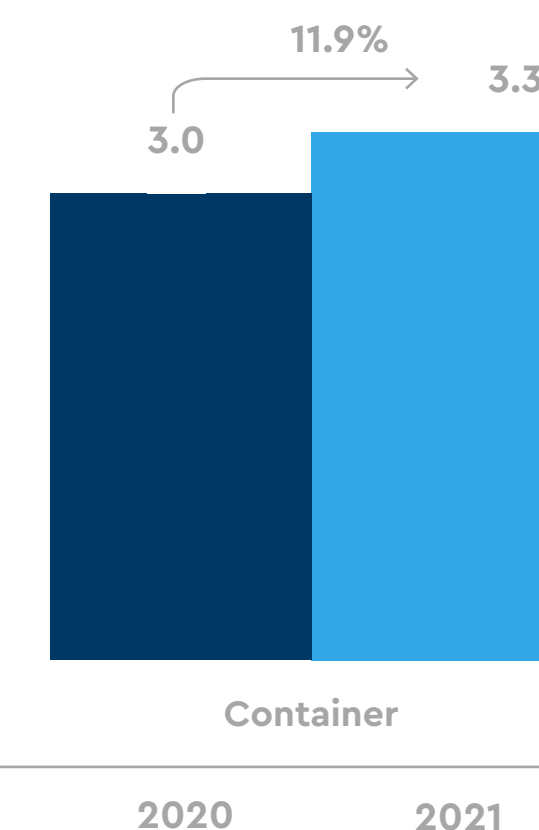
Cargoes originating in Mato Grosso registered significant records, with a highlight for the 75% growth in cotton export operations in the flow between Rondonópolis (MT) and Santos (SP).

In 2021, another achievement of the Company was the OAS Certification, offered by the Federal Revenue Service, which consists of recognition for logistics operators that have international operations and that prove their ability to manage risks related to the physical security of cargo, in addition to complying with tax and customs.

An important partnership was formalized between Brado, Klabin and the Container Terminal of Paranaguá (TCP), with the KBT project.

This is a major project to expand Klabin's plant, one of the largest investments approved in the state of Paraná, aimed at expanding pulp and paper production and building a complete infrastructure for transport and exports.

TOTAL VOLUME TRANSPORTED IN THE CONTAINER OPERATION (Billions of RTK)





In 2021, Brado launched the Green Log, which has, as one of its main focuses, the management of greenhouse gases, with the launch of a CO₂ emissions calculator.

On the online tool, it's possible to calculate the reduction in CO₂ emissions with the adoption of the Company's multimodal solutions compared to the strictly road modal.



Learn more at :
<https://www.brado.com.br/calculadora-de-emissoes>



REDUCTION IN CO ₂ EMISSIONS BY ADOPTING BRADO'S SOLUTIONS IN 2021		
AVOIDED EMISSIONS (tons CO ₂ e)	EQUIVALENT VEHICLES	EQUIVALENT TREES
254,248	54,913	1,815,334

3.1.2. Infrastructure expansion

Rumo's Expansion Department's mission is to "ensure support for the business growth strategy through the development of capacity expansion projects in line with the best engineering, planning and construction practices, in the sustainability context." With a team of approximately 60 people, the area is responsible for projects to expand Rumo's rail infrastructure, multimodal transshipment terminals and port terminals. [GRI 103-1/103-2/203-1](#)

Our expansion projects have a positive impact not only on communities, but also on the entire supply chain of engineering and construction materials and services, generating, in addition to improvements in infrastructure, employment and income for the population. [GRI 103-2/ 203-2](#)

With the application of new technologies, such as subsoil geomodelling through aerial survey by electro resistivity and processing by artificial intelligence algorithm, we have reduced the need for traditional geotechnical prospecting campaigns by auger and percussion drilling by approximately 30%. We thus reduce CO2 emissions and the impact on the properties

affected by the projects. In addition, we mitigate the risk of the project and shorten the implementation period, generating value for the business. [GRI 103-3](#)

Through the works to expand the crossing yards, we anticipated the start of operations of the new train model with 120 cars in both traffic directions, with a significant impact on fuel consumption reduction. Together with the implementation of new communication and optimization technologies, these initiatives contributed to increasing our operational efficiency and reducing the Company's carbon emissions by 4%.

Currently, Rumo's project portfolio is divided into six investment programs, described on the following page.

In 2021, we carried out important deliveries, such as the expansion works in the North Operation and the start of the Malha Central operation in the sections between the interconnection yard with Malha Paulista and the multimodal transshipment terminals of Rio Verde and São Simão (learn more more on [page 31](#)).

We also carried out important works to eliminate bottlenecks in the rail network in the Port of Santos region.

RUMO EXPANSION HIGHLIGHTS

R\$ 2,332 MI
Capex invested in the year

2,500
Employees involved (our own and third parties)

889 KM
Designed railway line

80 KM
Of new railway lines implemented

169
Projects in progress in 2021

36
Works delivered for the operation



- ▶ **Urban conflicts:** Elimination of road-railway conflicts and pedestrian crossings in urban areas, increasing operational safety and mitigating the impacts of the railway operation in the surrounding municipalities. The portfolio comprises road viaducts, footbridges, tunnels and road galleries, urban contours and fences of the right of way through walls and fences.
- ▶ **Baixada:** Railway training works to serve the port terminals, allowing for an increase in rail volume and maximizing the participation of the rail modal in the port's cargo movement matrix.

- ▶ **Duplication or reductions of single lines:** Duplication or reductions of sections on a single line, aiming to reduce the headway (interval of circulation between trains), reducing transit time and increasing the circulation capacity of trains on the network. It consists of the construction of a second track, parallel to the existing single line, so that the simultaneous circulation of trains in opposite directions occurs, eliminating or reducing the need for crossings.
- ▶ **120 train :** Extension of the length of the existing crossing yards to enable the operation of the new train model, with up to 120 cars and about 2,450 meters in length, more efficient and sustainable in terms of energy efficiency.

- ▶ **LRV:** The project foresees the construction of a new railway section extending the rail network in the state of Mato Grosso, which currently ends in Rondonópolis, to the municipalities of Lucas do Rio Verde and Cuiabá, reaching a total length of approximately 730 kilometers. This way, we'll be able to increase the cargo collection volume in the region and the participation of the rail modal in the cargo originated in the north of the state, reducing the average distance traveled by the road modal in the transport between production and the transshipment road-rail terminal.
- ▶ **Malha central:** Comprises the completion of the construction of the 'North-South Railway'

between Porto Nacional (TO) and Estrela d'Oeste (SP), totaling 1,537 km. The work was started by the government, but delivered at a concession auction, with parts unfinished.

For 2022, the expansion projects continue to focus on the delivery of the renovation of Malha Paulista (Urban Conflicts, Duplication and 120 Train) and continuity of works at Baixada Santista, in addition to the completion of the implementation of the "North-South Railway." In addition, we should start the construction of the LRV extension, starting in Rondonópolis, in the second half of the year.

3.1.3. Financial performance

Net revenue

Net revenue totaled R\$ 7,440 million in 2021, 6.8% up on the previous year, due to increases of 4.5% in the consolidated average tariff and 2.5% in transported volume. The increase in tariffs in the first half reflected the on lending of fuel price adjustments, and in the second half it was impacted by the corn crop failure, the capture of grain volume in more distant regions and the greater pressure on spot grain prices.

EBITDA

EBITDA reached R\$ 3,350 million in 2021, a volume 8.6% lower than that recorded in the previous year. The result was impacted by the crop failure throughout 2021, which resulted in a reduction in the volume of corn transported. In this context, the EBITDA margin closed the year at 45%, a value of 7.6 p.p. lower than 2020.

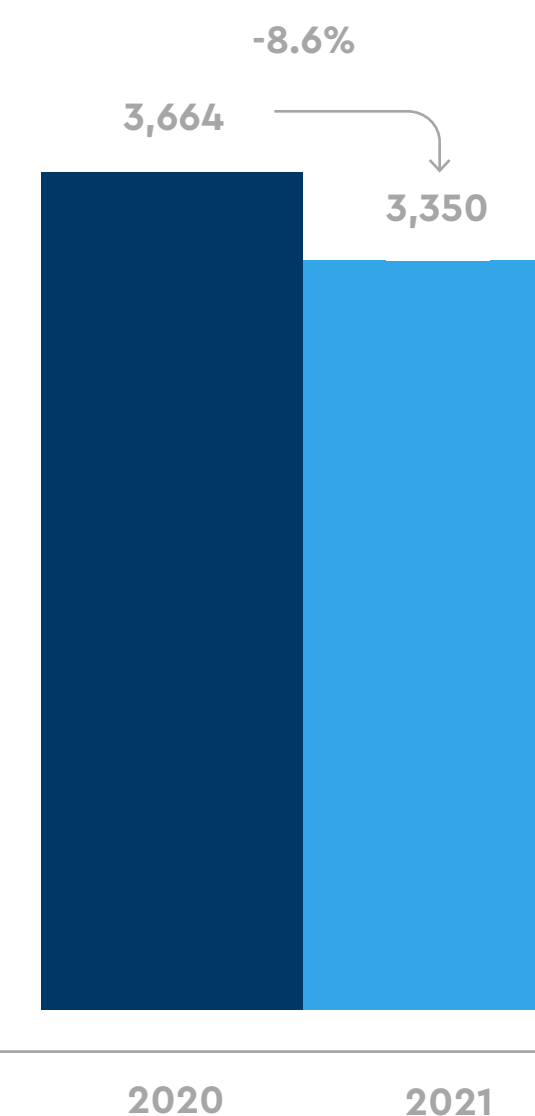
Net profit

Influenced by the same variables that affected EBITDA, net income in 2021 reached R\$ 156 million, 48.9% lower than that recorded in 2020. Net debt in 4Q21 was R\$ 9.4 billion and leverage reached 2.8x comprehensive net debt/EBITDA LTM.

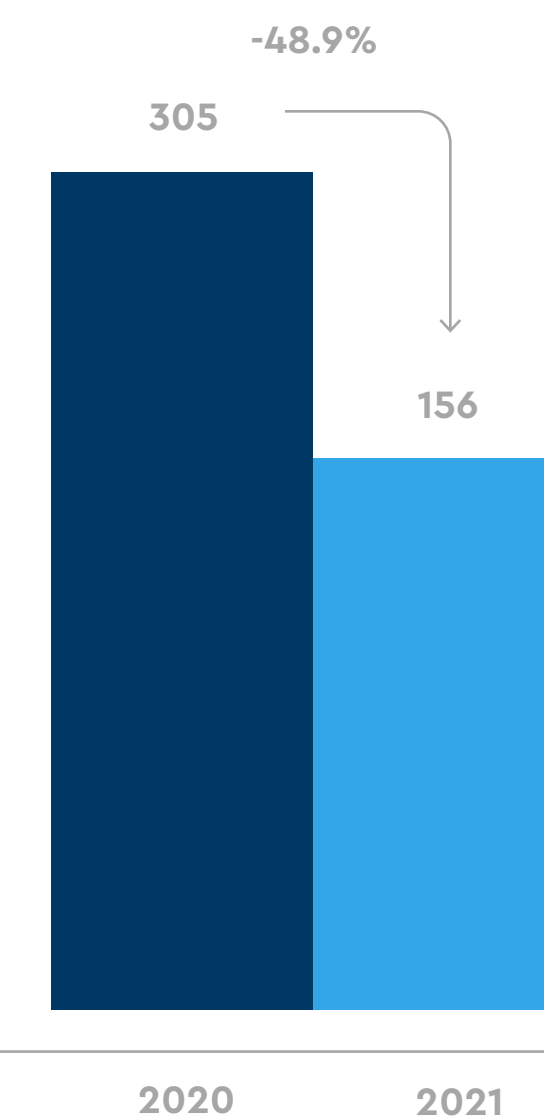
OPERATIONAL NET REVENUE (R\$ millions)



EBITDA (R\$ millions)



NET PROFIT (R\$ millions)



Value Added Statement (DVA) GRI 201-1

DIRECT ECONOMIC VALUE GENERATED (MILLIONS OF R\$)			
	2019	2020	2021
Revenues (R\$)	7,503	7,804	8,016

DISTRIBUTED ECONOMIC VALUE (MILLIONS OF R\$)			
	2019	2020	2021
Operational costs	2,292	2,717	3,462
Depreciation/Amortization and Impairment	1,716	1,716	1,831
Personnel and charges	807	809	1,029
Third-Party Capital Remuneration	1,519	1,795	1,898
Equity Remuneration	786	305	175
Taxes, fees and contributions	608	653	53
Community investments	6,032	9,778	3,610
TOTAL	7,728	7,995	8,448

RETAINED ECONOMIC VALUE (MILLIONS OF R\$)			
	2019	2020	2021
"Direct economic value generated" minus "distributed economic value"	225	191	432

DISTRIBUTED ECONOMIC VALUE (%)			
	2019	2020	2021
Operational costs	41.0%	34.0%	29.7%
Depreciation	21.7%	21.5%	22.2%
Personnel and charges	12.2%	10.1%	10.4%
Third-Party Capital Remuneration	22.5%	22.5%	19.7%
Equity Remuneration	2.1%	3.8%	10.2%
Taxes, fees and contributions	0.6%	8.2%	7.9%
TOTAL	100%	100%	100%

3.2

Our team

3.2.1. Employees profile

At Rumo, we know that employees are the main strength of our business. They are the ones who put our logistics operation to work, generating value for the Company and all our stakeholders. Therefore, we seek to create a welcoming work environment that values diversity, development, well-being and the safety of our team. GRI 103-1

In this sense, we continue to strengthen the performance of the People, ESG, PPF and Communication Department, with a view to defining our corporate culture and essence.

In this way, we can reinforce our Career Development Plan (PDI) and work with a team that is increasingly aligned with our Purpose and DNA. GRI 103-2

In 2021, we had 8,112 employees working for the Company, of which 91% were men and 9%

GRI 102-8

EMPLOYEES BY WORK CONTRACT AND GENDER		
	Men	Women
Permanent	7,250	685
Temporary	138	39
TOTAL	7,388	724

women. Of the total, 45% were based in the South region and 40% in the Southeast region.

During 2020, we instituted an Extraordinary Home Office Policy defining guidelines for the remote work regime, in order to guarantee health and quality of life for employees who work in positions where it was possible to adhere to this modality.

Throughout 2021, we sought to update the guidelines with a view to creating a definitive policy, adopting the new working model for 2022. GRI 103-2

GRI 102-8

EMPLOYEES BY WORK CONTRACT AND REGION				
	Midwest	North	Southeast	Sul
Permanent	1,197	12	3,197	3,529
Temporary	41	0	29	107
TOTAL	1,238	12	3,226	3,636



ESG TARGETS IN VARIABLE COMPENSATION

With the objective of strengthening the sustainability culture among the teams, in 2021, for the first time, we included ESG targets linked to the payment of variable compensation for all employees. The indicators that were part of the target were:

- ▶ Performance on ISE B3;
- ▶ Reduction of specific GHG emissions;
- ▶ Increase in the rate of gender equity in the Company.



3.2.2. Diversity

Diversity is one of Rumo's intrinsic values. We believe that, in order to fulfill the Purpose of being Brazil on the move, we need to reflect, in fact, the diversity of the Brazilian population.

GRI 103-1

For this reason, in 2020 we created the Diversity & Inclusion area, which aims to promote the theme in the Company, and we developed a series of activities to reduce disparities within our team. GRI 103-2

In 2021, we worked to reinforce the Diversity and Inclusion culture among the Company's top leadership and the team, with various lives, training and communication, in addition to monthly meetings.

We also launched a Dashboard with the Company's main diversity and inclusion indicators, allowing us to advance in the monitoring and management of the topic. GRI 103-3

GRI 405-1

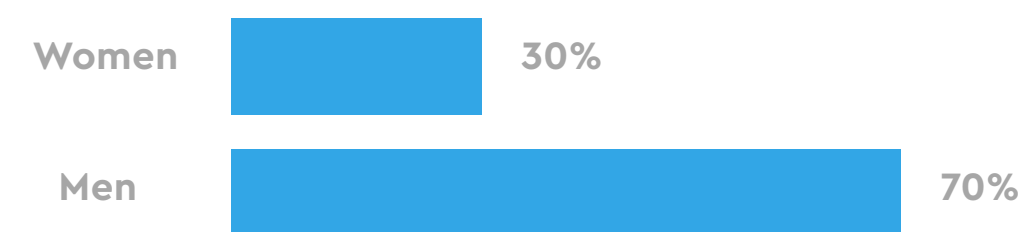
PERCENTAGE OF EMPLOYEES BY FUNCTIONAL CATEGORY AND GENDER		
	Men	Women
President and vice-president	100%	0
Directors	94%	6%
Executive management	81%	19%
Management	79%	21%
Coordination	78%	22%
Other positions	91%	9%

GRI 405-1

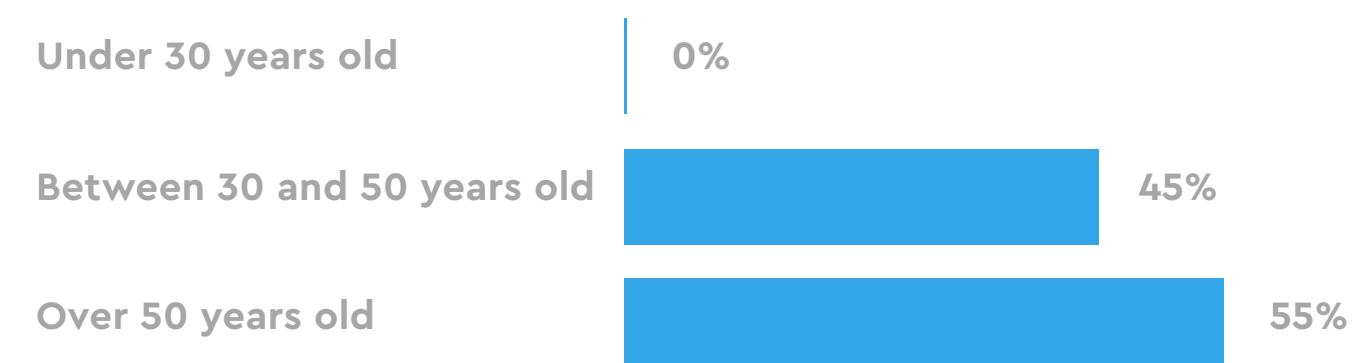
PERCENTAGE OF EMPLOYEES BY FUNCTIONAL CATEGORY AND AGE GROUP			
	Below 30 years old	Between 30 and 50 years old	Above 50 years old
President and vice-president	0	60%	40%
Directors	0	100%	0%
Executive management	0	86%	14%
Management	4%	89%	7%
Coordination	10%	85%	5%
Other positions	19%	71%	10%

PERCENTAGE OF BOARD OF DIRECTORS MEMBERS

BY GENDER GRI 405-1



BY AGE GROUP GRI 405-1





In order to value the presence of women in our teams and reinforce our diversity initiatives, in 2021, we became signatories to the Women's Empowerment Principles (WEP) of UN Women, an entity that works for the equal rights and empowerment of women. Our participation connects us to the world's best practices in terms of gender equity and materializes our commitment to the topic.

Throughout the year, we strengthened the Respeito Importa program, which encompasses initiatives related to health, diversity and compliance.



The latter is addressed in terms of preventing and combating the occurrence of moral and sexual harassment and hate crimes in the internal environment. The campaigns were based on two pillars:

- **#RespeitoImportaParaConscientização**
- **#RespeitoImportaParaDiversidade&Inclusão**

THE *RESPEITO IMPORTA* PROGRAM

Encompasses a number of actions that include all the dimensions of the Diversity and Inclusion theme, such as:

- ▶ **REINFORCEMENT AND ENCOURAGEMENT** for use of the Ethics Channel;
- ▶ **RAISING AWARENESS OF HOMOPHOBIA** in the Operational Safety Dialogues;
- ▶ **AWARENESS OF SENIOR LEADERSHIP** about structural sexism and sexist behaviors in the work environment;
- ▶ Expanding **INCLUSIVE RECRUITMENT**;
- ▶ **DIVERSITY AWARENESS AND AWARENESS FORUMS** for leaders and suppliers;
- ▶ **LIVES** with suppliers to bring topics about D&I;
- ▶ Knowledge of and respect for the **RUMO'S CODE OF CONDUCT** as a mandatory condition for the approval of suppliers;
- ▶ **WELCOMING VICTIMS** of domestic violence, harassment and any other type of discrimination;

To increase the social impact of the initiative, we extended the Respeito Importa campaign to our suppliers, through the Parceria em Movimento program, with the participation of 140 companies.

3.2.3. Talent attraction and retention

With the objective of promoting the diversity of talents and thoughts, respecting the individuality of each person, **Recruitment + Human** is the concept of humanized recruitment, focusing on what matters to our business: people who see the challenge as an opportunity for growth.

To assist our recruiters and managers in this process, we have created support materials and guidance on the steps, such as:

- ▶ Guide with the complete Journey of the Recruitment and Selection process;
- ▶ Support material for the profile alignment of vacancies;
- ▶ Competency-focused interview training;
- ▶ Diversity and Inclusion Guides with good practices for the recruitment of People with Disabilities, Women, Black people, LGBTQIA+ and Refugees;
- ▶ Interview Guide based on essential business competencies;
- ▶ Training on feedback in the selection processes.

Throughout the process, we focus on information related to technical knowledge and behavioral profile, not analyzing data that may generate biases such as age, training university and others.

We have the "Nominate someone like you" nomination program, which allows employees to nominate external people who carry our DNA for selection processes, in addition to nominating internal people for movements in the Company.

In 2021 we hired 1,255 new employees for our team, with a hiring rate of 15% (see the hiring and termination rate, by gender and age group, on [page 87](#)). GRI 401-1

Apprentice Program

The Apprentice Program allows the inclusion of people in the job market while preparing this public for the professional performance, providing a broad qualification, enabling them to work in various Company departments.



Internship Program

To attract new talent, we have the Internship Program, which, in addition to providing young people with work experience, provides a specific online training matrix, monthly meetings with Directors and offers the opportunity to develop an improvement project along with the colleagues in the field in which they work.

The program is developed based on three pillars:

- ▶ **Knowledge matrix:** Specific content to support routine activities and the development of the Improvement Project.
- ▶ **Meeting with leaders:** Contact with different areas to immerse yourself in the business and expand your perspective on your career.
- ▶ **Improvement project:** Opportunity to put your knowledge into practice and make a difference in the business with the Development of an Improvement Project focused on the needs in the area.

PwD's Committee

With the objective of improving our techniques for hiring and including People with Disabilities, biweekly agendas are held by the PwD's Committee, which has the participation of the People, Occupational Health and Safety, Diversity and Inclusion and Labor and Union Relations areas.

In 2021, as part of this forum, we implemented a specific hiring flow for PwD's, created a book of candidates with potential for future opportunities and launched the Diversity and Inclusion Guide to support managers, among others.

Career Guidance Program

In order to support our employees to be protagonists of their trajectory at Rumo, we launched the **Career Guidance Program**. In 2021, the initiative had the participation of **12 managers and 19 specialists from different areas of the North Operation, enabling the exchange of knowledge between more and less experienced professionals, generating proximity and developing skills.**

95 meetings were held, with sharing of experiences, good practices on communication, influence, systemic vision and trends.



VIVA MELHOR

In 2021, we created Viva Melhor, an online tool with access available to all employees in our internal network, with various materials that encourage mental health, balance in the workday and self-care.

Several topics are addressed based on the 7 pillars of self-care according to the World Health Organization (WHO):


1. knowledge and information on health;
2. mental well-being and self-awareness;
3. physical activity;
4. healthy eating, awareness of risk attitudes;
5. good hygiene;
6. rational use of health products and services;
7. tips for dealing with remote work and the *PraVC* Program


Tudo de Gente pra gente


In 2021, after carrying out a survey applied to employees, related to the existing benefits in the company, the page "Tudo de Gente pra Gente" was launched on our internal network.

The page provides important information for employees, covering the topics of: working hours, pay, vacations, termination, policies and clarification of doubts regarding benefits. Monthly live broadcasts are also held for the company providing guidance on all the benefits that Rumo makes available.

To recognize our employees' efforts and support the retention of talent, we have additional benefits to those determined by law, such as:


 life insurance, available to employees, apprentices, interns and those on leave;

 health plan, which affects 23 thousand people;


 maternal assistance for female employees with childcare up to 7 years old and with a PwD child, regardless of age;


 private pension plan for all, with

employees with salaries above 10 UR receiving a 100% counterpart from the company, and when they qualify they are entitled to the minimum benefit, up to 3 salaries;


 share acquisition plan, aimed at employees with outstanding performance and considered key to achieving strategic objectives;

 dental plan by membership, with our contribution to the cost;

 pharmacy allowance for all active employees and those on leave due to work accidents or maternity leave, in which we subsidize the amount.

 Delivery of Christmas baskets to all employees and toys to all employees' children up to 12 years old;

 Delivery of school material kits for employees' children up to 14 years old

 Rumo + Pontos: is a program that aims to recognize employees for their behavior, attitudes and/or performance above expectations. The score received is exchanged for Rumo brand products,

such as clothes, diaries, mugs, pens, backpacks, locomotives and much more. In 2021 alone we had 257 employees recognized!

In addition to these benefits, as of 2021, we will offer employees the possibility of extended maternity leave, up to 180 days, and extended paternity leave, up to 10 days.

The benefit is valid for same-sex couples and parents of adopted children. For employees who have had children, in addition to the Kit Pingo de Gente, which contains various items for the baby's use, as of 2021 we will offer a kit with three books to guide families in important moments of pregnancy or adoption, in addition to access to a virtual learning environment, created to support pregnant families and those with babies.

As of April, all our employees can be associated with Barracred, the savings and mutual credit cooperative of Cosan Group Employees, which provides economic, financial, social and educational assistance to its members, through savings, loans, commercial agreements, guidance and financial education.



PraVC PROGRAM

With the objective of contributing to mental health and balance in the work environment, we created the *PraVC* Program.

This is an optional program, 100% confidential and free of charge, which provides psychological, financial, legal and social assistance to all Rumo and Brado employees, as well as their families.

Through the program's contact channels, employees can share their concerns and requests and receive specialized support.

Vc Movimenta

In 2021, we implemented Vc Movimenta, an engagement survey conducted by an external consultancy with a full commitment to information confidentiality.

All employees were able to express their assessment of Rumo's practices in relation to eight dimensions: responsible leadership, engagement, integrity culture, prosperous individuals, attractive careers, organizational agility, fair rewards and a responsible work environment.

Regarding adherence, we had 72% of employee participation, a percentage higher than the average of companies considered to be best practices benchmarks.

Rumo's final result was 79% favorable, one percentage point above the result we had in 2019, the year of the last full application of the survey.

EVALUATED DIMENSIONS



The results were presented to Rumo's CEO and will be deployed to all levels of leadership so that action plans can be structured and monitored in each of the areas.

As an initial action, the CEO will conduct conversations with groups of employees, from different areas, locations and positions, to hear their perceptions and suggestions.

The initiative will serve as a source of data for us to continue moving towards our commitment of 82% favorability in 2025.

3.2.4. Development and qualification

To support the career development and engagement of our employees, we promote various training and programs at all levels of the Company.

We have the POC system, a platform that integrates all areas of the Company and facilitates communication, expanding access to our training base – mandatory and recommended –, including for professionals who were working from home.

Throughout the year, we had 490,100 training courses completed by the POC platform.

More than 302 thousand hours of training were applied, with an average of 35 hours per employee.

AVERAGE HOURS BY GENDER: GRI 404-1



DEVELOPMENT AND QUALIFICATION HIGHLIGHTS

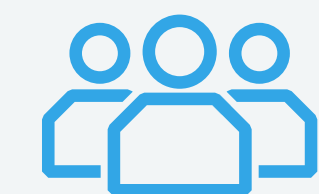
GRI 404-2

CREATION OF THE DEVELOPMENT PORTFOLIO

- ▶ Career dialogues
- ▶ Sowing ideas
- ▶ Mentoring and coaching
- ▶ Distance Learning Development Tracks

MANAGER TRAINING

- ▶ Operational Leaders;
- ▶ Coordinators;
- ▶ Managers;
- ▶ Executive Managers.



1ST TRAINING OF INTERNS



WEBINARS FOR SPECIALISTS

Train driver training:

133 train drivers trained

Maneuver training:

190 maneuver drivers trained

OVER

 **47K** hours of online classes

OVER

 **302K** hours of online classes

▶ Online classes for training on LGPD

▶ Online classes on Diversity and Inclusion topics

VEM Journey

GRI 404-2

In order to give employees visibility of all development programs and actions that accompany them throughout their career at Rumo, in 2021 we implemented the VEM Journey.

We use VEM as an acronym that unites the 3 essential pillars of our journey:

V Values: employee connection with Rumo's DNA, from the first day of work.

E Experience: training, programs and moments of dialogue that inspire this journey.

M Merit and recognition: continuous development, with recognition of protagonism and evolution.

Within the VEM Journey, we have six "stations" and each of them brings a series of programs that support the development of our people and strengthen Rumo's culture through **#VEMCRESCER**. They are:

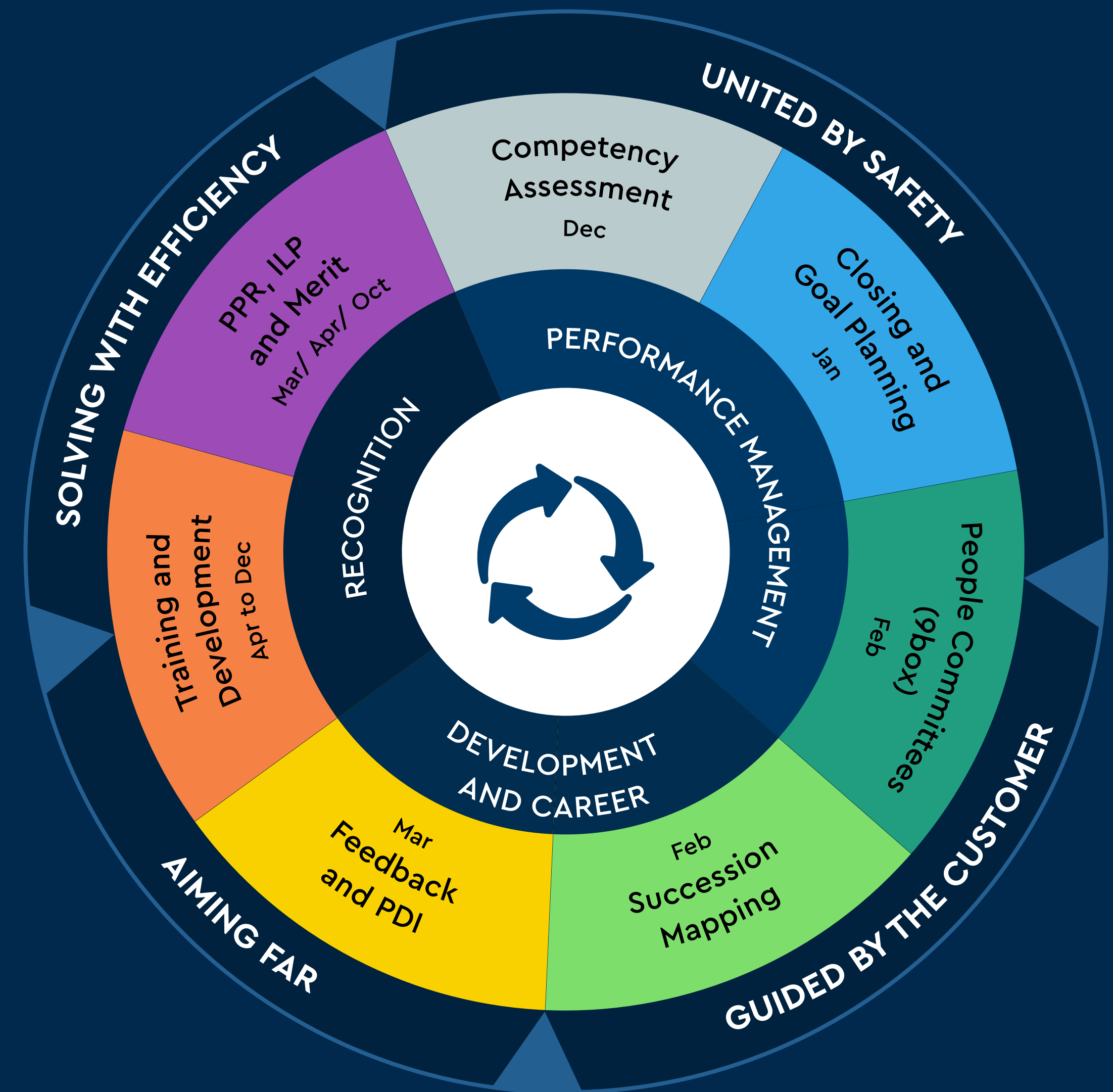
- 01. Attract;
- 02. Welcome and Engage;
- 03. Develop;
- 04. Evaluate;
- 05. Recognize and Retain;
- 06. Create a Career.

At VEM Journey, the People Cycle occupies a prominent place. Held annually, it covers the entire performance, development and career management process and part of the recognition actions.

In 2021, 100% of our employees received a performance evaluation, based on their skills and performance. GRI 404-3

Regarding skills, those related to Rumo's DNA are considered, as well as specific skills, according to the employee's area and function.

Our team of managers undergoes a 360° assessment process, an opportunity to receive valuable inputs for their development based on the perception of their peers, customers, leaders and subordinates.



As for performance evaluation, all employees who occupy specialist positions and above have individual annual goals.

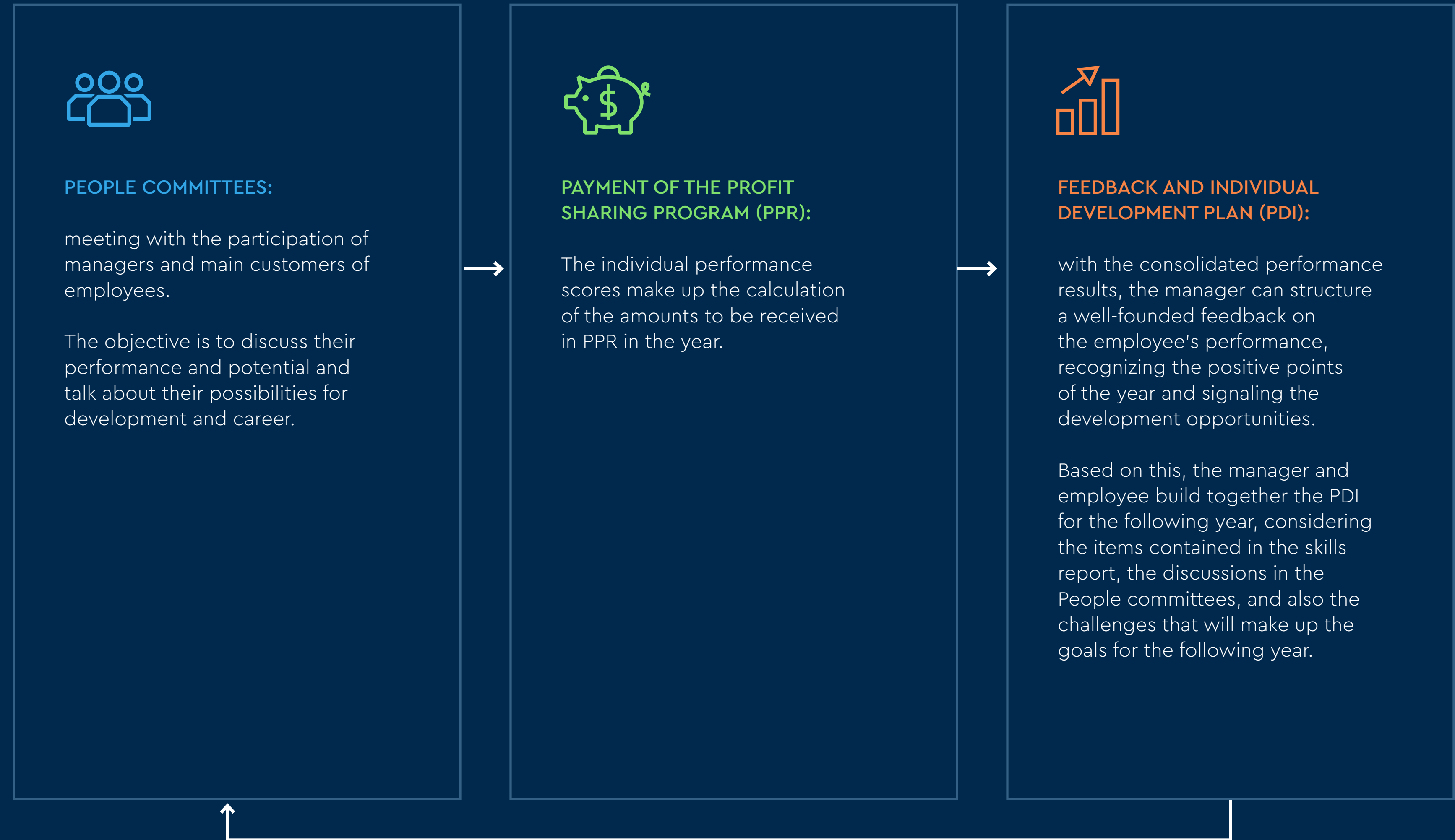
These goals outline the main challenges for the year, considering Rumo and the areas' strategy.

In 2021, a squad, composed of a multidisciplinary team, conducted robust discussions on the Company's main indicators and their alignment with the strategy.

The objective is to ensure that individual goals are broken down in order to support Rumo's main strategic challenges for the year, considering short-term deliveries, but also those that will be the basis for achieving goals in the medium and long term.

When considering the skill grade and the performance grade, we reinforce our cultural traits, giving importance to the results delivered by employees, but also to their attitudes and behaviors.

The result of performance evaluations is the basis for other actions in the cycle, such as:





3.2.5. Health and safety

Health and Safety are part of DNA Rumo's guidelines. That's why we trust and care for each other. We strive through prevention tools, actions and initiatives so that safety is a value in all areas and levels of the Company, and we practice the same values both for our own employees and for third parties. GRI 103-1

In 2021, we established the Security Committee, which objective is to engage senior leadership in the issue, stimulating innovation in safety processes and systems, ensuring the integral safety of operations and alignment with the 2018-2023 Strategic Map. The body meets quarterly, following the agenda: Adherence to the Strategic Safety Plan. GRI 103-2

We have an occupational health and safety management system, implemented

since 2015, focused on meeting the applicable legal requirements, in normative guidelines such as ISO 45001, OHSAS 18001 and Cosan group programs.

We developed the Rumo Zero Accidente Program, which includes procedures and tools to continuously reduce accidents in our operation, acting in a preventive manner in all areas, covering 100% of our own and third-party employees. GRI 103-3 / 403-1 / 403-8

In 2021, we unified the Occupational Health and Safety Management with the Environment Management, reinforcing the performance and synergy for accident prevention. In addition, we automated the management of safety actions, positively

impacting the term of actions and providing speed and autonomy to the manager.

We have internal policies and operational regulations that guide activities and reinforce our commitment to the health and safety of employees, such as the Safety Principles, the Policy on Drivers at the Service of Rumo and the A&D (Alcohol and Drugs) Policy. GRI 403-2

To assess and identify the risks arising from our operation, we carry out annual surveys to compose the Environmental Risk Prevention Program (PPRA) replaced by the (PGR) - Risk Management Program, by the Federal Government and the Occupational Health Medical Control Program (PCMSO), in addition to the tools of the Rumo Zero Accidente Program. GRI 403-2

Through the document Definition of Causes and Actions (DCA), we collect information on accidents, scenarios and simulations, to reinforce the analysis of causes and learning,

preventing recurrences. Using the Cause Tree Analysis methodology, we define actions that mitigate the risks and failures identified during the investigation. GRI 403-2

Based on these investigations, we define Life Indexes (VDIs), in order to quickly, but frequently, verify the critical items in each process or activity. In this way, we can make sure that the defined actions have been implemented and continue to be practiced with the discipline, frequency and effectiveness necessary to prevent further accidents. GRI 403-2

We continuously evaluate the actions to block and prevent accidents, generating strategic actions and safety campaigns to reinforce the care, risks and performance expectations of all employees. This may include investments in physical adaptations to machines, equipment and tools, prioritizing their safety. GRI 403-7

Within the Rumo Zero Accident Program, we have a series of tools for the behavioral assessment of employees, such as: ALC (Behavioral Leader Assessment), AST (Task Safety Assessment), VST (Task Safety Check), AIR (Individual Risk Assessment) and OPA (Look, Stop and Act).

Behavioral assessments are carried out by the Safety area, by the areas themselves and by outsourced companies, aiming to assess their adaptation and learning needs. GRI 403-4



**ZERO
ACIDENTE**

SAFETY PRINCIPLES

1. Safety is a Value, only do it if it's safe!
2. Safe production is everyone's commitment!
3. Proactivity in risk intervention
4. Respect the 7 Life Rules!

7 Life Rules

In 2020, we strengthened our health and safety guidelines with the implementation of the 7 Life Rules. These are basic rules of our operation, which all our employees must comply with.

If they are not followed, they pose risks to the physical integrity and even the lives of those involved in the railway or terminal operation.

In 2021, we defined a multidisciplinary group that evaluates compliance with the rules, which gave greater evidence and consolidation in the daily life of the employee, in addition to providing greater support to the manager in his handling of cases.

We started the review of the 7 Life Rules with the Company's areas, aiming to adopt more specific and applicable rules for each area, with the active participation of managers.

This review will aim to detail the risks, seeking greater engagement in complying with internal rules and procedures.



7 LIFE RULES

1. Do not work under the influence of alcohol and other drugs;
2. Comply with boarding and docking procedures;
3. Transpose coupling correctly;
4. Align coupling correctly;
5. Respect lane rules under maintenance;
6. Block rolling stock in maintenance;
7. No climbing or walking on products.



Health and safety training

Employees are involved in the health and safety issue through our training platforms, through awareness campaigns to reinforce the DDSs (Safety Dialogues) and through the Paradoxes de Segurança. [GRI 403-4](#)

We have the POC platform for managing our own training and internal communication with our own employees.

The platform aims to proactively disseminate safety concepts, procedures, policies and routines. Rumo News is published weekly, a channel used to raise awareness, communicate results and provide important guidance to employees on Occupational Health and Safety. [GRI 403-5](#)

In 2021, our employees received more than 115,000 hours of training on security topics, in an online or face-to-face format, including refresher courses, integrations and training.

For third parties, we carry out integrations and training on operational regulations at the time of mobilization.

We had more than 27,000 outsourced training throughout the year, 100% online. [GRI 403-5](#)

Internal Commissions for the Prevention of Incidents and Accidents (CIPIAs) are also maintained that provide guidance on operational rules and risks and act in a preventive and corrective manner in the events and accidents that occur in our operations, outlining strategies and actions to avoid recurrences. [GRI 403-4](#)

Health and wellness



To manage occupational health, we have a trained health team, responsible for the PCMSO and for the management of all occupational exams. This team operates through various programs and awareness campaigns aimed at employee health. [GRI 403-3 / 403-6](#)

In 2021, training and qualifications related to Ergonomics were carried out, in the operational and administrative area, in our POC system, and also during our Safety Dialogues (DDSs) and postural and ergonomic Blitz.

In relation to the PCA (Hearing Conservation Program), provided for in the Environmental Risk Prevention Program – (PPRA), we performed the analysis of audiometric tests, assessment of appropriate conduct and monitoring of the evolution of workers' hearing thresholds, starting from a reference audiometry, according to the criteria recommended by Annex I of NR7 - Ordinance 19 of 04/08/1998. In addition, information was developed on the Management of Measures for Hearing Conservation.

We carried out the Influenza Vaccination Campaign in April and May. During the Campaign, we vaccinated 3,610 employees, in addition to carrying out communications and newsletters with guidelines and questions about vaccination, which was carried out simultaneously with that of Covid-19. Communications were also carried out during the DDSs, Radar Saúde and Lives.

We worked in the Pink October, Blue November and Red/Yellow December campaigns, through the production of videos that were presented during the DDSs and shared on Whatsapp.

Through the Alcohol and Drugs Program, we reinforce awareness on the drug use problem, especially in a context in which the Covid-19 pandemic has generated different psychological effects on people, which can favor substance abuse, legalized or not.

In 2021, we worked with the Health Blitz in a punctual way, at times when there was stability due to the covid-19 pandemic, focusing on preventive care and punctual actions.

We also carried out the Executives' check-up, a periodic control that aims to map in detail the health of the Company's executives. The Check-up is assigned to the positions of Manager, Executive Manager, Director, Vice President and President.

Access to workers and their third parties' medical records and health data is in line with best practices and criteria of the General Data Protection Law (LGPD). [GRI 403-3 / 403-6](#)



More information on [page 26 e 90.](#)

3.3

Responsible suppliers chain

3.3.1. Our suppliers

Through relationships with responsible suppliers that are in line with our purpose and values, we seek to increase our Company's positive impact on society and the environment. [GRI 103-1](#)

In 2021, we had 4,255 companies approved and we hired around R\$ 6 billion in services and materials. Our main suppliers are divided between service providers (wagon and

locomotive maintenance, equipment rental and maintenance, safety, facilities, cleaning and conservation, consulting, maintenance and expansion, engineering and technology works and undertakings) and material (rolling, such as wagons and locomotives, and materials for railway maintenance, cargo and automation terminal operations, track signaling and support for operation). [GRI 102-9](#)

We seek to share our ethical values with these companies through access to Rumo's internal Policies and Code of Conduct. To be incorporated as partners, they must accept the document, which addresses, among other issues, integrity, respect for diversity and data protection. [GRI 103-2](#)

The supplier also needs to accept a term of general conditions that has clear clauses and

rules, such as the prohibition of child or slave-like labor. [GRI 409-1](#)

In addition, we replicate the informative e-mails sent to employees to this audience, so that they can monitor the progress of our actions and businesses. They can also use the Ethics Channel to forward any complaints or reports of misconduct. [GRI 409-1](#)



3.3.2. Supplier management

During the supplier approval process, we apply a series of criteria to work only with reputable suppliers, with good social, environmental and ethical conduct.

In 2021, we started to carry out a reputational analysis (Background check) for all suppliers, which was previously done only for strategic contracts.

The entire approval process is provided for in our Purchasing Policy and coordinated by the Procurement area. We have a team exclusively dedicated to the process, whose function is to support hiring through a systemic platform in which it is possible to manage all the information collected during the selection and qualification process. In this sense, in 2021, we implemented a new platform recognized worldwide, called SAP ARIBA, where we gained greater Compliance, centralization of all registration and purchase information and process improvement.

During supplier selection, we classify companies according to their nature and degree of criticality. Critical suppliers are those linked to sensitive issues considering environmental and health and safety aspects, such as maintenance of wagons

and locomotives, cleaning and conservation, maintenance and expansion contracts and works, solid waste management, treatment and disposal of effluents.

The most critical suppliers are submitted to a complete registration analysis carried out by an external audit. The assessment takes into account labor, social security, tax, financial and fiscal aspects and considers the General Data Protection Law (LGPD).

To become an approved supplier and able to supply, they must meet the requirements of the process and reach the minimum score established by the approval criteria. In 2021, we had an increase in the number of approved suppliers, due to the Company's new expansion demands.

During the course of the contract, we rely on other resources to ensure supplier quality and compliance. Rumo has, for example, a Third Party Committee, formed by a multidisciplinary group, with monthly meetings, which seeks to identify the main obstacles and difficulties of each operation and decides on the replacement or recovery of the responsible supplier.

After being contacted, the approved service providers are audited in relation to the working conditions conferred on their employees who work daily in our operation. We assess compliance with a set of rules related to safety, decent conditions and other aspects, providing, in cases of non-compliance, warning, punishment, suspension of the contract and even blocking the supplier.

The use of slave-like labor, by the contractors, grants Rumo the right to suspend activities or immediately terminate the contract, without any formality. GRI 409-1

On a monthly basis, the area that uses the contracted service, together with Supplier Management, measures the Supplier Performance Index (IDF) according to indicators such as deadlines, quality and safety, including compliance with Rumo and the Ministry of Work and Employment safety rules.

In the case of the supply of materials, Rumo also uses the IDF to measure performance, but considering the OTIF (On Time in full) and evaluates the quality of the materials/ equipment supplied.



Supplier Management also has a tool called RNC, which consists of records of non-compliance entered into the system by the areas responsible for contracting services and materials. After this signal, the Supplier Management area notifies the suppliers requesting the regularization of non-conformities and holds action plan meetings when necessary, evaluating and monitoring compliance with the contractual clauses negotiated.

We have an external consultancy that audits our strategic suppliers on a monthly basis to assess compliance with labor obligations regarding the payment of funds to their employees, such as salary payments, benefits, payment of FGTS and INSS, among other necessary documents.

In 2021, we sent our first self-assessment questionnaire to our suppliers, with approximately 50 questions focused on environmental, social and governance aspects.

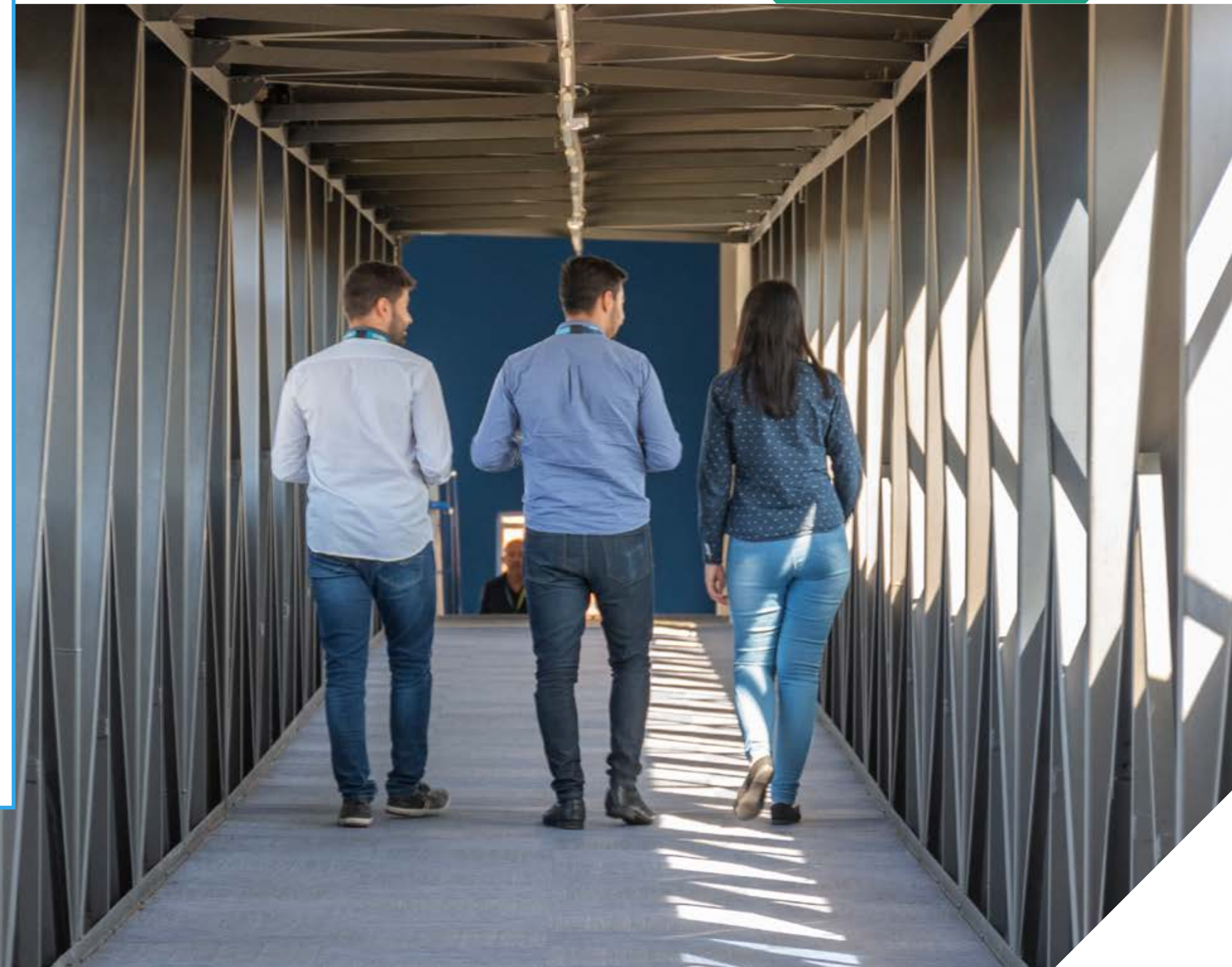
The main purpose of the research was to carry out a sustainability screening, in order to raise the main points to be developed together with our supply chain in 2022.

In addition to training and advising suppliers, we carry out training with our contract managers, with the participation of the legal and occupational health and safety areas, focusing on guidance on constant monitoring and care to prevent possible misconduct related to the working condition of our third parties.

The main significant environmental impacts in our supply chain are related to the supply of ballast and ties for the railways, which are critical materials and need environmental validation to certify their tracking in the chain. In addition, we also assess construction contractors in relation to their environmental aspects.

In 2021, 579 suppliers underwent an environmental impact assessment, with 8 companies identified as potential causes of environmental impact.

For these companies, the Environment area recorded non-conformities in the RNC tool and these were dealt with through an action plan with support from Procurement for adjustments. GRI 308-2



PARCERIA EM MOVIMENTO HIGHLIGHTS



34

Registered projects

14

Winners
(10 Performance and 4 Highlight)



09

Editions of Rumo Connection Newsletter

10



Lives with suppliers

3.3.3. Parceria em Movimento Program

In 2021, we concluded the first edition of the Parceria em Movimento Program, created with the aim of strengthening the relationship with our suppliers. Through it, we recognize companies that have presented excellence in performance in the supply of materials and services, and we encourage and value innovative and sustainable projects. GRI 103-3

More than a supplier recognition program, Parceria em Movimento is a driver of the quality of the material or service provided. In addition to the usual dealings with anomalies and performance meetings already held with partners, we seek to engage them through monthly lives on specific topics that boost professionalization and qualify their performance, such as standardization of material delivery, work safety, remuneration of employees, strengthening protocols against COVID-19, ESG and others.

In 2021, we also started distributing the "Conexão Rumo" newsletter, covering topics such as LGPD, sustainability,

health and safety, Rumo's movements and guidance on various topics, such as COVID-19, safety and ESG standards.

The award event took place in August 2021, with ten suppliers awarded for performance and four awarded for prominence (innovation and sustainability projects).

After the formal celebration of the winners, the supplier management area started "Positive Agendas" with Rumo's partners who, despite not having won the first edition, still stood out for the quality of their deliveries, deserving to be recognized. In these cases, positive feedback was given to the supplier, presenting the results and recognizing the value of their partnership.

For the 2022 edition of Parceria em Movimento, we will continue to carry out a series of actions, such as diagnostics and ESG self-assessment audits at suppliers, in addition to guidance, engagement and training lives.

3.3.4. Communication with suppliers

In Rumo's website, we have a specific Suppliers tab (<https://rumolog.com/fornecedores/>) with various information and documents, in addition to our contacts via email: gestao.fornecedores@rumolog.com.

We also have a Parceria em Movimento program channel at parceriaemmovimento@rumolog.com, available for suppliers to contact us to ask questions or bring any type of subject they want to share with us. GRI 102-43

In 2021, we held approximately 75 meetings with suppliers, more than 40 communications and 10 lives with suppliers, on various topics, including guidelines against COVID-19, working conditions, ESG and LGPD. Nine newsletters were sent with different content and guidelines. GRI 102-43



Check out the indicators referring to the relationship and evaluation of our suppliers in the Indicators Annex, on [page 91](#).

3.4

Guided by the customer

**It's registered in Rumo's DNA:
we are customer-oriented.
We seek to add value to
your business through a
competitive and efficient
logistics solution, both from an
operational and environmental
point of view.** GRI 103-1

We have a close relationship with customers, with an established agenda of meetings. As of 2021, we intensified our engagement with sustainability issues and actions in line with our commitments and possibilities for partnerships.

GRI 102-42 / 102-43 / 103-2

From the start of operations at Malha Central, we expanded the geographic diversity of our rail network.

As a result, we arrived in new locations, such as the southwest of Goiás, where there was no option for rail logistics. We started to offer a new possibility of transport logistics for customers in the region.

Throughout the year, we entered into several structuring partnerships with companies from different segments, such as Suzano, Caramuru, Coruripe and Klabin (learn more about the partnerships with Caramuru and Klabin, on [page 31](#)).

These long-term contracts allow us to have a closer relationship, aiming at structural

improvements in the operation, in order to serve the customer more efficiently.

In 2021, we implemented Rumo Tracking, an online system with the objective of providing a clear view of the cargo in the Rumo System, showing, in real time, the location information of the cargo in transit and in stock, along with the arrival forecast. .

This way, we have brought more transparency and autonomy to customers, who are now able to make inquiries about the products transported at any time.

The tool can be accessed by computer or via mobile, through the Rumo Tracking application, offering customers the same view as the Operational Control Center (OCC).





In order to promote the synergy of our emissions with the ESG demands of our customers, we send a monthly document in a One Page format with information on emissions by transported product and their respective avoided emissions when compared to road transport.

This front of commitment to the transparency of our operation provided us with a considerable approximation with the theme of climate change throughout the chain. Learn more on [page 82](#).

During the year, we carried out projects and studies to capture information regarding the tracking of transported products.

With this we understand that there are opportunities on three different fronts to meet the challenge of Commodity Traceability: Chain of Custody Certification, Traceability via Telemetry/Invoicing, and Traceability via Blockchain Invoicing. Therefore, we have started the following pilot projects:

TRACEABILITY VIA TELEMETRY/INVOICING:

We identified the opportunity to use in our study the Road Telemetry application, and the GUM (Unified Management in Motion) system

project, which enables the understanding of the billed areas.

With these initiatives we started a module called ESGenius, which will allow us to identify the polygon of the cargo's capture and cross-reference with information available on IBAMA's GEO Server, granting the registration of the lot with the characteristics of the collection point and identification of possible product withdrawals close to embargoed areas pointed out by IBAMA.

TRACEABILITY VIA BLOCKCHAIN INVOICING:

Together with Senai-PR we participated in the Agrotech project, which brings together anchor companies and startups to search for solutions in agribusiness. We selected a company to conduct the study of grain traceability in Blockchain.

This technology unifies information together with clients and manages data without the possibility of changing the information collected, enabling greater security of certification, by the client, of the embargoed areas.

The information is collected in the NF Customer to Rumo in the PICK UP field with address information and/or Latitude/Longitude. With this information, we can share a diagnosis with our customers, regarding the



percentage of products purchased from non-embargoed areas.

CHAIN OF CUSTODY CERTIFICATION:

We conducted a study to request participation as an Observer Member of Chain of Custody Certification. As a logistics operator, we are positioning ourselves as an arbitrary organization for chain of custody validation within the logistics cycle, thus adding knowledge and validation of those involved in cargo origination.



Learn more on [page 34](#).

3.4.1. Customer satisfaction

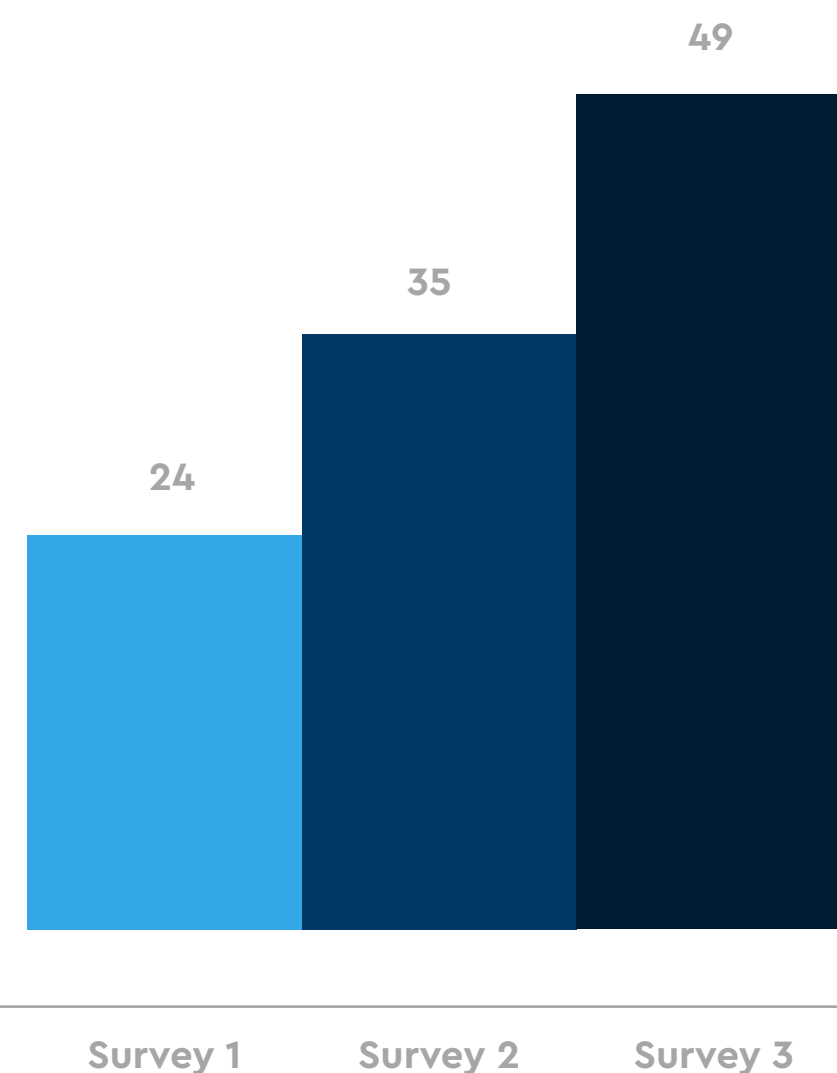
To understand whether we are meeting customer expectations, we conduct satisfaction surveys according to the Net Promoter Score (NPS) methodology, through which customers can identify gaps and suggest opportunities for improvement. GRI 103-3

With the consolidation of NPS as Rumo's official methodology, we started to measure the loyalty and satisfaction of customers and partner terminals.

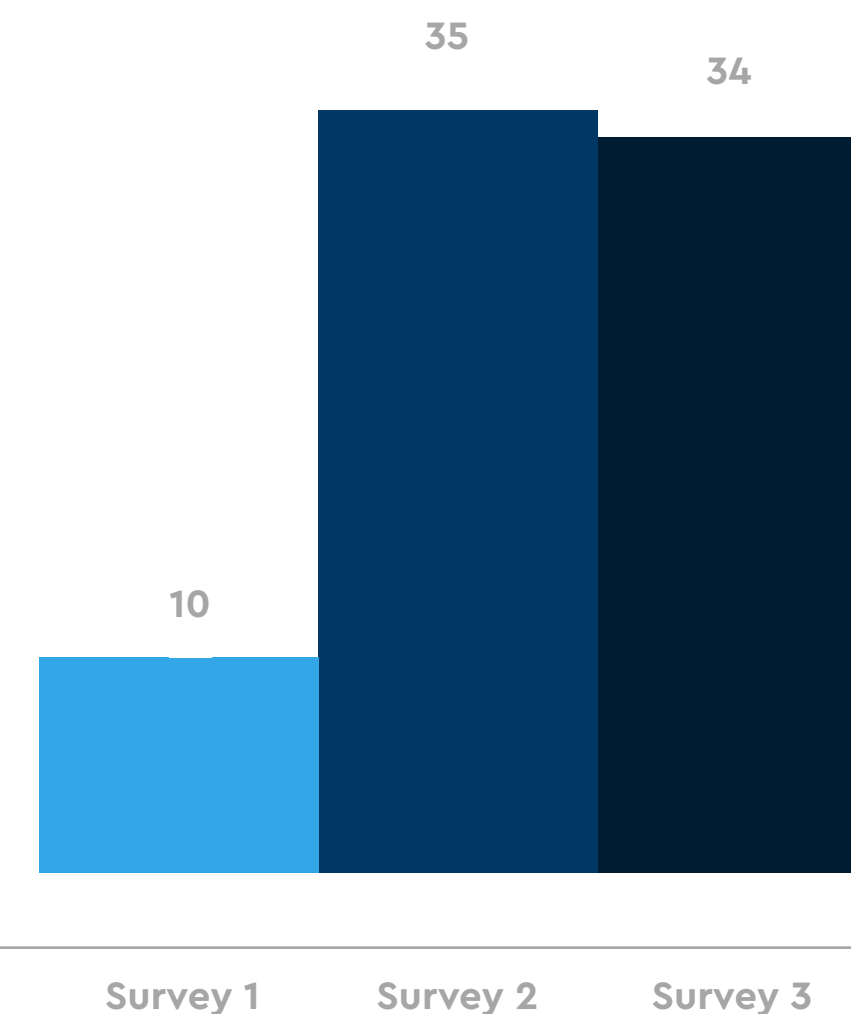
We involved in the process the areas that make up the customer journey, for structuring and implementing action plans in view of the points highlighted in the survey.

In 2021, we conducted three NPS surveys, with the following results:

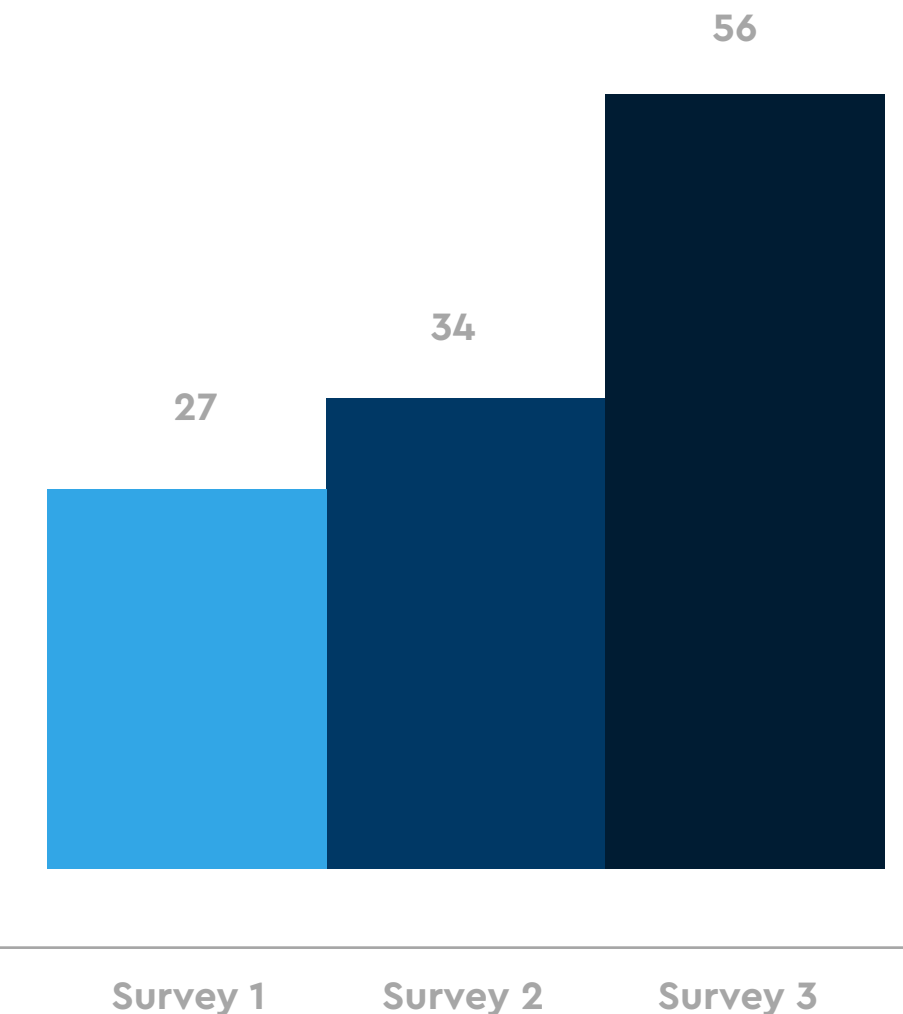
RUMO CONSOLIDATED NPS:



NORTH NPS:



SOUTH NPS:



3.5

Impact on society

Our network is spread over four of the five regions of the country, which leads us to interact with around 500 municipalities.

The Sustainability Policy establishes that our actions must be aimed at promoting harmonious coexistence with the communities surrounding the railroad, through an ethical and accessible relationship. GRI 103-1 / 103-2

In this sense, we are responsible for knowing our effect on these communities and we maintain impact assessment programs along the entire network, implementing the most appropriate measures to mitigate or compensate for the negative impacts identified. GRI 103-2

In this analysis, municipalities are classified according to their criticality, considering topics such as accidents involving people, history of complaints related to the railroad, lawsuits and municipalities that have lines with extensive territorial occupation. Actions are prioritized according to the needs of each location.

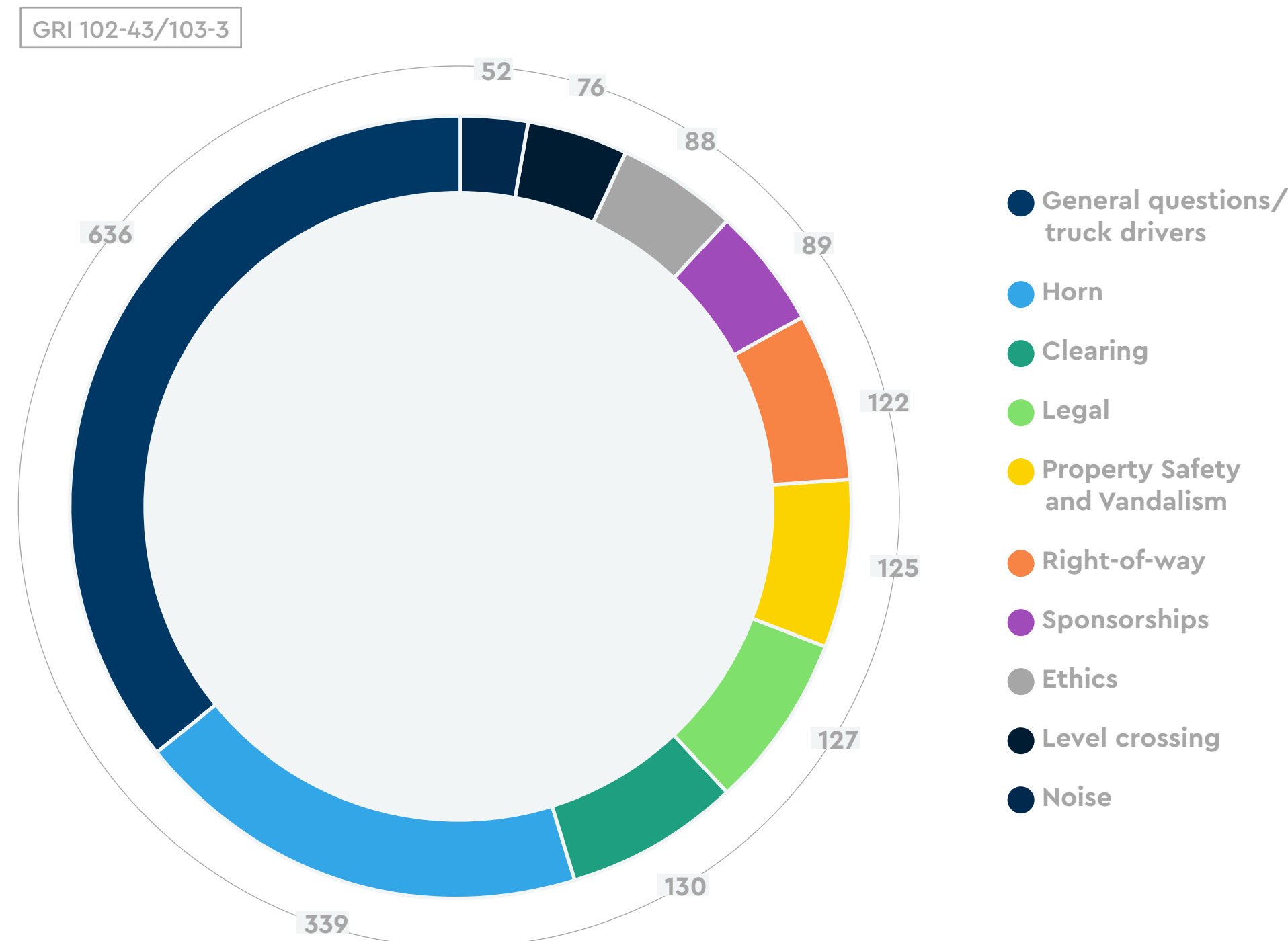
We have a 24-hour relationship channel for the entire community and information is available on our website, in the communities tab. In 2021, we received 3,454 open and closed calls through the relationship channel.

In 2021, a series of meetings were held with community leaders and a participatory socio-environmental diagnosis, which aims to understand the relationship of neighboring communities with the railroad, in addition to local needs.

Based on this diagnosis, the community engagement strategy will be revised to minimize negative impacts and maximize our positive impacts. GRI 103-3

During the year, with the aim of bringing more perspectives to young people in the municipalities where the Company operates, through training for leadership and encouraging socio-productive inclusion, in Rondonópolis (MT) we carried out the first action of Instituto Rumo, with 68 young people from the municipal and state network of education, in addition to the children of Rumo and Brado employees.

THEMES ADDRESSED IN THE RELATIONSHIP CHANNEL WITH THE COMMUNITIES



+ Learn more on [page 70](#).

3.5.1. Community safety

Based on the guideline "We are united for safety," registered in Rumo's DNA, we carry out initiatives that contribute to the safety of the communities surrounding our operation.

Based on our Strategic Safety Plan (PESEG), we structured an action front focused on the Community, aiming at reducing accidents. In this sense, we carry out initiatives aimed at raising awareness among the population, establishing relationships with important stakeholders — such as Detran and the municipalities —, sealing off the right-of-way and building uneven crossings in urban conflict regions.

Discover the main projects carried out in 2021:

- ▶ Continuous improvement of passive and active signaling at level crossings
- ▶ Construction of a fence strip in a mixed wall in the municipality of Votuporanga (SP) with a length of **6.62 kilometers**.
- ▶ Construction of a fence strip in a mixed wall in the municipality of Taquaritinga (SP) with a length of **4.98 kilometers**.

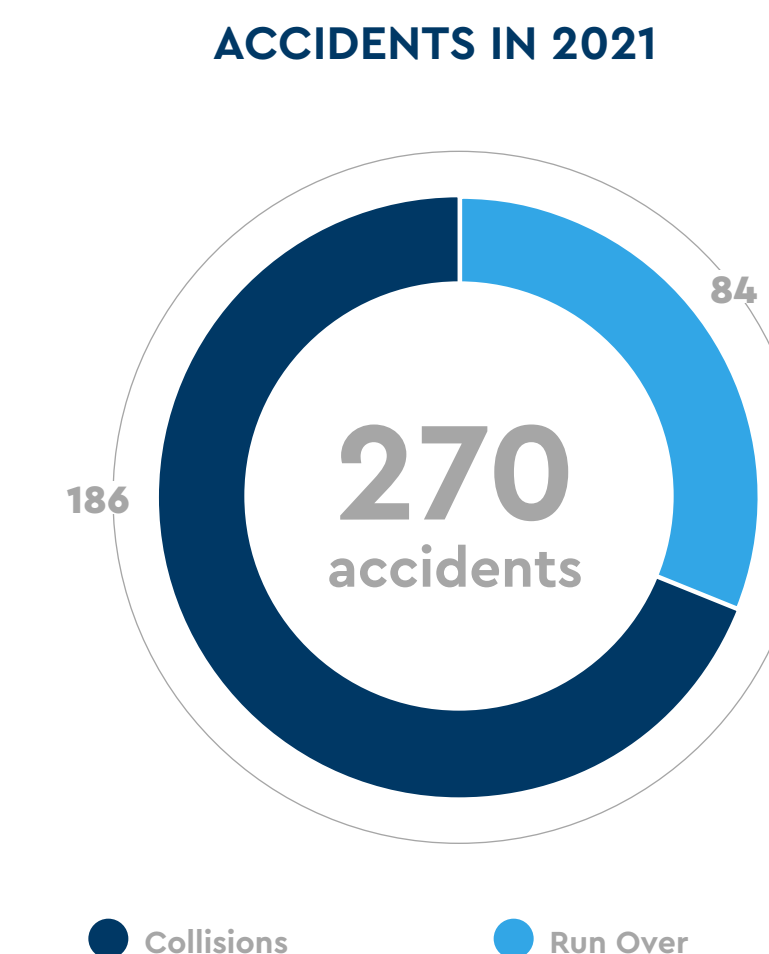
- ▶ Construction of a fence strip in a mixed wall in the municipality of São Carlos (SP) with a length of **6.18 kilometers**.
- ▶ Construction of a fence strip in a mixed wall in the municipality of Embu-Guaçu (SP) with a length of **2.78 kilometers**.
- ▶ Disclosures of social media campaigns about Yellow May (respect in traffic campaign).
- ▶ Periodic disclosures on social networks to disseminate educational campaigns on care to avoid accidents.

In partnership with the Traffic Superintendence (Setran) and with the support of the Paraná Traffic Department (Detran-PR), we carried out the tests of the Sensored PN (Level Crossing) Project.

It's a technology made up of four sensors installed near the railroad crossings, which identify the approach of the train and activate the traffic light installed for drivers at the crossing with the railroad.

With the initiative, we aim to minimize the risks of collisions and trampling involving trains in the urban perimeter of the city. In addition, we produce videos aimed at providing guidance on the railway's operation, good practices, signaling and accident prevention, available in recycling courses at driving schools in Paraná and at Detran-PR.

In 2021, there were 270 accidents, an 8% reduction from 2020. Of the total number of accidents, 186 were collisions and 84 were run over accidents. Our biggest reduction was in run over accidents, with a drop of about 23% from 2020.



3.5.2. Indigenous lands

Through the SMA - Environment and Legal departments, we followed up on five cases involving impacts on indigenous communities. In May 2020, a term of commitment, unprecedented in the country, was signed between Rumo Malha Paulista S.A., the Indigenous communities of the Tenondé Porã, Itaoca, Rio Branco de Itanhaém, Guarani do Aguapeú and Tekoa Mirim indigenous lands (represented by the indigenous association Comitê Inter aldeias *), the National

Indigenous Foundation (FUNAI), the Federal Public Ministry and the Brazilian Institute for the Environment and Renewable Natural Resources (IBAMA). GRI 411-1

The term of commitment seeks to enable the best way to carry out the 94 activities provided for in the Indigenous Component of the Basic Environmental Plan, which will benefit indigenous villages located in the capital and on the southern coast of the state

of São Paulo. Part of the obligations will be performed by the Indigenous themselves through the transfer of financial resources, guaranteeing the autonomy of the peoples. GRI 411-1

The Legal department and the area of SMA - Environment also monitor a Public Civil Action filed by the Federal Public Ministry, with the objective of verifying the regularity of the installation and operation of the railway

in the countryside of the Terra Indígena de Queimadas, located in Ortigueira (PR).

The Federal Court recognized that there was no irregularity in the conduct of the procedure, at the time conducted by the Union, for the installation of the railroad at the place. The case is currently awaiting decision by the Higher Courts. GRI 411-1

3.5.3. Social responsibility

Corporate citizenship is part of our strategy. Aware of our power to make a positive impact, we seek to conduct initiatives that contribute to economic development and the improvement of the infrastructure of the locations where we are present, providing their residents with opportunities for leisure, tourism and culture. GRI 103-1

Since 2017, we have had the Trem do Bem volunteer program, which aims to encourage employees to carry out activities in institutions that serve people in situations of social vulnerability, located close to the units, in all states where the railway goes by.

We have the Volunteer Training Trail, a sequence of training courses aimed at qualifying volunteers to carry out the Rumo

Volunteer Program, made available to employees through the POC digital platform and to non-employee volunteers through videos.

In 2021, in addition to unifying the volunteer programs of the Rumo and Brado operations, we made a financial contribution

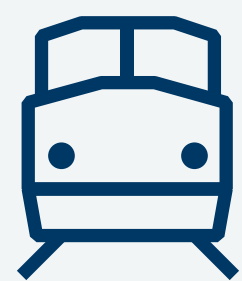
to promote the projects developed by the institutions.

During the year, 12 projects were subsidized in eight municipalities, totaling R\$ 129,000 invested, R\$ 35,070 in volunteer management overhead costs and 6.5 thousand people impacted. In addition, we have an average of 145 hours of volunteer activities by our employees.

DISCOVER THE TREM DO BEM PROJECTS:

BENEFICIARY	City/State	Project	Investment
NGO Frutos do Amanhã	São Vicente (SP)	Market baskets	R\$ 10,000.00
Associação Moradias Serra do Mar (Vila Autódromo)	Curitiba (PR)	Panificadora Comunitária	R\$ 17,626.05
Social Works of Associação Espírita Chico Xavier	Rio Verde (GO)	Viajando pelo Fantástico Mundo da Leitura	R\$ 10,000.00
Associação Resgate Vidas	Rondonópolis (MT)	Jardim de Deus	R\$ 8,655.54
Community Daycare Casa da Criança São José	Curitiba (PR)	Retomando o Caminho	R\$ 10,000.00
Associação Casa Missionária	Paranaguá (PR)	Revitalização da Sede	R\$ 10,000.00
Social Works of Associação Espírita Chico Xavier	Rio Verde (GO)	Pingo de Gente	R\$ 10,000.00
Associação Araxá	Rondonópolis (MT)	Equip Administrative Room	R\$ 10,000.00
Casa Lar Inclusiva -Associação Beneficente Evangélica da Floresta Imperial de Novo Hamburgo	Esteio (RS)	Living Area for PwD	R\$ 10,350.00
Abrigo Municipal Construindo Novos Sonhos – Associação Beneficente Evangélica da Floresta Imperial de Novo Hamburgo	Esteio (RS)	Digital Inclusion Room	R\$ 12,942.50
Associação Flávia Cristina	Londrina (PR)	Inclusive Residence	R\$ 10,000.00
Estação do Bem	Rio Claro (SP)	Educando para o futuro	R\$ 10,000.00
TOTAL			R\$ 129,574.09

TREM DO BEM HIGHLIGHTS



2021

1st year of implementation after the program's reformulation.



12 projects subsidized



6,458 people impacted



11 institutions serviced



62 volunteers involved

08

critical municipalities serviced

ABOUT

R\$ 130 thousand

invested

In addition, we have the following corporate voluntary actions:



Tampinha Solidária:

Project by the Associação das Acácias Emiliano Pernetá, aimed at collecting plastic lids of any size, shape and color. In 2021, the campaign resulted in the collection of 39,000 kilos of bottle caps, the income of which was used to purchase 57,000 geriatric diapers, donated to homes for the elderly registered in the campaign.



Lacres do bem:

Campaign to collect metallic seals, donated to Pequeno Cotolengo, which are used to meet the needs of the Institution. In 2021, Rumo collected an approximate total of 224 two-liter PET bottles.



Remedy Cards:

Partnership with the Rehabilitation and Welfare Assistance for Convalescents (ARBEC), the initiative seeks to collect empty medicine packets. The institution sells the cards and purchases wheelchairs, shower chairs, hospital beds and crutches, making loans to convalescents. In 2021, Rumo collected 379 kg of cards and sent them to the Institution in Maringá.



Trilhos do Saber Program

The Trilhos do Saber Program seeks to encourage education in the communities surrounding the Rumo Headquarters unit, serving students from the Coronel Durival Britto e Silva Municipal School and the internal public, made up of children of low-income employees. Aware of the importance of education for young people, during the Covid-19 pandemic, we kept the activities online with all our students.

In line with the purpose and DNA Rumo, the Program aims to promote a vision of the future in individuals, providing opportunities for equitable and quality learning, in order to contribute to the sustainable development of society. The initiative includes the offer of free English classes. Currently, the project reaches 35 children and young people aged between 10 and 16 years.

Folha do Pantanal Community Garden

In 2021, we expanded the Folha do Pantanal Community Garden, located in Alto do Biqueirão, in Curitiba (PR). When it opened in 2018, the garden served 65 needy families. After the expansion, it now covers 5.5 thousand square meters and serves around 80 families, offering the community access to healthy food and extra income from the sale of surplus food. The project is the result of a partnership between the Company and the city of Curitiba.

Activities with Universities - Empower Partnership

We believe that partnerships with Universities across Brazil generate value for students, communities and the business. Therefore, we have a facilitator for this process, Empower, which mediates communication between Rumo and educational institutions for conducting Online Training, Webinars, Technical Visits, and Mentoring.

In 2021, due to social distancing, we carried out technical visits in virtual format.

INSTITUTO RUMO
Sonhos em movimento.



Brazil is experiencing the biggest demographic bonus in its history, with around 50 million young people represented in its population. This brings countless challenges to society, including low schooling, informality and social inequality.

These data demonstrate the importance of social action by companies, supporting young people in a series of initiatives, aiming both at the conclusion of their studies and entry into the job market. In this sense, in line with our sixth commitment to sustainable development, in 2021 we launched the Rumo Institute, which was created to bring more perspectives to young people in the municipalities where Rumo and Brado operate.




Also in 2021, we created the Youth Protagonism Index, which aims to understand the economic, educational, employment and income dimensions in the strategic municipalities where Rumo and Brado operate. The Index will serve as a basis for choosing the next municipalities where the Rumo Institute will operate.

The first initiative carried out with the signature of the Rumo Institute was a project to promote education in Rondonópolis (MT), aimed at combating school dropout. Due to the Covid-19 pandemic, the initiative was carried out on a 100% digital platform, with activities carried out after school hours. 50 hours of content and tasks were carried out, accompanied by a pedagogical team.

Purpose of the Rumo Institute

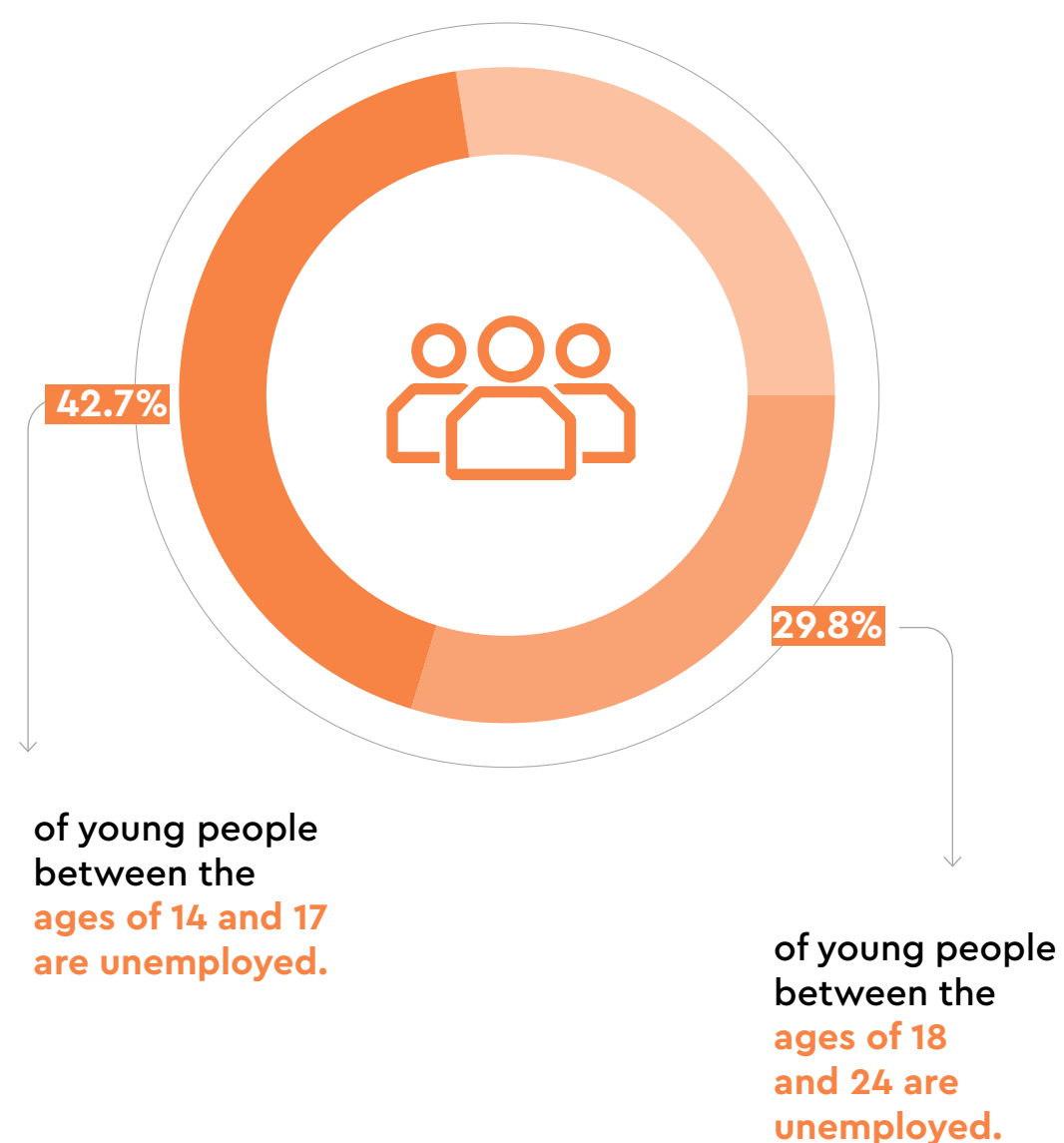
Contribute to the socio-productive inclusion of young people in the municipalities in which it operates, through protagonist training.

Objectives of the Rumo Institute

-  Promoting protagonist training for young people;
-  Enable the expansion of employment opportunities for the socio-productive inclusion of young people in the municipality;
-  Articulate partnerships and local networks for socio-productive inclusion.

The creation of the Rumo Institute stems from the decision to return part of the value that the Company receives to society. Through training for leadership and encouraging continuity of studies, the Institute works to expand the socio-productive inclusion of young people, respecting individual talents and the socio-economic vocation of the municipality where they live. Dialogue for engagement and creation of support networks seals the commitment to create a better future for young people and their cities. **GRI 103-1**

The Rumo Institute made the initiative possible through a partnership with the Department of Education and four public schools. In total, 68 students in the 9th year of elementary school and 1st year of high school were benefited, 43 of them from partner municipal schools and another 25 children of Rumo and Brado employees.



of young people between the ages of 14 and 17 are unemployed.

of young people between the ages of 18 and 24 are unemployed.

Private social investment

In 2021, we created the Private Social Investment Policy, which aims to define strategy, guidelines and actions for the application of RUMO's financial, human and material resources, in order to generate a positive social impact in the municipalities where the company operates directly. GRI 103-2

The execution of social investment projects will be carried out through the Rumo Institute in the cities where we operate, according to the eligibility criteria described in the Private Social Investment Policy.

An important initiative was the construction of the ramp for the Santa Casa de Rondonópolis

(MT) footbridge, through the BNDES credit line. The Project consists of the construction of a masonry ramp to allow quick access between all floors of the Santa Casa building, with the objective of providing a higher quality of service to the population, in addition to complying with the safety standards of the fire department. With this initiative, every month we impact about 13 thousand people, including patients, employees, physicians, outsourced workers, and companions. GRI 203-1

We also had the implementation of the Agrinho Program by FAEP/SENAR, which aims to develop actions that promote the awakening of citizenship awareness, in addition to access to information related to health, culture, ethics, work, consumption and

the preservation of the environment, looking to improve the quality of life.

The project is developed at the public schools in Paraná and, annually, engages the participation of approximately 800 thousand children and more than 50 thousand kindergarten, elementary school, and special education teachers.

We donated 1,449 market baskets to the Liga do Bem Institute, looking to support families affected by the heavy rains in Bahia.

PRIVATE SOCIAL INVESTMENT (R\$)	2019	2020	2021
Direct investment	400,000.00	1,797,336.09	899,136.50
Investment via incentive laws	440,000.00	663,000.00	920,000.00
Others - BNDES	472,844.60	1,908,057.05	1,792,218.27
TOTAL	1,321,844.60	4,368,393.14	3,611,354.77

Incentive Laws

Through tax incentive laws, we contribute to the development of communities in our areas of operation. In 2021, we allocated R\$ 920,000 to support projects focused on culture, sports and health.

Through the contributions, we benefited 14 projects in 28 municipalities, with an expectation of reaching more than 521 thousand people.

Culture	Caixa Da Vince – 15 municipalities in PR, SC, SP, RS, MT and MS	R\$ 300,000.00
	Batuque na caixa – Londrina (PR)	R\$ 60,000.00
	Annual Plan SESI- Cuiabá (MT)	R\$ 50,000.00
	Conversar - Curitiba (PR)	R\$ 50,000.00
Sport	Nívea – School Volleyball Initiation Center – Araucária (PR)	R\$ 30,000.00
	Beach Volleyball - Fábrica de Cidadãos – Bauru (SP)	R\$ 55,000.00
	Net Volleyball – 17 municipalities in Paraná	R\$ 30,000.00
FIA Infância e Adolescência	Acolher II – São José do Rio Preto (SP)	R\$ 57,000.00
	Infância bem Cuidada – Campina Grande do Sul (PR)	R\$ 58,000.00
Elderly	Reabilitar 60+ – Jaraguá do Sul (SC)	R\$ 25,000.00
	Saúde em primeiro lugar – Rio Verde (GO)	R\$ 30,000.00
	Adote um leito – São José do Rio Preto (SP)	R\$ 30,000.00
	Terceira Idade Digital – Curitiba (PR)	R\$ 30,000.00
Pronon Oncologia	Smart Surgical Room – São José do Rio Preto (SP)	R\$ 115,000.00










Actions to fight Covid-19

During 2021, we continued with several actions to fight Covid-19, with emphasis on the adjustments made in our units to promote the health of our employees. We have a daily supply of alcohol gel, cleaning of areas performed on demand and cleaning of common areas on a daily basis.

We maintained home office among employees in the administrative areas, while reinforcing the structure for the operation of collective spaces, such as cafeterias. In addition, we kept our outpatient area available 24 hours a day to answer questions and advise on the necessary care to avoid contagion.

During the year, we carried out 14,011 tests for Covid-19, with coverage of 88.67% of employees. In addition, we maintained continuous monitoring and mapping of cases, distribution of masks, Lives on the topic, Health Radar and the COVID Committee.

To face the impact of the pandemic outside the Company, we made donations in the amount of R\$ 713 thousand to 16 institutions in the vicinity of our rail networks. In addition, we donated:

	1,953 market baskets
	01 respirator
	25 thermometers
	10 oxygen kits
	300 gloves, 150 masks and 20 liters of 70% alcohol
	2,124 bottles of water
	80 electric ovens

Furthermore, in 2021, we made a donation together with Cosan and other companies of the group to institutions that support the low-income population, impacted by Covid-19:



GERANDO FALCÕES

Rumo and Brado donated R\$ 8,250 to the [#CoronanoParedão](#) project, which aims to provide food voucher cards, worth R\$ 150.00, for each vulnerable family registered in the project, with up to four members. In addition to contributing to food, the project also encourages the movement of the local economy.



Comunitas

We made a donation of R\$500,000 for the humanitarian action, which, together with other railways, allowed the delivery of food to low-income families at Baixada Santista, in extreme poverty situations. This food replaced the school meals of children and young people in the municipal and state education network.

Throughout the year, we carried out several communication actions related to covid-19, sharing information on health and well-being, vaccination campaigns, protocols for returning to work, home office and testing, in addition to awareness activities and prevention events, with delivery of mask, alcohol gel and flyers for truck drivers.



3.6

Environment

Driven by our Sustainability Policy, launched in 2021, we seek to minimize the impacts resulting from our activities and contribute to the preservation of natural resources, complying with legislation and becoming a reference in environmental management.

We must act responsibly and consciously, aiming at reducing consumption and sustainable use of resources and ecosystem services.

GRI 102-11

In this sense, we comply with the legislation and the conditions of our licenses by conducting a series of socio-environmental programs in our network, seeking to minimize and compensate for the negative impacts and enhance the positive impacts generated by our operation. These are initiatives that involve the preservation of environments within the limits of the right of way and the recovery of

areas, reduction of atmospheric emissions, conscious use of resources, waste and effluent management and constant awareness among our audiences. GRI 102-11

Our environment area works in synergy with the operational areas, having the Environmental Performance Indicator (IDA) as a guide for environmental actions. In 2021, we recorded 89 points in the Operations IDA (a score ranging from 0 to 100), surpassing our target of 86 points for the year. In turn, the Works IDA, implemented as of June 2021, reached 83 points, exceeding the target of 80 points.

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

Monthly, we carry out audits in which improvement actions are defined together with those responsible. The main activities carried out throughout 2021 are linked to improvements in sewage treatment plants with the implementation of reuse of treated water, improvement in solid waste management and in the hazardous products storage area.

In 2021, we implemented the use of QR Codes at expansion construction sites, with the aim of providing information on licenses, authorizations and environmental procedures. With the adoption of the technological alternative, we

reduced the use of paper, printing and solid waste, in addition to greater flexibility and agility in accessing information and organizing documents.

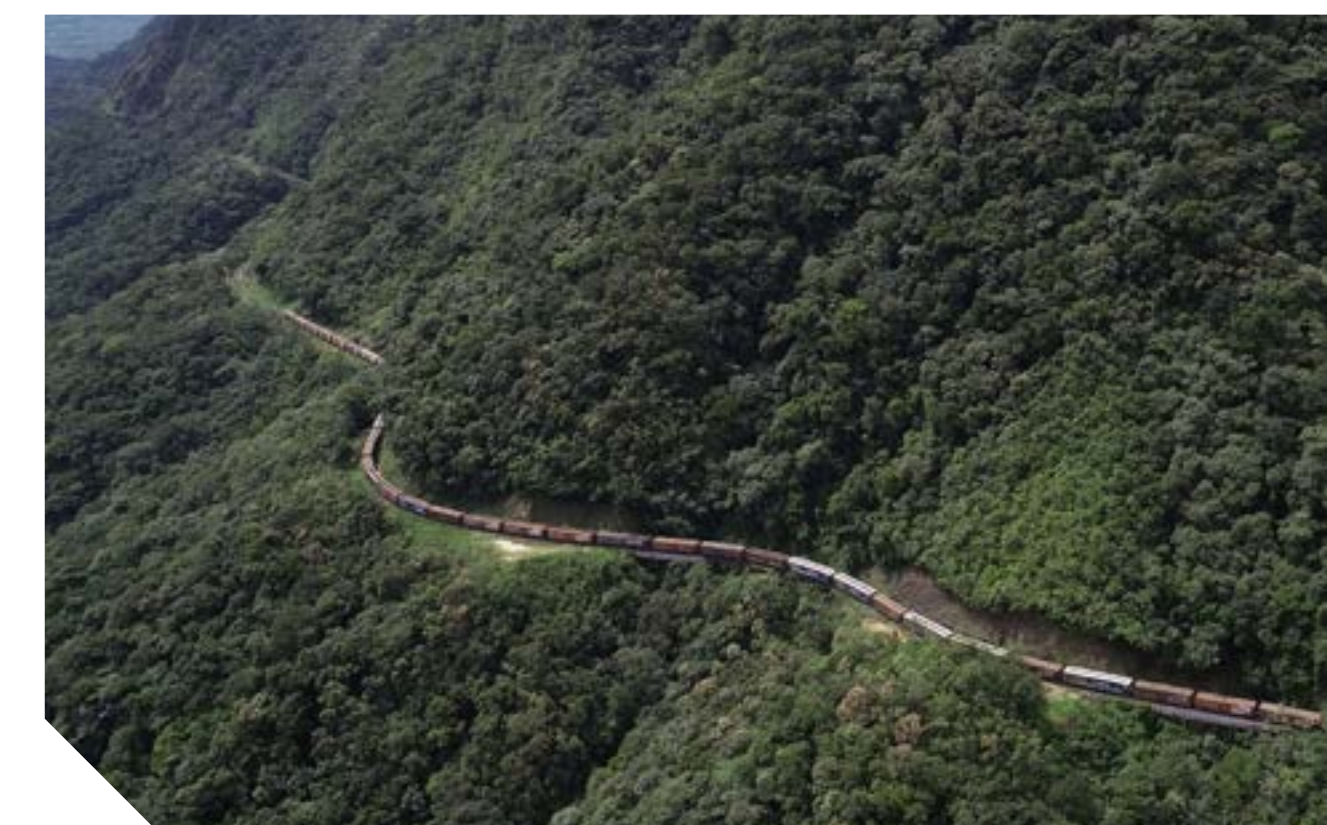
The main environmental impact of our operation may be caused by eventual railway accidents, which may lead to the tipping of railcars and leakage of cargo and fuel into water courses and on the ground. As a result, we have a structured Emergency Action Plan that covers all operations. Our SOS team works in an agile way with the environmental technical team in dealing with accidents, avoiding the generation of environmental liabilities that need remediation.

In 2021, we recorded an 11% reduction in accidents with an environmental impact, compared to 2020. Furthermore, we act on environmental liabilities arising from accidents in the past, making efforts and investments in environmental remediation actions, aiming to eliminate the risks they may cause to the environment and community.

To reduce rail accidents, we work on track maintenance and modernization, speed restriction in critical locations, employee training and investments in more modern assets.

Also, to make employees aware of the environmental issue, we have online training available on the POC platform. In 2021, 16,415 employees were trained in online training sessions, in addition to DDS held with the teams.

On World Water Day, we signed the intentions protocol of the Ministry of Regional Development (MDR), with the presence of the President of the Republic, in which we point out the potential for allocating compensatory planting areas of Malha Central in environments identified as priorities by the MDR and SEMAD-GO, for the restoration of priority areas in the Alto Araguaia Basin.



FIRST SUSTAINABILITY-LINKED DEBENTURE (SLD) IN THE COUNTRY

In 2021, we became the first Brazilian company to issue a Sustainability-Linked Debenture ("SLD"), a modality that conditions the receipt of money to the achievement of sustainability goals. The initiative was carried out through Law 12.431/2011, which regulates the market for incentivized debentures and expands financing alternatives in long-term resources.

In this sense, we raised R\$ 1.5 billion, coordinated by Itaú BBA, and our goal is to reduce greenhouse gas emissions by 15% per ton of useful kilometer (TKU) in our operations by 2023, compared to emissions for the year 2019.

The target reinforces our commitment to sustainability practices, anticipating the target established in the previous Sustainability Report by two years. Divided into two series of R\$ 750 million, the second with a term of 10 years and 2 months, the incentivized funding represents the longest and largest volume operation in the SLD modality ever carried out on the market.

GREEN BONDS

Rumo was also responsible for the first issuance of Green Bonds in the history of freight railways in Latin America. With funding of US\$ 500 million and maturity in seven years, in June 2020, Rumo issued green bonds certified by the Climate Bonds Initiative (CBI), an international organization that works to mobilize the bond market for climate change solutions.

The projects eligible to be financed are distributed in the areas of "Acquisition, replacement and upgrade of rolling stock," "Infrastructure for duplication of railway sections, new yards and yard extensions," and "Railroad modernization."

In line with our ESG strategy, more than 30% of our total debt is backed by sustainable projects. One of the projects highlighted to be promoted is the construction of the state railroad in Mato Grosso, which will connect the Rondonópolis (MT) Terminal to Cuiabá (MT) and Lucas do Rio Verde (MT), and which has a projected investment ranging from R\$ 9 billion to R\$ 11 billion.

In 2021, we published the first Green Bond 2028 resource allocation report. The Report was verified by an independent company, in accordance with the Climate Bonds Initiative (CBI) methodology.



Check the report at:
<https://bit.ly/Rumo5Yod>

3.6.1. Biodiversity

At Rumo, we are committed to protecting biodiversity, ecosystems and natural resources. For this reason, we have developed a series of partnerships with Conservation Units around our operation, in order to conserve preserved areas and recover degraded areas.

The Conservation Units with which we have a partnership are part of our Flora Program, aimed at controlling invasive vegetation. In it, we work

on several fronts for the survey, mitigation and eradication of exotic plant species present in these areas of ecological relevance.

Through the forest inventory, focused on exotic tree, shrub and herb species, we seek to control these species and reduce the environmental pressure they cause on the regeneration of natural environments and their ecological cycles.

Our goal is to eradicate, in a decade, the exotic species inventoried in the domain range that overlaps the Conservation Units. In 2021, inventories were carried out and we started to control 66 trees in the São Paulo Railroad and 212 in the South Railroad. Among them, the main species are Pinus and Eucalyptus, which degrade the natural environment the most.



OPERATIONAL UNITS WITHIN OR ADJACENT TO PROTECTED AREAS OR AREAS OF HIGH BIODIVERSITY VALUE GRI 102-11

	Full Protection Serra do Mar State Park (SP)	Full Protection Pico do Marumbi State Park (PR)	APA of the Araguaia River (MT) for Sustainable Use	APA Corumbataí Botucatu (SP) for Sustainable Use
Geographic location	São Paulo-Santos Mountain (São Paulo Railroad)	Curitiba-Paranaguá (South/PR Railroad)	Alto Araguaia Terminal	Itirapina Terminal
Area use	All activities are of surface use within the domain range	All activities are of surface use within the domain range	All activities are of surface use within the domain range	All activities are of surface use within the domain range
Position in relation to the area	Covering parts of the protected area	Covering parts of the protected area	Within the area	Within the area
Operation type	Logistics	Logistics	Logistics	Logistics
Property type	Concessional right-of-way	Concessional right-of-way	Rumo's rural property area	Rumo's rural property area
Biodiversity value	Full Protection Conservation Unit (physical and biotic ecosystems)	Full Protection Conservation Unit (physical and biotic ecosystems)	Sustainable Use Conservation Unit (physical and biotic ecosystems)	Sustainable Use Conservation Unit (physical and biotic ecosystems)

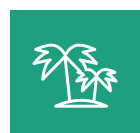
Furthermore, in recent years, we have carried out monitoring and maintenance on the following compensatory planting projects in CUs:



Planting of Ipanema Flora (UC), with 20 hectares in a transition area between Cerrado and the Atlantic Forest, totaling the planting of around 50 thousand native seedlings;



Planting at REBIO Marechal Cândido Rondon (UC), with 44 hectares in the Pantanal Biome, totaling the planting on islands of around 28 thousand native seedlings;



Planting at the Itirapina Terminal, located within APA Corumbataí (UC), in the Cerrado biome. In 2021, 40.8 hectares were planted, totaling about 67 thousand native seedlings, in a total area of 107 hectares.



Mitigating impact on biodiversity

The main direct impacts of our operation on biodiversity are related to expansion projects and the operation of railroads. The impacts on wild fauna are due to the enterprise's installation, which leads to the fragmentation of natural habitats.

Fragmentation causes a silent impact, often not measurable, as it leads to the isolation of populations and the consequent reduction of gene flow, reducing the genetic variability of individuals. In terms of evolution, this can result in the appearance of more vulnerable individuals, less adapted or with malformations, among countless other problems that can accelerate those species' extinction process.

The railroad operation and the flow of compositions can also lead to a reduction in biodiversity, due to the fauna being run over. For this reason, the adoption of measures aimed at mitigating impacts, both from habitat fragmentation and from the reduction of fauna trampling, are essential for biodiversity conservation and sustainable development.

In this sense, we have programs and sub-programs to protect the fauna, in compliance with the legislation, among them:



Fauna Rescue and Scaring Subprogram, in which teams of biologists and veterinarians work in the fronts of vegetation suppression or deforestation phase.



Fauna Monitoring Subprogram, which assesses the impacts of the installation of a new railway or the duplication of an existing railway on the different populations of animals found in the affected regions.



Subprogram for monitoring fauna passages, which consists of monitoring structures intended for fauna crossing, the so-called "pass-fauna," to identify which species use these passages, if there is a preference for the size or shape of the structure and if any interference occurs in the use of the passage according to the luminosity or presence of water.



Subprogram for monitoring and mitigating wildlife road kills, which consists of monitoring the railroad to survey all dead animals on the road, whether because they were run over or by other causes. From these records, it is possible to define which stretches are most critical and propose measures to reduce these fatalities. GRI 304-2

As for the flora, the reduction of species is related to the suppression of vegetation to carry out projects and maintenance. In this case, the impact is mainly felt during the installation of a new project. GRI 304-2

Therefore, in accordance with Brazilian legislation, all of our railways are licensed by Ibama and other environmental agencies, through which their development is supported by specific environmental programs, with due environmental compensation. GRI 304-2

ACTIONS FOR FAUNA PRESERVATION

- ▶ 1,409 animals and 61 nests preserved in the Fauna Rescue and Scaring Program in 2021.
- ▶ Installation of 20 signposts for fauna passages in Rio Grande do Sul.
- ▶ Installation of 40 passages for tortoises using discarded materials (rubber from the exchange of conveyor belts).
- ▶ Elaboration and approval by Ibama of the plan to mitigate fauna road kills in the central section of Malha Central, which consists of the installation of fencing, metallic fences and jump ramps in critical stretches.
- ▶ Elaboration of a Predictive Model of Fauna Run Overs for the new Railroad and State Integration project. The model, unprecedented for railroads, will allow for a projection of the number of species and the places where animals may be run over on a new route. With this tool it's possible to classify the probabilities of being run over in different categories such as: very low, low, medium, high and very high.



Crédito da foto: Pat Whelen, por Unsplash.

Endangered species

The list of species included on the International Union for Conservation of Nature (IUCN) red list and national conservation lists with habitats located in areas affected by our operations has remained unchanged since 2017, when the Monitoring and Mitigation Program was interrupted to study and implement mitigation measures and review Normative Instruction No. 13/2013. GRI 304-4

Regarding the IUCN, no critically endangered species were recorded. As for the endangered species, two species were identified, in addition to 13 vulnerable, 15 almost endangered and 281 of little concern. In the national MMA list, two critically endangered species, three endangered, 20 vulnerable, one almost endangered and 44 of little concern were recorded. GRI 304-4

Even with the insertion of roadkill data from Malha Central, there was no change in relation to the variety of endangered species recorded. The species *Trachemys dorbigni* (water tiger turtle), which was previously considered as Least Concern (LC) on the national list, is now classified as Near Endangered (NT). This species is the target of the Roadkill Mitigation Plan in Malha Sul. GRI 304-4



Check the data and indicators regarding the direct and indirect impacts of our operations and the habitats protected and restored in the Indicators Annex, on [pages 99 and 103](#).

3.6.2. Emissions

We know that we live in a decisive moment for the planet and humanity. Depending on our ability to reduce greenhouse gas (GHG) emissions, we may or may not prevent the most radical impacts of climate change. In this context, rail transport plays an important role in tackling climate change, as it makes it possible to transport large quantities of products with lower emissions than other modes.

In comparison with road transport, the railroad is, on average, seven times more efficient and less emitting of Greenhouse Gases (GHG). This means that each year, more than 5 million tons of CO₂ are not emitted due to the use of trains instead of trucks. GRI 103-1

In Rumo's Sustainability Policy, launched in 2021, the topic of Emissions is addressed as a relevant aspect of the Company, with guidelines aimed at reducing Greenhouse Gas (GHG) emissions and contributing to a low carbon economy. GRI 103-2

To reinforce the theme in our operation, one of our Commitments to Sustainable Development is aimed at promoting energy efficiency and reducing specific GHG emissions, with the objective of mitigating the impact on climate change.

In this sense, we have two public emission targets:

REDUCTION

15%

in specific emissions by 2023, compared to 2019;

REDUCTION

21%

in specific emissions by 2030, compared to 2020.

In 2021, the emission reduction indicator was attributed to the Company's variable compensation.

As 99.15% of our emissions derive from the consumption of diesel by locomotives, we have an energy efficiency area that is divided between North and South Operations, to monitor the specifics of each operation.

Scenarios are analyzed and strategies to reduce consumption are developed, linked to investment in fleet renewal, revitalization of permanent way, technology equipment and expansion of terminal capacity.

The reduction strategies, targets and evaluation of results are defined by a working group divided between the Energy Efficiency and ESG areas. The group also interfaces with operational coordinators in order to demonstrate how efficient train driving impacts the reduction of GHG emissions.

GRI 103-3

As a result of our efficiency efforts, in 2021, absolute Scope 1 emissions decreased by 1.4% compared to the previous year, even with a 2.5% higher productivity. In 2021, data from Malha Central, which began operations in March, were included. GRI 305-1

Several factors contributed to the reduction in emissions, but we can highlight the acquisition of more efficient locomotives, which consume less fuel and consequently emit less GHG. Investments to expand transport capacity also made a decisive contribution, such as the Double Stack project, the Fertilizantes Project and 120-car trains.

Also contributing positively to emissions reduction were the first 240-car import trains, a historic milestone in train size for Rumo.

The acquisition of more modern and efficient locomotives and wagons was also decisive for the efficiency achieved, in addition to technology projects such as the Trip Optimizer, which allows semi-autonomous driving and brings significant savings in diesel for each kilometer driven with the system activated.

Reinforcing our purpose of reducing the impacts caused by our operations and the constant search for innovation and technology, contributing to the achievement of our goals, in 2022 we will start operating with 2 hybrid locomotives in the South Operation.



EMISSIONS HIGHLIGHTS

SINCE 2015, WE HAVE REDUCED EMISSIONS INTENSITY BY

36%

increasing productivity by **42%**.

FROM 2015 TO 2021, with Rumo's increased efficiency, we have avoided the emission of approximately

1.5 MM

tons of CO₂ into the atmosphere

Emission intensity of

13.77

gCO₂eq./TKU

REDUCTION OF

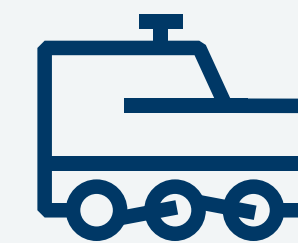
3.82%

in emissions intensity compared to 2020.

WE AVOIDED EMITTING AROUND

5.5 MM

tons of CO₂ equivalent in the atmosphere in 2021*



Rail transport **emits 7.2 times less** than other less efficient transport modes

A train of **120 WAGONS** is equivalent to the same load carried by **480 TRUCKS.**



DIRECT GREENHOUSE GAS EMISSIONS - SCOPE 1* (t CO ₂ EQUIVALENT) GRI 305-1							
	2015	2016	2017	2018	2019	2020	2021
Total gross CO ₂ emissions	957,675	817,749	923,581	957,487	950,756	895,366	881,421

INDIRECT GREENHOUSE GAS EMISSIONS - SCOPE 2* (t CO ₂ EQUIVALENT) GRI 305-2							
	2015	2016	2017	2018	2019	2020	2021
Total gross CO ₂ emissions	3,062	1,859	2,309	2,265	2,418	2,164	7,504

* 1) The following gases were considered in the above calculations: CO₂ - Carbon dioxide; CH₄ - Methane; N₂O - Nitrous oxide; HFCs - hydrofluorocarbons. The base year chosen for accounting is 2021, due to the continuity of emissions accounting. In that year, total emissions were 888,906 CO₂ equivalent and biogenic emissions totaled 136,254 tons CO₂ eq. The methodology and emission factors are based on the GHG Protocol and audited annually by an independent third party (Totum Institute). The consolidation chosen for the emissions is that of operational control.

The emission intensity in 2021 was 13.79 gCO₂ eq./TKU, a value 3.82% lower than that recorded in the previous year.

Since 2015, there has been a significant reduction of 36% in the intensity of emissions, with a productivity increase of 42%.

This is the result of investments in actions and technologies to reduce fuel consumption, which directly impacts the reduction of GHG emissions.



Since 2020, we have the Gold Seal in the Public Registry of the GHG Protocol Program. In 2021, we started to carry out the retroactive report since 2017, in addition to the first report of scope 3 emissions.

We also participated in the Clima Paraná Seal and in the last two years we have been among the five companies that were awarded the Clima Ouro Plus Seal, for companies that have an

audited inventory, with proven emission reductions in Paraná.

We have been part of B3's ICO2 portfolio for three years, which recognizes transparency and voluntary reporting of emissions.

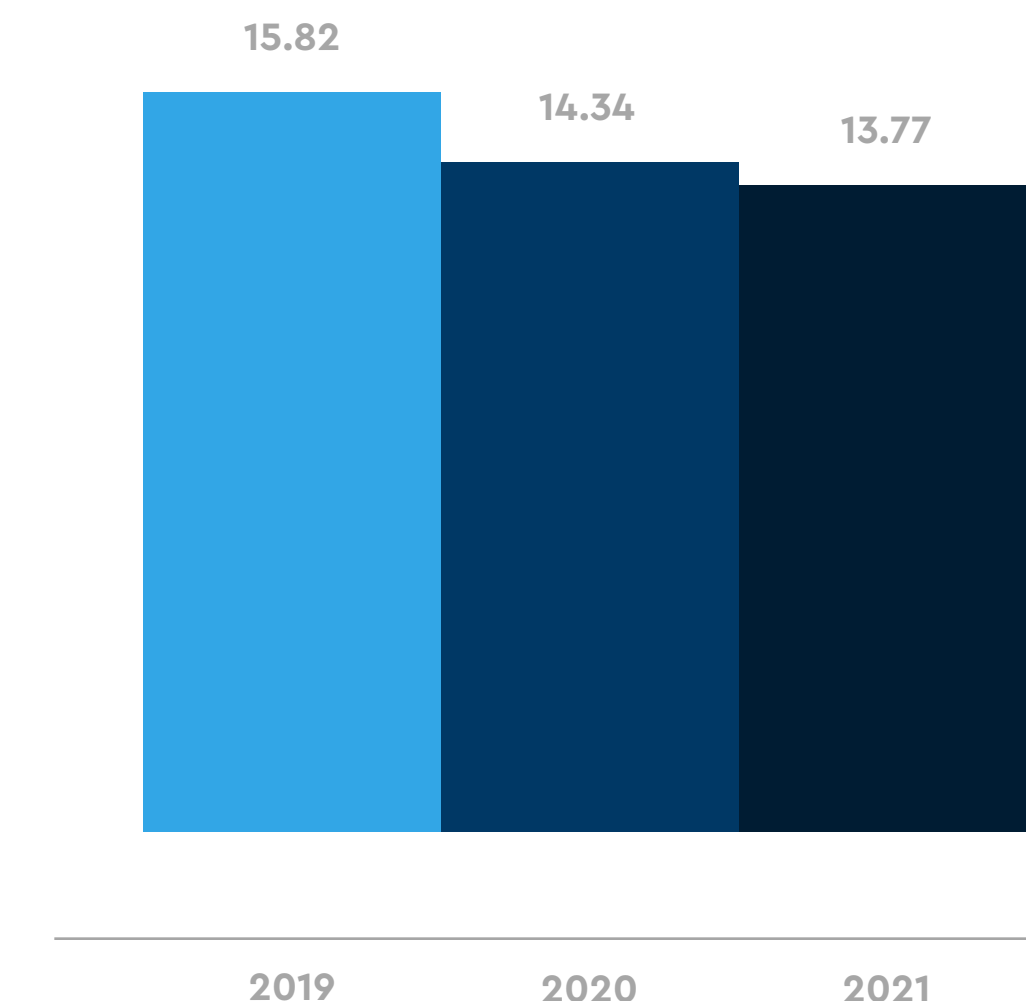
In 2021, we improved our Carbon Disclosure Project (CDP) score from B- to B+, which reflects our commitment to the evolution and adoption of good

practices that contribute to a low-carbon economy.

+

Check out the indicators referring to energy consumption in the Indicators Annex, on [page 95](#).

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



TRANSPARENCY IN EMISSIONS

With a focus on transparency, in the last year we started sending a material in the One Page format monthly to customers who have an active contract with Rumo, with estimated emissions data using rail transport and avoided emissions compared to road transport.

The main sustainability initiatives are also sent, demonstrating the competitive advantage of the sector.



ACTIONS TO MANAGE AND REDUCE ENERGY CONSUMPTION

Our energy management scope includes around **50 high voltage units** and **350 low voltage units**.

Change in demand: monthly we carry out an analysis of Rumo units consumption, and adjust the demand contracted with the energy concessionaires.

We have **nine units migrated to the Free Market** (Headquarters Curitiba, Iguazu, Araucária, Araucária Brado, Guarapuava, Rondonópolis Terminal, Alto Araguaia Terminal, Rio Claro, São Vicente). We are seeking to expand this practice to other units in the operation.

We carried out the awareness campaign **"Luz que se apaga, é luz que a Rumo não paga"**, which reinforces conscious use and avoids wasting energy.

Partnership with Raizen to supply low voltage units in Mato Grosso with **Distributed Solar Generation**, from the Solar Farm Tangará da Serra I, in MT. We also carry out feasibility studies to expand the practice to other units.

In April 2021, we completed a **lighting project for Pátio de Rio Claro** using solar panels, providing more operational security at night and zero energy consumption costs for the concessionaire.

The project included a **luminotechnical study** that covered the Workshop, Bodywork and Mechanization buildings. Replacement and acquisition of about **350 LED reflectors** in Curitiba's workshops, in December 2021, with a forecast 66% reduction in consumption.

We installed **four solar panels** in the Araquara (SP) unit garden. The panels were previously used in Operational Technology (OT), and were reused for this initiative.

Atmospheric pollution

SASB TR-RA-120a.1

At the Rondonópolis Terminal, monitoring of emissions is carried out at Chimneys 1 and 2 of the Fertilizer Discharge Hopper and at the Grain Discharge Chimney, according to Cetesb methods, equivalent to those standardized by the Brazilian Association of Technical Standards (ABNT) and the United States Environmental Protection Agency (USEPA).

The mass of particulate matter collected is quantified by gravimetric analysis. The concentration is obtained by the ratio between the mass of particulate material and the volume of the sampled gas.

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

It should be noted that the practice is not provided for in environmental licensing conditions and there are no defined parameters that establish the maximum emission limits for atmospheric pollutants from this type of source and activity.

The potential sources of atmospheric emissions from our terminals are related to grain and fertilizer handling activities, including their receipt, transport, storage and subsequent dispatch.

To control possible emissions of particulate matter generated in these activities, we use state-of-the-art systems, consisting of a pulsating jet bag filter, with aspiration promoted by a centrifugal fan and residual emission carried out through a chimney. The hoppers also have air curtains and automatic

doors that minimize the emission of particulates during the unloading of the trucks.

Although the National Environment Council (CONAMA) does not establish maximum emission limits for atmospheric pollutants from this type of source, its monitoring aims to measure the eventual contribution of emissions to air quality.

RONDONÓPOLIS TERMINAL	2020	2021*
Point 1	10.15 mg/Nm ³	3.27 mg/Nm ³
Point 2	9.43 mg/Nm ³	7.79 mg/Nm ³
Point 3	-	2.89 mg/Nm ³

*In 2021, a new sampling collection point was added.



3.6.3. Waste

We seek to act with the proper management of waste, focused on minimizing environmental impacts and seeking sustainable disposal alternatives with partners.

With the operation guided by the waste management procedure and based on the compliance with the applicable laws and technical standards in force for the correct waste management, we periodically evaluate the relevant aspects and impacts of the operation and act with control measures.

Following the Sustainability Policy guidelines for prioritizing sustainable practices and methods, in 2021 we delivered the waste centers of the São José do Rio Preto, Araraquara and Bauru Railway Plant units. The centers have solar panels, a rainwater collection system, and a containment system. At the locations, we are also seeking to develop compost bins for organic waste.

Aiming to lengthen the life cycle of the materials generated in the maintenance of permanent way, such as rails and railroad sleepers, besides reducing waste and the use of natural resources, ensuring environmental and financial benefits, we prioritize the reuse by reutilization or we destine these materials for recycling.



About 90% of the waste generated is sent for recycling. In the case of the sleepers, we follow an environmental authorization issued by the IAT for commercialization and donation, in which the interested customers go through document validation and the parts go through analyses to ensure they have not been treated with chemical products. The rails, on the other hand, are destined as scrap metal to companies that will promote their recycling and reuse.

Aiming to sensitize and make employees aware of environmental issues, online training on solid waste management was made available in the POC system as mandatory, and in 2021 alone, 4,505 training sessions were completed.



Check out the data and indicators referring to waste in the Indicators Annex, on [pages 97](#) and [98](#).

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

Hazardous waste	Lamps	2,18
	Health Care Waste	0,33
	Contaminated Solids	2.141,16
TOTAL HAZARDOUS WASTE		2.143,67
Non-hazardous waste	Civil Construction	235,31
	Organic Waste	3.566,08
	Miscellaneous Waste	3.168,83
	Vegetable Waste	332,14
	Wood	121,23
	ETE Sludge	226,23
	Used oil	1.062,00
	Unserviceable sleeper scrap	2.875,99
	Scrap metal sales	34.145,09
	Aluminum scrap	2,26
	Plastic scrap	18,83
	Shoe scrap	79,91
	Rail scrap	9.720,24
	Mixed ferrous scrap	21.578,69
Noble Scrap	129,07	
Cardboard Scrap	26,11	
Locomotive/Wagon Wheel Scrap	2.589,58	
TOTAL NON-HAZARDOUS WASTE		79.877,61

3.6.4. Water and effluents

We manage water and effluents by monitoring the quality of the supply water under our responsibility and the treatment of effluents. In this sense, we have effluent treatment stations (ETE) installed in the units where locomotives, wagons and parts are washed, generating oil or organic effluents.

The ETE operation is carried out by third-party companies that perform monthly analyzes and monitoring of the parameters of interest of the generated effluents, which, after being treated, are discarded in the pluvial/river system.

The effluents receive physical-chemical treatment, and follow in accordance with the quality standards defined by the legislation and by environmental agencies. The data are presented annually to IBAMA, in compliance with license conditions.

In relation to water abstraction, we seek regularity by obtaining abstraction grants when applicable, in compliance with the guidelines imposed by responsible agencies.

TOTAL WATER CONSUMPTION (ML) <small>GRI 303-5</small>	2019		2020		2021	
	All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Total water consumption in cubic meters (m ³)	167,485.00	0.00	162,907.00	0.00	149,864.00	0.00
Total water consumption in megaliters (mL)	167.49	0.00	162.91	0.00	149.89	0.00



Photo credit: Linus Nylund, em Unsplash.

ACTIONS FOR WATER MANAGEMENT AND SAVING



We promoted changes in the process of degassing diesel tanks for locomotive maintenance. With the change in the process, we generated **savings of 42,000 liters of water, 300 liters of soap** and a **reduction in repair time by 14.5 hours**, with the implementation of the new process in **14 locomotives**.



Harnessing **rainwater** for washing locomotives at the headquarters in Curitiba (PR).



Installation of **aerators next to faucets** to reduce flow and water consumption.



Condensation water capture from air conditioning equipment for gardening and washing common areas.



04.

Attachments



4.1

Indicators Attachment

GRI 102-21 / 102-46

4.1. Materiality

Defining report content and Topic limits

In order to identify the most relevant issues for our main audiences, we conducted a review and reconstruction process of the Materiality Matrix, which included four phases:

1. Identification
2. Prioritization
3. Analysis
4. Validation of results

In the first stage, the contents of 18 internal documents were studied and considered, including policies, strategic guidelines, diagnoses and communication materials, and 13 external documents (peer and competitor strategies, articles, ranking and index questionnaires and sector studies).

The Prioritization phase involved 154 consultations/interviews, with nine leaders and five external stakeholders, in addition to responses to online questionnaires completed by 140 stakeholders, including 127 employees and 7 customers.

Based on the analysis of all the results and the definition of weights and weightings for the interviews, eight material themes were identified, validated by the Investor Relations, Sustainability and senior leadership area.

4.2. Our Team

GRI 401-1

New* hires and employee turnover

TOTAL NUMBER AND RATE OF NEW HIRES, BY GENDER		
	Total	Hiring rate
Men	888	12%
Women	367	51%
TOTAL	1,255	15%

TOTAL NUMBER AND RATE OF NEW HIRES, BY AGE GROUP		
	Total	Hiring rate
Below 30 years old	680	45%
Between 30 and 50 years old	557	10%
Above 50 years old	16	2.1%

* The rate considers the number of employees divided by the total number of employees in that category.

TOTAL NUMBER AND RATE OF NEW HIRES, BY REGION		
	Total	Hiring rate
Midwest Region	388	31%
North Region	10	83%
Southeast Region	308	10%
South Region	549	15%

TOTAL NUMBER AND RATE OF TERMINATIONS, BY GENDER		
	Total	Termination rate
Men	1,227	17%
Women	300	41%
TOTAL	1,527	19%

TOTAL NUMBER AND RATE OF TERMINATIONS, BY AGE GROUP		
	Total	Termination rate
Below 30 years old	549	36%
Between 30 and 50 years old	852	15%
Above 50 years old	126	16%

TOTAL NUMBER AND RATE OF TERMINATIONS, BY REGION		
	Total	Termination rate
Midwest Region	365	29%
North Region	0	0%
Southeast Region	548	17%
South Region	614	17%

GRI 405-2

MATHEMATICAL RATIO BETWEEN BASE SALARY FOR WOMEN AND MEN BY EMPLOYEE CATEGORY*		2021
Directors		0.85
Managers		0.88
Coordinators and experts		0.92
Analysts and technicians		1.20
Operators		0.84
TOTAL		0.88

* We are in the process of analyzing salary equity. For data collection, the average base salary of 12/2021 was considered. President and Vice President positions were not considered and apprentices and interns were excluded from the analysis.

Proportion of senior management hired from the local community GRI 202-2

PERCENTAGE OF SENIOR MANAGEMENT FROM MAJOR OPERATING UNITS HIRED FROM THE LOCAL COMMUNITY			
	2019	2020	2021
Total senior management members	21	22	21
Senior management members hired in the local community	21	22	21
Percentage of senior management hired in the local community	100%	100%	100%

GRI 405-2

AVERAGE TRAINING HOURS PER EMPLOYEE, BY GENDER GRI 404-1	Average training hours
Men	38
Women	32
TOTAL	37

AVERAGE TRAINING HOURS PER EMPLOYEE, BY EMPLOYEE CATEGORY GRI 404-1	Average training hours
Presidents and vice-presidents	6
Advisory and executive directors	2
Directors	8
Managers	26
Coordinators and experts	28
Analysts and technicians	29
Operators	41
Others	35
Total average	37
TOTAL TRAINING HOURS	302,877

* To account for training hours, the company's own employees are considered, including apprentices and interns

EMPLOYEE HEALTH AND SAFETY RATES AND FIGURES <small>GRI 403-9 SASB TR-RA-320A.1.</small>	2019	2020	2021
Number of deaths as a result of work-related injuries	0	1	0
Rate of deaths as a result of work-related injuries	0	0.04	0
Number of high-consequence work-related injuries (excluding deaths)	4	2	4
Rate of high-consequence work-related injuries (excluding deaths)	0.17	0,09	0.18
Number of reportable work-related injuries	8	4	4
Rate of reportable work-related injuries	0.34	0.17	0.18

EMPLOYEE HEALTH AND SAFETY RATES AND FIGURES OPERATION (THIRD PARTIES AND EMPLOYEES) <small>GRI 403-9</small>	2019	2020	2021
Number of deaths as a result of work-related injuries	0	1	0
Rate of deaths as a result of work-related injuries	0	0.02	0
Number of high-consequence work-related injuries (excluding deaths)	5	5	6
Rate of high-consequence work-related injuries (excluding deaths)	0.13	0.13	0.16
Number of reportable work-related injuries	15	10	10
Rate of reportable work-related injuries	0.40	0.26	0.27

4.3. Operational performance

SASB TR-RA-000

ACTIVITY METRICS – SASB TR-RA-000		2019	2020	2021
TR-RA-000.A	Number of transported loads (thousand)	57,674	58,985	60,415
TR-RA-000.B	Number of intermodal units transported	82,182	82,771	87,363
TR-RA-000.C	km of route	13,592	13,592	13,598
TR-RA-000.D	Revenue per ton of km (RTK) (million)	60,096	62,458	64,027
TR-RA-000.E	Number of employees	8,597	9,235	8,112

GRI 414-2

Negative social impacts on the supply chain and measures taken

SUPPLIERS WITH NEGATIVE SOCIAL IMPACTS	2019	2020	2021
Number of suppliers evaluated in terms of social impacts	2,807	3,012	4,255
Number of suppliers identified as having significant, actual and potential negative social impacts	154	193	155
Number of suppliers identified as having significant, actual and potential negative social impacts, for which improvements were agreed as a result of the assessment	174	190	155
Percentage of suppliers identified as having significant, actual and potential negative social impacts, with which improvements were agreed as a result of the assessment	95.45	98.45	96.13
Number of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of the assessment	7	3	6
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of the assessment.	4.55	1.55	3.87

4.4. Community GRI 413-1

PERCENTAGE OF OPERATIONS WITH IMPLEMENTED LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND/OR DEVELOPMENT PROGRAMS	2019	2020	2021	Description of the initiative
Social impact assessments, including gender impact assessments, based on participatory processes	0%	20%	60%	Carrying out the Participatory Socio-environmental Diagnosis
Environmental impact assessments and continuous monitoring	100%	100%	–	
Public disclosure of the results of environmental and social impact assessments	60%	60%	–	
Local development programs based on the needs of local communities	60%	70%	50%	<ul style="list-style-type: none"> ▶ Cultivar Project – nursery development in Cubatão ▶ Agrinho Program – all of Paraná State ▶ Dikaion – industrial bakery, funding for the project for vulnerable children ▶ Community gardens – aimed at the eradication of hunger and income generation ▶ Santa Casa de Rondonópolis – construction of an access ramp for patients ▶ Rumo Institute held in Rondonópolis with the aim of leading young people to have their leading role and their professional discovery ▶ Trem do bem (actions with institutions near the railway line)
Stakeholder engagement plans based on mappings of these parties	40%	100%	100%	<ul style="list-style-type: none"> ▶ DSP – Participative Socioenvironmental Diagnosis ▶ Partnership with Detran – PR (railway safety) ▶ Setran – PR (railway signaling) ▶ Train for Good (actions with institutions near the railway line)
Committees and processes for broad consultation with the local community including vulnerable groups	40%	40%	40%	▶ Participatory Socioenvironmental Diagnosis

PERCENTAGE OF OPERATIONS WITH IMPLEMENTED LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND/OR DEVELOPMENT PROGRAMS				Description of the initiative
	2019	2020	2021	
Work councils, occupational health and safety commissions and other employee representative bodies to discuss impacts	40%	100%	100%	<ul style="list-style-type: none"> ▶ CIPA ▶ CIPIAs ▶ Covid Committee ▶ Peseg Committee - Community ▶ Working Group - Horns
Formal grievance and complaints processes by local communities	20%	100%	100%	▶ Implementing a 24-hour Relationship Channel with 0800 customer service

4.5. Environment GRI 303-4

Water disposal

TOTAL WATER DISCHARGE, BROKEN DOWN BY DESTINATION (ML)	2019		2020		2021	
	All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Surface water, including wetlands, rivers and lakes	38.18	0.00	32.30	0.00	43.23	0.00
Groundwater/water tables	0.00	0.00	0.00	0.00	0.00	0.00
Sea water	0.00	0.00	0.00	0.00	0.00	0.00
Third-party water, and the volume of that total sent for use by other organizations, if applicable	0.00	0.00	0.00	0.00	1.96	0.00
TOTAL	38.18	0.00	32.30	0.00	45.19	0.00

Direct Emissions (Scope 1) of Greenhouse Gases (GHG) GRI 305-1 / SASB TR-RA-110A.1. / SASB TR-RA-110A.2

DIRECT GREENHOUSE GAS EMISSIONS (t CO₂ EQUIVALENT)	2019	2020	2021
Generation of electricity, heat or steam	362.00	571.00	533.75
Physico-chemical processing	0.00	0.00	0.00
Transportation of materials, products, waste, employees and passengers	947,602.00	892,330.00	878,836.95
Process issuance	2,494.00	2,077.00	1,891.40
Fugitive emissions	299.00	388.00	159.03
TOTAL GROSS CO₂ EMISSIONS	950,756.00	895,366.00	881,421.00

Reduction of greenhouse gas emissions GRI 305-5

GHG EMISSION REDUCTIONS ACHIEVED AS A DIRECT RESULT OF EMISSION REDUCTION INITIATIVES (tCO₂ EQUIVALENT)	2019	2020	2021
Reductions from direct emissions (Scope 1)	6,731.00	55,092.00	13,945.00
Reductions from indirect emissions from energy acquisition (Scope 2)	0.00	254.00	0.00
Reductions from other indirect emissions (Scope 3)	0.00	0.00	0.00
Total GHG emission reductions	6,731.00	55,346.00	13,945.00
Reductions from compensation	0.00	0.00	0.00

OTHER SCOPE 3 GREENHOUSE GAS EMISSIONS (tCO₂ EQUIVALENT) GRI 305-3**2021****UPSTREAM**

Goods and services acquired	11,767.05
Capital goods	603,981.23
Energy-related activities (those not included in Scope 1 or 2 emissions) and fuels	191,911.02

OTHER SCOPE 3 GREENHOUSE GAS EMISSIONS (tCO₂ EQUIVALENT) <small>GRI 305-3</small>			2021
Upstream transport and distribution		3,672.91	6,384.01
Waste generated in operations		12,758.36	43,708.10
Business travel		2,914.20	1,224.86
Employee commuting		264.66	4,814.51
Assets leased (upstream)		-	-
Other activities (upstream)		-	-
TOTAL	0.0	577,514.51	863,791.67

Energy consumption within the organization GRI 302-1

FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES (GJ)*	2019	2020	2021
Diesel Oil	14,141,666.00	11,876,114.00	11,777,901.17
Automotive gasoline	23,925.00	21,943.00	22,119.73
GLP	141.00	200.00	207.00
Lubricant	180,619.00	150,430.00	136,993.63
TOTAL	14,346,351.00	12,048,687.00	11,920,710.27

FUEL CONSUMPTION FROM RENEWABLE SOURCES (GJ)* <small>TR-RA110a.3</small>	2019	2020	2021
Ethanol	10,231.00	7,249.83	5,608.75
Biodiesel	1,364,962.00	1,590,467.24	1,485,501.08
TOTAL	1,375,193.00	1,597,717.08	1,491,109.55

* 1. Gases included in the calculation are CO₂ - Carbon dioxide; CH₄ - Methane; N₂O - Nitrous oxide. In 2021, we expanded the accounting of scope 3 emissions to the categories applicable for Rumo. Biogenic emissions: 4,849.17 ton CO₂ eq.

** Fuel values are calculated based on monthly consumption and segregated according to each network. To convert the values, the 2021 National Energy Balance conversion factors were used.

CONSUMED ENERGY (GJ)**	2019	2020	2021
Electricity	116,530.00	126,818.00	223,637.87
Heating	0.00	0.00	0.00
Cooling	0.00	0.00	0.006
Vapor	0.00	0.00	0.00
TOTAL	116,530.01	126,818.01	223,637.88

TOTAL CONSUMED ENERGY (GJ)**	2019	2020	2021
Non-renewable source fuels	14,346,351.00	12,048,687.00	11,920,710.27
Renewable source fuels	1,375,193.00	1,597,717.08	1,491,109.55
Consumed energy	116,530.01	126,818.00	223,637.88
Sold energy	0.00	0.00	0.00
TOTAL	15,838,074.01	12,335,276.16	13,635,457.70

Energy consumption reduction GRI 302-4

ENERGY CONSUMPTION REDUCTIONS ACHIEVED AS A RESULT OF CONSERVATION AND EFFICIENCY IMPROVEMENTS (GJ)	2019	2020	2021
Diesel Oil	0.00	672,346.00	111,467.24
Gasoline***	0.00	1,983.00	-
Ethanol	0.00	3,309.00	1,641.08
Lubricant	0.00	30,190.00	1,3426.37
Electricity – South Operation	0.00	857.00	
TOTAL	0.00	708,685.00	126,544.69

** Fuel values are calculated based on monthly consumption and segregated according to each network. To convert the values, the 2021 National Energy Balance conversion factors were used.

*** Gasoline: there was a 1% increase in consumption from 680,610 liters to 686,096 liters.

Waste not intended for final disposal GRI 306-4

WASTE NOT SENT FOR FINAL DISPOSAL		
Hazardous waste	Used oil	1.062,00
TOTAL HAZARDOUS WASTE		1.062,00
Non-hazardous waste	Civil Construction	235,31
	Unserviceable railway scrap	2875,990
	Scrap metal for sale	34.145,09
	Aluminum Scrap	2,26
	Plastic Scrap	18,83
	Shoe scrap	79,91
	Rail Scrap	9.720,24
	Mixed ferrous scrap	21.578,69
	Noble Scrap	129,07
	Cardboard Scrap	26,11
	Locomotive/Wagon Wheel Scrap	2.589,58
TOTAL NON-HAZARDOUS WASTE		71401,10
WASTE NOT SENT FOR FINAL DISPOSAL, PER RECOVERY OPERATION (T)		
Hazardous waste	Recycling	1.062,00
TOTAL HAZARDOUS WASTE		1.062,00
Non-hazardous waste	Preparation for reuse	235,31
	Other recovery operations	0
	Recycling	71.165,79
TOTAL NON-HAZARDOUS WASTE		71.401,10

Waste intended for final disposal GRI 306-5

WASTE NOT INTENDED FOR DISPOSAL, IN METRIC TONS (T)		
Hazardous waste	Light bulbs	2.18
	Health waste	0.33
	Contaminated Solids	2.141,16
TOTAL HAZARDOUS WASTE		2.143,67
Non-hazardous waste	Organic Waste	3.566,08
	Miscellaneous Waste	3.168,83
	Plant Waste	332,14
	Wood	121,23
	ETE Sludge	226,23
TOTAL NON-HAZARDOUS WASTE		7.414,51
WASTE SENT FOR FINAL DISPOSAL, PER RECOVERY OPERATION (T)		
Hazardous waste	Landfill Confinement	0,33
	Other disposal operations (co-processing)	2.143,34
TOTAL HAZARDOUS WASTE		2.143,67
Non-hazardous waste	Landfill Confinement	3.848,43
	Other disposal operations (co-processing)	3.566,08
TOTAL NON-HAZARDOUS WASTE		7.414,51

OPERATIONAL UNITS WITHIN OR ADJACENT TO PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS GRI 304-1

Name of Conservation Unit	Crosses the Railway	Network	CU Category	Scope	Created in	Legal Creation Act
▶ APA Lago de Palmas	Yes	Central	Environmental Protection Area	State	1999	Law 1.098, from 10/20/1999
▶ APA João Leite	Yes	Central	Environmental Protection Area	State	2002	Decree 5.704, from 2002; Decree 5.845, from 2003
▶ APA Serra da Jibóia	Yes	Central	Environmental Protection Area	State	2000	Decree 5.176, from 02/29/2000
▶ PE da Serra de Jaraguá	Yes	Central	State Park	State	1998	Law 13.247, from 01/13/1998
▶ APA Fazenda Primavera	Yes	Central	Environmental Protection Area	Local	2018	Decree n. 206/2018 from 09/30/2018
▶ RPPN Fazenda Palmeira	Yes	Central	Private Reserve of Natural Heritage	Federal	0	
▶ RPPN Fazenda Santa Branca	Yes	Central	Private Reserve of Natural Heritage	Federal	0	
▶ Parque Natural Municipal de Piraputangas	Yes	West	Park	Local	2003	Decree nº 078 from 05/22/2003
▶ Estação Ecológica de Itirapina	Yes	Paulista	Eco Station	State	1984	Decree nº 22.335 from 06/08/1984
▶ Parque Estadual da Serra Do Mar	Yes	Paulista	Park	State	1977	Decree nº 10251 from 08/31/1977
▶ Parque Nacional dos Campos Gerais	Yes	South	Park	Federal	2006	Decree nº S/N from 03/24/2006
▶ Reserva Biológica das Araucárias	Yes	South	Biological Reserve	State	2006	Decree nº S/N from 03/24/2006
▶ Reserva Florestal do Morro Grande	Yes	Paulista	Biological Reserve	State	1949	Law nº 1949 from 04/04/1979
▶ Parque Estadual do Caxambu	Yes	South	Park	State	1979	Decree nº 6.351 from 03/01/1979
▶ Parque Estadual Pico do Marumbi	Yes	South	Park	State	1990	Decree nº 7.300 from 1990
▶ Parque Natural Municipal Mata Rio Uruguai Teixeira Soares	Yes	South	Park	Local	2008	Municipal Law nº from 06/05/2008
▶ Parque Estadual Serra Da Baitaca	Yes	South	Park	State	2002	Decree nº 5.765 from 07/05/2002
▶ Área de Proteção Ambiental do Iguazú	Yes	South	Environmental Protection Area	Local	1991	Decree nº 410 from 07/25/1991

OPERATIONAL UNITS WITHIN OR ADJACENT TO PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS GRI 304-1

Name of Conservation Unit	Crosses the Railway	Network	CU Category	Scope	Created in	Legal Creation Act
▶ Apa Corumbataí Botucatu Tejupa Perimetro Botucatu	Yes	West	Environmental Protection Area	State	1983	Decree nº 20960 from 06/08/1983
▶ Apa Rio Batalha	Yes	Paulista/West	Environmental Protection Area	State	2001	Law nº 10773 from 03/01/2001
▶ Área de Proteção Ambiental Estadual da Escarpa Devoniana	Yes	South	Environmental Protection Area	State	1992	Decree nº 1.231 from 03/30/1992
▶ Area de Proteção Ambiental da Lagoa Verde	Yes	South	Environmental Protection Area	Local	2005	Law nº 6084 from 04/22/2005
▶ Floresta Estadual Pederneiras	Yes	Paulista	Forest Reserve	State	2002	Decree nº 47099 from 09/19/2002
▶ Área de Proteção Ambiental Estrada Parque de Piraputanga	Yes	West	Environmental Protection Area	State	2000	Decree nº 9.937 from 06/06/2000
▶ Apa Corumbataí, Botucatu e Tejupá Perimetro Corumbataí	Yes	Paulista	Environmental Protection Area	State	1983	Decree nº 20960 from 06/08/1983
▶ Área de Proteção Ambiental Estadual do Piraquara	Yes	South	Environmental Protection Area	State	1996	Decree nº 1.754 from 05/06/1996
▶ Apa Tietê	Yes	West	Environmental Protection Area	State	1983	Decree nº 20959 from 06/08/1983
▶ Área de Proteção Ambiental Municipal do Capivari-Monos	Yes	Paulista	Environmental Protection Area	Local	2001	Law nº 13136 from 06/12/2001
▶ Área de Proteção Ambiental Estadual da Serra da Esperança	Yes	South	Environmental Protection Area	State	1992	Law nº 9.905 from 01/27/1992
▶ Apa Piracicaba Juqueri Mirim Área I	Yes	Paulista	Environmental Protection Area	State	1991	Law nº 7438 from 07/16/1991
▶ Apa Jundiá	Yes	Paulista	Environmental Protection Area	State	1984	Law nº 4095 from 06/01/1984
▶ Apa Itupararanga	Yes (Paulista)	Paulista/West	Environmental Protection Area	State	1998	Law nº 10100 from 12/01/1998
▶ Floresta Nacional de Ipanema	Yes	West	Forest Reserve	Federal	1992	Decree nº 530 from 05/20/1992

OPERATIONAL UNITS WITHIN OR ADJACENT TO PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS GRI 304-1

Name of Conservation Unit	Crosses the Railway	Network	CU Category	Scope	Created in	Legal Creation Act
▶ A.p.a R. Arag. C Rr. Rico, C. Mag., R. Araguainha	Yes	North	Environmental Protection Area	Local	2001	Law nº 1.318/01, from 11/29/01
▶ Apa Nascente do Rio Araguaia	Yes	North	Environmental Protection Area	Local	2002	Law nº 314/02 from 08/19/2002
▶ Apa Ribeirão do Sapo	Yes	North	Environmental Protection Area	Local	2002	Law nº 314/02, from 08/19/2002.
▶ Apa Municipal Nascentes do Rio Sucuriu	Yes	North	Environmental Protection Area	Local	2005	Municipal Decree nº 3464
▶ Apa Municipal da Bacia do Rio Sucuriu	Yes	North	Environmental Protection Area	Local	2005	Municipal Decree nº1250 2005
▶ Apa Municipal do Córrego Ceroula e Piraputanga	Yes	West	Environmental Protection Area	Local	2005	Municipal Decree nº 1831 2005
▶ Apa Municipal dos Mananciais do Corrego Lajeado	Yes	West	Environmental Protection Area	Local	2001	Municipal Decree nº8265
▶ Apa Municipalsub-Bacia do Rio Aporé	Yes	North	Environmental Protection Area	Local		
▶ Apa Delta do Jacuí	Yes	South	Environmental Protection Area	State	2005	State Law nº12371/2005
▶ Floresta Estadual Metropolitana	Yes	South	Forest Reserve	State	1988	Decree 4.404
▶ Parque Natural Municipal dos Morros	Yes	South	Park	Local	2016	Decree nº74/2016 from 09/06/2016

SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY GRI 304-2

Aspect	Description of related direct and indirect impacts
Construction or use of factories, mines, and transportation infrastructure;	The main direct impacts on biodiversity are related to the railway's expansion and operation projects, all licensed by Ibama and environmental agencies, where its development is supported by specific environmental programs, in order to mitigate and minimize impacts, both environmental and social, and the related environmental compensation. The direct impacts are the reduction of vegetation cover directly related to the new projects, and with this, indirect impacts on fauna, such as the reduction of the area available for habitat, nesting, and gene exchange through ecological corridors.
Pollution (introduction of substances that do not naturally occur in the habitat, from point and non-point sources);	The main issue in Rumo's operations is the pollution arising from air emissions from rail operations, where the company has been working promptly on improving and modernizing its operational fleet and modeling more efficient trains.

SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY GRI 304-2

Aspect	Description of related direct and indirect impacts
Introduction of invasive species, harmful organisms, and pathogens;	Rumo's activities do not contribute to the dispersion of invasive or pathogenic species, since the cargoes are agricultural inputs and other controlled products.
Species reduction;	<p>Fauna: The process of reducing the biodiversity of wild fauna is due to the fragmentation of habitats, the barrier effect caused by the infrastructure, with a reduction in the gene flow and the loss of individuals due to being run over, caused by the railway operation. Rumo has already started implementing mitigation measures for fatalities involving D'Orbigny's slider (terrapin) and tortoises. This year will see the start of the Plan to Mitigate Wildlife Roadkill in the North Network, focused on medium and large mammals, with the installation of strategic fences in critical stretches, in addition to wildlife crossings. These measures will be implemented throughout the years.</p> <p>Flora: Regarding the flora, the reduction of species is related to vegetation suppression to carry out projects and maintenance, culminating in the reduction of species numbers and possible impacts on the gene flow between adjacent areas that remain.</p>
Habitat conversion;	Habitat conversion is related to the establishment of new areas for the railway's expansion projects, but the areas are very much related to previously anthropized and degraded environments, mainly due to their location and proximity to urban centers or agribusiness hubs, so that the impacted areas do not correspond to highly relevant locations for habitats of native flora and fauna species.
Changes in ecological processes outside the natural range of variation, such as salinity or changes in the water table.	These types of impacts do not result from the activities carried out at the moment, where these impacts are evaluated in the construction of new railroads and terminals, being an indispensable aspect in the licensing phase of this type of venture.
Species affected	Fauna: Among the wild species most affected by railway operations are the six-banded armadillo, the nine-banded armadillo, the South American tapir, the giant anteater, the D'Orbigny's slider and the tortoise.
Extension of impacted areas	The impacted areas are all restricted to the right-of-way in place, serving the railway's expansion and maintenance projects. The total area volume for the period was about 30 hectares of intervention for the expansion projects.
Duration of impacts	The impacts on area conversion are permanent, as the sites become baseline infrastructure. This change generates environmental compensation, in order to offset the impact.
Reversibility or irreversibility of impacts	The environments impacted by the projects are reversible if the sites are no longer operational or with scope for deactivation, with restoration plans. However, it is currently not the company's scope to carry out these activities, as they conflict with the activity performed.

PROTECTED AND RESTORED HABITATS GRI 304-3				
Aspect	Itirapina Terminal	Flona do Ipanema	Rebio Planting	Central Network Planting
Size of habitat areas protected or restored, in km²	Planting of 40.8 hectares in Cerrado	Planting of 22 hectares in Atlantic Forest/Cerrado	Planting of 50-hectare islands in Pantanal	Planting of 815 hectares in the Cerrado region of Rumo Central Network
Location of the areas with protected or restored habitat;	Rumo's rural area in APA Corumbataí Botucatu (state of São Paulo) (Sustainable Use-SP)	Ipanema National Forest (CU of Sustainable Use-SP)	Biological Reserve Marechal Cândido Rondon (CU of Full Protection-MS)	Planting areas on the railway belt
Whether the success of the restoration measures has been approved by independent external experts;	Approved by CETESB	Approved by Ibama and ICMBio	Approved by Ibama and SMMA Miranda/MS.	Approved by Ibama
Whether there are partnerships with third parties to protect or restore habitat areas other than those in which the organization has overseen and implemented restoration or protection measures;	Project execution by a contracted company	Project execution by a contracted company, area protected by FLONA/ICMBio	Project execution by a contracted company, area protected by the Environmental Department of Miranda (state of Mato Grosso do Sul)	Execution of the project by a hired company, planting areas initiated by VALEC, where we took on the maintenance and responsibility for the planting
Status of each area based on its condition at the end of the reporting period;	Planting completed, in the monitoring and maintenance phase	Planting completed, in the monitoring and maintenance phase	Planting completed, in the monitoring and maintenance phase	Planting completed, in the monitoring and maintenance phase
Standards, methodologies and assumptions adopted.	Direct planting of seedlings in total area, following Ceterb's restoration guidelines	Direct planting of seedlings in total area, following ICMBio's restoration guidelines	Planting seedlings in islands of diversity, following the guidelines of the Mato Grosso do Sul environmental agency and Ibama (Federal District)	Direct planting of seedlings in total area, following Ibama's restoration guidelines

4.2

GRI content index

GRI 102-55

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT
GRI 101: Fundamentals – 2016			
General disclosures			
GRI 102: General Disclosures 2016	102-1	Organization name	Page 10
	102-2	Activities, brands, products and services	Page 10
	102-3	Location of the organization's headquarters	Page 10
	102-4	Place of operations	Page 10
	102-5	Nature of ownership and legal form	Page 12
	102-6	Markets served	Page 11
	102-7	Size of the organization	Page 10
	102-8	Information about employees and other workers	Pages 45 and 46. The Company does not hire any part-time employees, except for apprentice positions.
	102-9	Supply chain	Page 57

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT	
GRI 102: General Disclosures 2016	102-10	Significant changes in the organization and its supply chain	There were no significant changes.	
	102-11	Precautionary principle or approach	Page 74	
	102-12	External initiatives	Page 15	
	102-13	Participation in associations	We maintain collaborative and respectful institutional relationships with the Brazilian Association of Publicly-Held Companies (Abrasca), the National Association of Rail Transport (ANTF) and the Brazilian Association of Port Terminals (ABTP).	
	102-14	Statement by the highest executive	Page 06	
	102-16	Values, principles, rules and codes of behavior	Page 24	
	102-17	Mechanisms for ethics guidance and concerns	Page 24	
	102-18	Governance structure	Page 19	
	102-19	Delegation of authority	Page 21	
	102-20	Responsibility for executive-level roles and roles for economic, environmental and social topics	Page 22	
	102-21	Consultation with stakeholders on economic, environmental and social topics	Page 87	
	102-22	Composition of the highest governance body and its committees	Pages 19 and 20	
	102-23	Chairman of the highest governance body	Page 20	
	102-24	Selection and appointment to the highest governance body	Pages 20 and 21	
	102-25	Interest conflicts	Page 24	
	102-26	Role played by the highest governance body in defining purpose, values and strategy	Page 20	
102-27	Collective knowledge of the highest governance body	Pages 21 and 24		

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT	
GRI 102: General Disclosures 2016	102-28	Assessment of the highest governance body performance	Page 20	
	102-29	Identification and management of economic, environmental and social impacts	Pages 19 and 22	
	102-30	Effectiveness of risk management processes	Page 27	
	102-31	Analysis of economic, environmental and social topics	Page 22	
	102-32	Role played by the highest governance body in sustainability reporting	Page 22	
	102-33	Communicating critical concerns	Page 23	
	102-34	Nature and total number of critical concerns	Concerns are reported in the form of risks, identified and managed by the Risk Management area. Risks of a regulatory, environmental, financial, operational and strategic nature are presented. The number of reported issues is not monitored. Learn more about the risk management process on page 27.	
	102-40	List of stakeholder groups	Page 04	
	102-41	Collective bargaining agreements	The collective bargaining agreements cover, in all clauses, the equivalent of 88% of employees, whose positions are grouped in this report in functional categories represented by analysts, technicians and operators.	
	102-42	Identification and selection of stakeholders	Pages 4, 30 and 61	
	102-43	Approach to stakeholder engagement	Pages 5, 25, 30, 60, 61 and 64	
	102-44	Main concerns and topics raised	Page 30	

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT	
GRI 102: General Disclosures 2016	102-45	Entities included in the consolidated financial statements	Logisport Armazéns Gerais S.A., Elevações Portuárias S.A., Rumo Luxembourg Sarl, Rumo Intermodal S.A., Rumo Malha Oeste S.A., Rumo Malha Paulista S.A., Rumo Malha Sul S.A., Rumo Malha Norte S.A. , Rumo Malha Central S.A., Boswells S.A., ALL Argentina S.A., Paranaguá S.A., ALL Armazéns Gerais Ltda., Portofer 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.	
	102-46	Defining report content and Topic limits	Pages 5 and 87	
	102-47	List of material topics	Page 05	
	102-48	Information reformulations	In 2021 there was no restatement of information.	
	102-49	Changes in the report	In 2021 there were no reporting changes.	
	102-50	Period covered by the report	January 1, 2021 to December 31, 2021	
	102-51	Most recent report date	2020	
	102-52	Reporting cycle	Yearly	
	102-53	Contact for questions about the report	Page 04	
	102-54	Reporting statements in compliance with GRI Standards	Page 04	
	102-55	GRI Content Summary	Page 104	
	102-56	External verification	Pages 4 and 118	
MATERIAL THEME: OPERATIONAL RISK MANAGEMENT SECURITY AND INTEGRITY				
GRI 103: Management method 2016	103-1	Process for determining material topics	Page 54	
	103-2	List of material topics	Page 54	
	103-3	Management of material topics	Page 54	

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT	
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	Page 54	1, 3
	403-2	Hazard identification, risk assessment and incident investigation	Page 54	1, 3
	403-3	Occupational health services	Page 56	1, 3
	403-4	Worker participation, consultation and communication with workers regarding health and safety at work	Pages 55 and 56	1, 3
	403-5	Training of workers in occupational health and safety	Page 56	
	403-6	Promotion of worker's health	Page 56	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Page 54	
	403-8	Workers covered by an occupational health and safety management system	Page 54	
	403-9	Work accidents	Page 90	
	403-10	Professional diseases	In 2021, we kept the number of cases of work-related reportable illnesses at 8 and we recorded no deaths as a result of work-related health problems. The main types of work-related health problems were work and commuting accidents, musculoskeletal and mental disorders.	
GRI 409: Forced or slave-like labor 2016	409-1	Operations and suppliers with significant risk of cases of forced or slave-like labor	Page 57 and 58	1, 2, 3
GRI 418: Customer Privacy 2016	418-1	Proven complaints regarding breaches of customer privacy and loss of customer data	In 2021, we had no occurrence of leaks related to customer data loss.	

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT	
MATERIAL THEME: RELATIONSHIP WITH COMMUNITIES, IMPACT AND SOCIAL INVESTMENT				
GRI 103: Management method 2016	103-1	Process for determining material topics	Page 64	
	103-2	List of material topics	Page 64	
	103-3	Management of material topics	Page 64	
GRI 202: Market presence 2016	202-1	Ratio of the lowest wage to the local minimum wage, with discrimination by gender	In 2021, the lowest wage paid by us was equivalent to the national minimum wage.	
	202-2	Proportion of senior management hired from the local community	Page 89	
GRI 203: Indirect economic impacts 2016	203-1	Investments in infrastructure and services support	Page 41	
	203-2	Significant indirect economic impacts	Page 41	
GRI 411: Rights of indigenous peoples 2016	411-1	Cases of violation of the rights of indigenous peoples	Page 66	1, 2, 4
GRI 413: Local communities 2016	413-1	Engagement operations, impact assessments and development programs aimed at the local community	Page 92	
	413-2	Operations with significant negative impacts - real and potential - in local communities	Aspects arising from railway operations that, in particular, can have a negative impact on local communities are urban mobility, train horns, and mowing services in the domain strip. To make communication with the community easier, Rumo has a 0800 channel, dedicated to answering community requests, which is available 24 hours a day, 7 days a week.	

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT	
MATERIAL THEME: EMISSIONS AND CLIMATE CHANGE				
GRI 103: Management method 2016	103-1	Process for determining material topics	Page 79	
	103-2	List of material topics	Page 79	
	103-3	Management of material topics	Page 79	
GRI 201: Economic performance 2016	201-2	Financial implications and other risks and opportunities arising from climate change	Pages 28 and 29	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Page 95	
	302-4	Reduction of energy consumption	Page 96	
GRI 305: 2016 Emissions	305-1	Direct emissions (Scope 1) of greenhouse gases (GHG)	Pages 79, 81 and 94	7, 8, 9
	305-2	Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy acquisition	Page 81	7, 8, 9
	305-3	Other indirect emissions (Scope 3) of greenhouse gases (GHG)	Page 94	7, 8, 9
	305-4	Intensity of greenhouse gas (GHG) emissions	Page 81	7, 8, 9
	305-5	Reduction of greenhouse gas emissions	Page 94	7, 8, 9
	305-7	NOX, SOX and other significant atmospheric emissions	Page 83	7, 8, 9
MATERIAL THEME: INVESTMENT AND EXPANSION OF RAIL AND PORT INFRASTRUCTURE				
GRI 103: Management method 2016	103-1	Process for determining material topics	Page 41	
	103-2	List of material topics	Page 41	
	103-3	Management of material topics	Page 41	

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT
MATERIAL THEME: VALUE CHAIN AND TRACEABILITY OF THE TRANSPORTED PRODUCT			
GRI 103: Management method 2016	103-1	Process for determining material topics	Page 57
	103-2	List of material topics	Page 57
	103-3	Management of material topics	Page 60
MATERIAL THEME: CUSTOMER RELATIONSHIP AND SERVICE QUALITY			
GRI 103: Management method 2016	103-1	Process for determining material topics	Page 61
	103-2	List of material topics	Page 61
	103-3	Management of material topics	Page 61
MATERIAL THEME: PEOPLE AND DIVERSITY			
GRI 103: Management method 2016	103-1	Process for determining material topics	Pages 45 and 46
	103-2	List of material topics	Pages 45 and 46
	103-3	Management of material topics	Page 46
GRI 401: Employment 2016	401-1	New hires and employee turnover	Pages 48, 87 and 88
	401-3	Maternity/paternity leave	In 2021, 314 employees took leave, of which 40 were on maternity leave and 274 on paternity leave. All women and men (100%) returned to work after the leave period. The retention rate 12 months after the end of the leave was 94% for men and 83% for women.
GRI 402: Labor relations 2016	402-1	Minimum notice period on operational changes	The deadline for disclosing operational changes depends on materiality and confidentiality factors. We do not have this type of term defined in the Collective Bargaining Agreement (ACT).

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT	
GRI 404: Training and education 2016	404-1	Average hours of training per year, per employee	Pages 51 and 89	1, 6
	404-2	Programs to improve employee skills and career transition assistance	Pages 51 and 52	1, 6
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 52	1, 6
GRI 405: Diversity and equal opportunities 2016	405-1	Diversity in governance bodies and employees	Page 46	
	405-2	Ratio of base salary and remuneration received by women and those received by men	Page 88	
GRI 406: Non-discrimination 2016	406-1	Discrimination cases and corrective measures taken	In 2021, we identified 9 cases of discrimination. Of these, only one has been considered valid so far. In this case, the appropriate actions were taken. There are 4 cases in which the investigation is in progress. All cases are investigated with HR's participation.	1, 2, 3, 4, 5, 6
MATERIAL THEME: CORPORATE GOVERNANCE				
GRI 103: Management method 2016	103-1	Process for determining material topics	Page 19	
	103-2	List of material topics	Page 19	
	103-3	Management of material topics	Page 19	
GRI 205: Fight against corruption 2016	205-1	Operations evaluated for risks related to corruption	Page 25	10
	205-2	Communication and training in anti-corruption policies and procedures	Page 25. The Executive Board and Board of Directors members receive the company's Code of Conduct and upon taking office agree to this document.	10
	205-3	Confirmed cases of corruption and actions taken	A case was identified in which an employee favored a supplier in some hiring processes. This case was confirmed, the employee was terminated and the supplier blocked.	10

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT
GRI 206: Unfair competition 2016	206-1 Lawsuits for unfair competition, trust and monopoly practices	There is only one declaratory action for nullity in view of a decision issued by CADE in 2021 (annulment action records, n. 1005535-38.2022.4.01.3400), in which the preliminary injunction requested by the Company was partially granted. There is no decision on the merits of the demand (see GRI indicator 419-1).	1, 5
GRI 307: Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	<p>The amount of fines for non-compliance with environmental laws and regulations in the year was R\$ 39,525,788.56.</p> <p>The activities developed by the rail transport concessionaires, due to their extension and complexity, may be the subject of infraction notices. The most relevant ones are indicated in the Reference Forms.</p> <p>The values mentioned above in Rumo included the following companies: Rumo S.A.; Rumo Intermodal S.A.; Elevações Portuárias S.A.; Rumo Malha Paulista S.A.; Rumo Malha Norte S.A.; Rumo Malha Sul S.A.; Rumo Malha Oeste S.A.; Brado Logística S.A. and Portofer Serviços Ferroviários Ltda.</p>	7, 8, 9
GRI 415: Public policies 2016	415-1 Political contributions	We do not make contributions to political parties and politicians. Donations are forbidden, as per article 24 of Law No. 9.504, of September 30, 1997. Furthermore, we maintain a Donations and Sponsorship Policy that prohibits donations of a political nature.	10
GRI 419: Socioeconomic compliance 2016	419-1 Non-compliance with laws and regulations in the socioeconomic area	CADE's assessment due to conviction in an administrative proceeding (08700.005778/2016-03), in which, among other points, a fine in the amount of R\$ 247.1 million was imposed for the practice of unilateral conduct, consisting of interdicting a terminal's loading lines due to lack of maintenance.	10

STANDARD	DISCLOSURES	REFERENCE/DIRECT RESPONSE	GLOBAL COMPACT
NON-MATERIAL TOPICS, BUT WHICH RUMO CONSIDERS IMPORTANT TO REPORT			
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	
GRI 303: Water and effluents 2018	303-4	Water disposal	8, 9
	303-5	Water consumption	8, 9
GRI 304: Biodiversity 2016	304-1	Owned, leased or managed operating units within or adjacent to environmental protection areas and areas of high biodiversity value located outside environmental protection areas	8, 9
	304-2	Significant impacts of activities, products and services on biodiversity	8, 9
	304-3	Habitats protected or restored	8, 9
	304-4	Total number of species included on the IUCN Red List and national conservation lists with habitats in areas affected by operations	8, 9
GRI 306: Waste 2020	306-3	Generated waste	7, 8, 9
	306-4	Waste not intended for final disposal	7, 8, 9
	306-5	Waste intended for final disposal	7, 8, 9
GRI 308: Environmental assessment of suppliers 2016	308-2	Negative environmental impacts in the supply chain and measures taken	7, 8, 9
GRI 414: Social assessment of suppliers 2016	414-2	Negative social impacts on the supply chain and measures taken	

4.3

SASB Index

CODE	ACCOUNTING METRIC	CATEGORY	MEASUREMENT UNIT	REFERENCE /DIRECT RESPONSE
Transport: Rail Transport				
Themes for Disclosure of Sustainability and Accounting Metrics				
TR-RA-110a.1	Gross global Scope 1 emissions	Quantitative	Metric ton (t) CO ₂	Page 94
TR-RA-110a.2	Discussion of the long-term and short-term strategy or plan for managing Scope 1 emissions, emission reduction targets and a performance review against these targets	Analysis and discussion	n/a	Page 94
TR-RA-110a.3	Total fuel consumed, renewable percentage	Quantitative	Gigajoules (GJ), percentage (%)	Page 95. 2019: 9.59%, 2020: 13.26% and 2021: 12.5%.
TR-RA-120a.1	Atmospheric emissions of the following pollutants: (1) NOx (excluding N ₂ O) and (2) particulate matter (PM10)	Quantitative	Metric ton (t)	Page 83
TR-RA-320a.1	(1) Total recordable incident rate* (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Quantitative	Rate	(1) Recordable incident rate was 0.25 in 2021 including own and third party personnel. (2) Rumo, through constant risk mitigation actions, has not had any fatalities in its operations, including its own workforce and third parties.

* Data related to accidents.

CODE	ACCOUNTING METRIC	CATEGORY	MEASUREMENT UNIT	REFERENCE /DIRECT RESPONSE
TR-RA-520a.1	Total amount of monetary losses as a result of lawsuits associated with anti-competitive behavior regulations	Quantitative	Reporting currency	<p>There were no monetary losses arising from legal proceedings. However, there was a conviction by CADE in an administrative proceeding (08700.005778/2016-03) in the amount of R\$ 247.1 million. The company seeks the annulment of said decision before the Judiciary.</p> <p>There was no change in the amount, considering it is a questioning about legal claims. Notwithstanding, the observation made above refers to CADE's decision issued in November 2021 and maintained in embargoes for clarification in December 2021.</p>
TR-RA-540a.1	Number of accidents and incidents	Quantitative	Number	In 2021, the total number of accidents we were involved in was 323.
TR-RA-540a.2	Number of (1) accidental leaks and (2) non-accidental leaks (NARs)	Quantitative	Number	<p>Throughout 2021, Rumo reported 24 Environmental Accidents to IBAMA and the competent state bodies following the guidelines of Normative Instruction No. 15, of October 16, 2014, 13 of which in Operation South and 11 in Operation North. Of this amount, 11 involved leakage of hazardous products, 2 in Op. North and 9 in Op. South.</p> <p>When we talk about railway accidents involving dangerous products, we basically have two situations, when the source of contamination is the transported product, or when the contamination comes from the locomotive itself due to the size of the tank and volumes necessary for its operation, the second option being the most frequent, but with smaller amounts of leakage per occurrence.</p> <p>The estimate of hazardous products leaked as a result of accidents in 2021 is 46m³ of diesel and 2.5m³ of lubricating oil. It should be noted that the company has an Emergency Action Plan that has guidelines for responding to this type of occurrence, and that all necessary containment actions, material removal and remediation actions in contaminated areas are carried out to minimize/mitigate impacts generated by this type of event. All actions are reported to the competent environmental bodies in specific reports developed by an internal team and specialized companies.</p>

CODE	ACCOUNTING METRIC	CATEGORY	MEASUREMENT UNIT	REFERENCE /DIRECT RESPONSE
TR-RA-540a.3	Number of violation defects recommended by the Federal Railroad Administration (FRA)	Quantitative	Number	We had no assessments related to dangerous products or non-compliance with accident resolution in 2021.
TR-RA-540a.4	Frequency of internal rail integrity inspections	Quantitative	Rate	The frequency of internal railway integrity inspections in 2021 was 1.627. Data from mechanized inspection of geometry and ultrasound were considered, in addition to inspections on foot throughout Rumo's network. There was a restructuring of frequencies, without increasing capacity, but with a better distribution of detection according to the criticality of each section.

CODE	ACCOUNTING METRIC	CATEGORY	MEASUREMENT UNIT	REFERENCE /DIRECT RESPONSE
TR-RA-000.A	Number of transported loads	Quantitative	Number	Page 91
TR-RA-000.B	Number of intermodal units transported	Quantitative	Number	Page 91
TR-RA-000.C	Kilometers of route	Quantitative	Miles	Page 91
TR-RA-000.D	Revenue per ton of km (RTK)	Quantitative	RTM	Page 91
TR-RA-000.E	Number of employees	Quantitative	Number	Page 91

4.4

Assurance Letter



São Paulo Corporate Towers
Av. Pres. Juscelino Kubitschek, 1909
Torre Norte - 9º Andar - Itaim Bibi
04543-011 - São Paulo/SP, Brasil

Tel: (11) 2573-3000
Fax: (11) 2573-5780
ey.com.br

A free-translation from Portuguese into English of Auditors' Report on non-financial statements (Annual Sustainability Report) originally prepared in Portuguese and in Brazilian currency (R\$).

Independent Auditors' Limited Assurance Report on the Rumo S.A. Annual Sustainability Report based on GRI – Standards (In accordance – “Core”) and Sustainability Accounting Standards Board (SASB)

To the Shareholder, Advisers and Directors of
Rumo S.A
São Paulo – SP

Introduction

We were engaged by Rumo S.A (“Company” or “Rumo”) management to present our limited assurance report on the Holding's indicators contained in the Annual Sustainability Report based on Global Reporting Initiative (“GRI”) – Standards and Sustainability Accounting Standards Board (SASB) for the twelve-month period ended December 31, 2021 (“Report”).

Management and governance responsibilities for the Report

Rumo's management is responsible for preparing and presenting appropriately the information contained in Report in accordance with criteria, assumptions and requirements of the GRI guidelines (In accordance – “Core”), Sustainability Accounting Standards Board (SASB), and for the internal controls as management determines is necessary to enable the preparation of information free from material misstatement, whether due to fraud or error.

Independent auditors' responsibility

Our responsibility is to express a conclusion on the Rumo's Report information, based on the limited assurance work conducted in accordance with Technical Notice of Ibracon Nº 07/2012, approved by the Brazil's National Association of State Boards of Accountancy (CFC) in light of NBC TO 3000 (Assurance Work Other Than Audit or Review), issued by the CFC, which is equivalent to international standard ISAE 3000, issued by the International Federation of Accountants, applicable to non-historical information. These standards call for compliance with ethic requirements, including independence and work carried out to obtain limited assurance that the Report is free of material misstatement.

A limited assurance work conducted in accordance with NBC TO 3000 (ISAE 3000) consists mainly of inquires of management and other professionals from Rumo who were involved in the preparation of the Report, as well as of the application of additional procedures deemed necessary to obtain evidence which enables us to conclude on the limited assurance on the Report. A limited assurance work also requires additional procedures, as the independent auditor becomes aware of matters that lead him to believe that the Report information may contain material misstatement.

The selected procedures relied on our understanding of the aspects concerning the compilation and presentation of the Report information in accordance with criteria, assumptions and own methodologies from Rumo. The procedures comprised:

Independent auditors' responsibility – continuation

- (a) the planning of the work, considering the materiality, the volume of quantitative and qualitative information and the operating and internal control systems which supported the preparation of the Report;
- (b) the understanding of the calculation methodology and the procedures for preparation and compilation of the Report through interviews with management in charge of preparing the information;
- (c) the application of analytical procedures on quantitative information and sample verification of certain evidence supporting the data used for the preparation of the Report;
- (d) comparison of the financial indicators with the financial statements and/or accounting records.

The procedures applied in this limited assurance work also comprised compliance with the guidelines of the structure for development of the GRI and SASB applicable in the preparation of the information contained in the Rumo's Report.

We believe that the evidence obtained in our work was sufficient and appropriate to provide a basis for our limited conclusion.

Scope and limitations

The procedures applied in a limited assurance work are substantially less in scope than those applied in an assurance work aimed at issuing an opinion on the Report information. As a consequence, we are not in a position to obtain assurance that we are aware of all matters which would be identified in an assurance work aimed at issuing an opinion. Had we carried out a work to issue an opinion, we could have identified other matters or misstatements in the Report information. Accordingly, we did not express an opinion on this information. In addition, Rumo's internal controls were not part of our limited assurance scope.

Only the Holding's information contained on the indicators was part of the scope of our limited assurance work. Thus, we perform limited assurance procedures exclusively on such information.

The non-financial data is subject to further inherent limitations than financial data, given the nature and diversity of methods used to determine, calculate or estimate such data. Qualitative interpretations of materiality, significance and accuracy of data are subject the individual assumptions and judgments. Also, we did not carry out any work on data reported for prior periods nor in relation to future projections and goals.

Conclusion

Based on the procedures performed and herein described, nothing came to our attention that makes us believe that the GRI and SASB KPIs presented on the Report, for the twelve-month period ended December 31, 2021, was not prepared, in all material respects, in accordance with criteria, assumptions and methodologies for the preparation of the KPI's based on requirements of the Global Reporting Initiative – Standards (In accordance – “Core”) and Sustainability Accounting Standards Board (SASB).

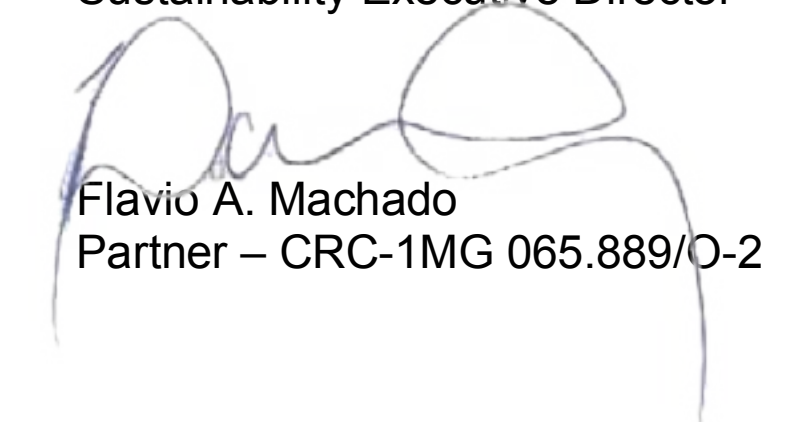
São Paulo (SP), May 19th, 2022.

Ernst & Young

Auditores Independentes S.S
CRC-2SP015199/O-6



Leonardo Masseli Dutra
Sustainability Executive Director



Flavio A. Machado
Partner – CRC-1MG 065.889/O-2

Credits

01. HEADQUARTERS

Rua Emilio Bertolini, 100
Bairro Cajuru – CEP: 82920-030
Curitiba (PR)

www.rumolog.com
www.ri.rumolog.com

02. GENERAL COORDINATION AND PROJECT MANAGEMENT

- ▶ Rumo – ESG
- ▶ Rumo – Investor Relations
- ▶ Rumo – Corporate Communications

03. EDITORIAL PROJECT: CONSULTING, WRITING AND TRANSLATION

Ricca Sustentabilidade
riccari.wixsite.com/sustentabilidade

04. GRAPHIC DESIGN: LAYOUT, DIAGRAMMING AND TRANSLATION

Ricca Sustentabilidade
riccari.wixsite.com/sustentabilidade

05. PHOTOS & ILLUSTRATIONS

Rumo Image Bank
Unsplash