



**eco**RODOVIAS

2022

# Integrated Report







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# About the report

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Welcome to the 2022 EcoRodovias Integrated Report.

Here we present the main results, challenges, and impacts generated by the Company throughout 2022, focusing on the economic, social, environmental and governance aspects that are a priority for our business. By doing so, we show our commitment to value creation, transparency and communication with the market and society.

The document covers information from all the EcoRodovias Group's subsidiaries, for the period between January 1 and December 31, 2022.

The contents to be covered in this report were selected based on an in-depth study of the topics that most impact the publics with which we relate (stakeholders) and, therefore, the most important for our business (learn more on page 12).

This document has been reviewed and approved by the EcoRodovias Group's senior management, who are responsible for all reported content, including the implementation of the Integrated Reporting principles throughout its pages. There are no omissions related to mandatory information in this Report. The financial data follow International Financial Reporting Standards (IFRS). The information was verified by PricewaterhouseCoopers (PwC), independent external Assurance Company.



This report also complies with the criteria of the Brazilian Association of Publicly Held Companies (Abrasca), the United Nations Global Compact, and the CPC 09 Guidance - Integrated Reporting of the Securities Commission (CVM).



If you have any questions, suggestions or comments about the content of this report, please contact us by e-mail:

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ecorodovias.com.br**

# Reporting guidelines

Our Integrated Report is developed based on the main international guidelines for sustainability reporting and management, as detailed next:

- **GRI:** We have joined the Global Reporting Initiative Standard (GRI) guidelines, a voluntary global practice for monitoring and reporting sustainability performance. At the beginning of each subchapter you will find the indicators reported on, identified by the acronym GRI followed by the indicator number. You can also see the full list of indicators on page 150.

- **Integrated Reporting:** we follow the Integrated Reporting guidelines, created by the International Integrated Reporting Council (IIRC) with the objective of presenting the interconnection between financial and non-financial factors in business value creation. At the chapter openings, you will find the icon referring to the types of capitals covered. The capitals map on page 165, indicates in which pages you will find the corresponding contents.



**SOCIAL  
CAPITAL**



**MANUFACTURED  
CAPITAL**



**INTELLECTUAL  
CAPITAL**



**NATURAL  
CAPITAL**



**HUMAN  
CAPITAL**



**FINANCIAL  
CAPITAL**

- **SDG:** The United Nations' Sustainable Development Goals (SDGs) are other guidelines that steer the report. At the beginning of each chapter, you will find the logos of each SDG addressed. At the end of the report, on page 164, you will find the SDG map referring to the relevant content for each SDG.

- **TCFD:** we comply with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) regarding disclosure and analysis of risks and opportunities on climate issues. Our table of contents is available on page 158 and the corresponding content is flagged by means of the TCFD acronym followed by the indicator number at every subchapter's beginning.

# Message from the CEO

## GRI 2-22

In 2022, EcoRodovias overcame the scenario of political uncertainty and macroeconomic challenges that especially affected input costs and interest rates by adopting and improving its management mechanisms, exercising disciplined capital allocation and redesigning its organizational structure, all of which enabled the Group to roll out its operational strategy focused on the best Environmental, Social and Governance (ESG) practices and policies.

We consolidated our position as Brazil's largest highway operator in network extension by winning two new assets and resolving regulatory liabilities that have perpetuated EcoRodovias' portfolio for over 20 years. Our highways have a diversified and resilient traffic profile. We operate in metropolitan regions, as well as agricultural, commercial, tourism and logistical corridors, which also connect to the country's largest port and airport.

Organizational efficiency and high operating productivity with capital discipline are fundamental elements of the Company's successful strategy, driving sustainable growth and a continuous increase in the efficiency of highway concession projects and operations, which permeates the DNA of the EcoRodovias Group.

Guided by these directives, over the last five years, we doubled the size of our highway network by winning five new concessions, three of them generating income since day one, as is the case of Eco050, EcoRioMinas and Noroeste Paulista Lot, whose operational startup is slated for the first half of 2023.

Our financial results in 2022 exceeded expectations, with gross revenue of more than R\$ 4 billion, adjusted EBITDA of R\$ 2.3 billion and net income of R\$ 234.1 million, driven by new business operations and efficient management of our assets. Our CAPEX, which demonstrates our commitment to invest in the future of Brazil, increased (11,5%) in 2022 to over R\$ 3 billion.

One of the key factors for our growth and value maximization is our constant pursuit of innovation. We implemented a digital transformation process focused on the sustainability of our business, in which people, data and applied technologies play a central role.

We launched and studied a series of initiatives during the year, which led to higher efficiency and development, as well as road user safety, while also mitigating environmental impacts.

By December 2022, we had 84 initiatives in progress across the EcoRodovias Group, such as related to connectivity, for example, with the provision of 4G signal along 850 km at Ecovias do Araguaia (BR-153/414/080/TO/GO) by the end of 2024 (currently this signal reaches only 20% of the network), benefiting more than 900,000 residents of 33 municipalities, reaching 88 public schools and 31 health centers. In addition, it will increase safety and enable roadside assistance on the entire highway.

We have also implemented solar power plants on Eco135, which supply up to 100% of the energy consumed by the concessionaire with 6 installed plants and planning to inaugurate another 36 in other concessions by 2024.

Moreover, EcoRodovias was one of the pioneers in truck weighing in motion (still in regulatory testing), as well as in Free flow, having conducted tests in the country that helped regulate this model in which the toll has no physical barrier (free pass).

Regarding the Environment pillar, we are continuing studies to understand

the impact of climate change on our infrastructures. It is an ongoing process in which we invest to increase business continuity and improve the safety of people using our services.

Another highlight in 2022 was the review of our materiality survey according to the double materiality methodology recommended by the Global Reporting Initiative.

Our controlling shareholder, ASTM Group is working with us to reduce CO<sub>2</sub> emissions. To achieve the established goals, we created the EcoRodovias Decarbonization Plan, which consists of diverse initiatives and was prepared with the collaboration of several departments of the company.

Regarding the Social pillar, EcoRodovias has made significant achievements in 2022. Our dedicated efforts to improve road safety on our highways, a critical issue for our business, resulted in a 5.1% reduction in the number of accidents, 6.4% reduction in the number of injuries, and 6.5% reduction in the number of fatalities in 2022.

We are aware of the social impact of our business and, therefore, we contribute

to the development of the regions where we operate by creating jobs (4,875 direct employees and 7,000 indirect jobs each year). Further, EcoRodovias implemented 208 social projects in the last five years with an investment of over R\$ 58 million, which benefited more than 1 million people in seven Brazilian states. In 2022 alone, we allocated R\$9 million to incentivized projects and R\$ 1.7 million to private social investments, directly benefiting 91,000 people in seven states.

EcoRodovias also places great importance on diversifying its workforce, which drives important societal change, increases employee engagement, and expands our business' capacity to innovate. As a consequence, in 2022 we further developed our diversity program, "Caminho para Todos" by establishing the strategy and the plans to increase the minorities in the Company.

We know it's a journey, but we have challenged ourselves and we will employ all possible efforts to have 50% of women in leadership positions by 2030 and 45% of black people working at the Company by 2025.

This year EcoRodovias has also co-founded MoveInfra in partnership with four other Brazilian infrastructure companies, a movement to promote discussions on building a better business environment for the sector.

Regarding the Governance pillar, we redesigned our organizational structure, defined new statutory areas and revised our corporate policies in alignment with market best practices.

Governance was also strengthened by the Company's decision to link the variable compensation of top management to ESG targets related to the reduction of greenhouse gas ("GHG") emissions, improvement of diversity indicators and anticorruption training programs.

Since 2021, when we obtained the ISO 37001 certification (Anti-bribery management systems), we have been maintaining it active since then (already extended to 2023), which underlines our commitment to comply with the highest business integrity standards.

In May 2022, we signed the Business Pact for Integrity and Against Corruption, an initiative of the Ethos Institute.

To conclude, EcoRodovias successfully executed its growth strategy in the last five years, winning highway concessions that helped lengthen the duration of its portfolio for more than 20 years. The Company will remain alert to new opportunities while being more selective, given that new auctions will be held in the medium and long terms. It will remain focused on investments and the performance of its concession contracts while also striving for

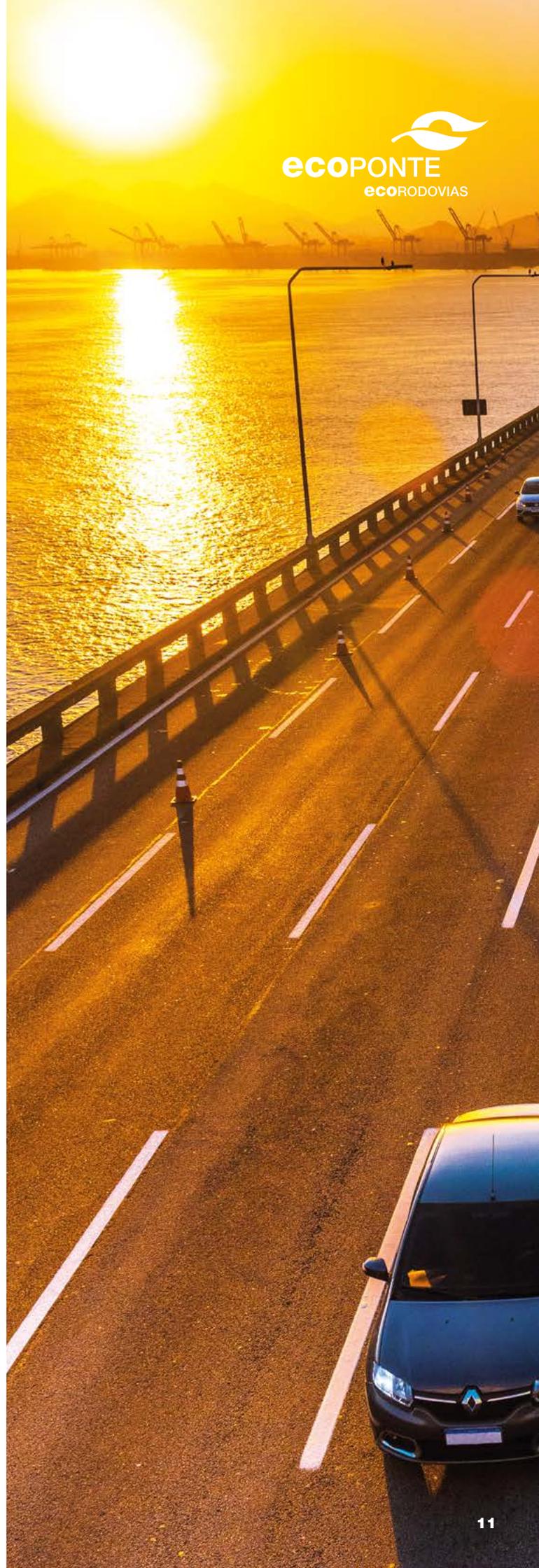
efficiency and innovation in order to create maximum value.

EcoRodovias will continue to evolve and hone its business strategy based on respect to its values, sustainability and ESG best practices, with the focus on our highway users, employees, shareholders, suppliers and other stakeholders.

Enjoy the reading!

**Marcello Guidotti**

CEO and Investor Relations  
Director of EcoRodovias



# Materiality

GRI 2-29 | 3-1 | 3-2

In order to report the most relevant information for our stakeholders, we chose the topics covered in this report from among those that have the greatest potential to impact our ability to generate value in the short, medium, and long terms, and are material to our strategy.

In this sense, the EcoRodovias Group reviews its materiality survey every two years, with the last assessment held in 2022. The process followed the double materiality methodology recommended by the Global Reporting Initiative (GRI), divided into the following steps:

- **Identification**  
Based on the analysis of studies and internal documents, we identified the organization's main themes and the stakeholders to be consulted.
- **Prioritization**  
To capture our stakeholders' perception, we conducted interviews and meetings with the Company's leadership and external publics, in

addition to an online consultation that yielded 1,097 replies.

- **Analysis**  
Based on stakeholder prioritization, we built our updated materiality matrix, considering the impact on the business and the socio-environmental impact.
- **Validation**  
The themes were evaluated and approved by the Company's leadership.

As a result, we identified ten material themes for our business, organized into six pillars, covering environmental, social, governance, and economic-financial topics, focused on our sustainable management and aligned with our long-term commitments.

In the GRI Content Index (page 150), we point out the relationship of each reported indicator to the material themes.

## PUBLIC WHO PARTICIPATED IN THE MATERIALITY SURVEY



### Interviews

- Leaders
- Investors + controlling shareholders



### Work Meetings

- Managers (risk assessment)

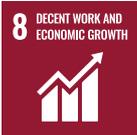


### Online Questionnaire

- Surrounding communities
- Users
- Employees
- Suppliers
- Public Sector



Capitals and ESG Pillars	Themes	Focus	SDG
<b>Safety and risk management</b>  Social Capital  Human Capital	Road Safety	Management and investments to ensure the high quality and safety of the concessions, focusing on reducing traffic accidents, crime prevention and traffic education. Enforcement of best practices, protocols, and monitoring.	 
	Risk and emergency management	Critical incident prevention and mitigation, including risk mapping, contingency and emergency plans.	
<b>Ethics, integrity and relationships with public entities</b>  Social Capital	Ethics, integrity and compliance	Transparency in contracts and user information, as well as compliance with anti-corruption, anti-competitive practices and anti-bribery regulations, laws, and practices.	 
	Relationship with governments and regulatory agencies	Relationship based on the defense of collective interests and social welfare, through proactive actions that foster the progress of the causes supported by the company.	
<b>People management</b>  Human Capital	Health, safety and well-being	To ensure employees' well-being and health by managing the organizational environment, valuing the occupational safety, mental and physical health of employees, third parties, and their families.	 

Capitals and ESG Pillars	Themes	Focus	SDG
<b>People management</b>			
 Human Capital	Respect for human rights	Ensure internal processes that inhibit and address cases of human rights violations around operations.	
	Employee attraction, development and retention	Attracting and retaining talent, structuring career plans, recognition, compensation, benefits, engagement and employee training strategies, pursuing reduced employee turnover.	
<b>Innovation and technology</b>			
 Intellectual Capital	Innovation, technology, and business resilience	Invest in innovation and technology in order to increase the ability to adapt to new scenarios and market trends.	
<b>Supply Chain Management</b>			
   Social Capital    Natural Capital    Financial Capital	Supply Chain Management	Requirement, control and monitoring of suppliers' quality standards, including social and environmental criteria when contracting inputs and services.	
<b>Climate strategy</b>			
  Natural Capital    Manufactured Capital	Climate strategy	Climate change adaptation, identifying and managing climate change risks and opportunities that may impact the business model, including commitments, targets, and climate governance.	





Chapter 1

# About EcoRodovias

**1.1 WHO WE ARE**

**1.2 OUR CONCESSIONS**

**1.3 BUSINESS MODEL**

**1.4 OPERATIONAL PERFORMANCE**

**1.5 FINANCIAL RESULT**

# 1.1 Who we are

GRI 2-1

**EcoRodovias is an infrastructure company that operates highway concessions in a sustainable and socially responsible manner. We are Brazil’s largest highway operator in terms of length, with more than 4,100 kilometers of managed highways, located mainly in the Midwest, Southeast, North and South regions of Brazil.**

Since the beginning of our history, over 22 years ago, we have followed the development of Brazilian highway concessions and expanded our presence in import and export highway corridors. By the end of 2022, we had 10 concessions, one port asset and one logistics asset, located in the Port of Santos.

We went public in 2010, when we made a public offering of shares and joined the Novo Mercado, the most demanding segment of the Brazilian stock exchange (B3) regarding corporate governance practices.

The most recent achievements were winning the EcoRioMinas and the Noroeste Paulista concessions, which added 1,328 kilometers of highway managed by the Group. (learn more on page 20).

Our management is focused on infrastructure actions, expansion projects, road safety, community relations and intensive use of technology, in addition to our commitment to best ESG (environmental, social and governance) practices.

In recognition of our strategy focused on sustainability, we have been listed on the B3’s Corporate Sustainability Index (ISE) for 12 consecutive years, and on the stock exchange’s Carbon Efficient Index (ICO<sub>2</sub>) for two years.

## CORPORATE STRUCTURE

Grupo EcoRodovias is a publicly traded Company, with 51.9% of our shares held by ASTM, world’s second largest private highway concession operator based in Italy. The remaining shares are traded on the stock exchange on a free-float basis.



\*Gruppo AST: ASTM is an industrial Group operating in the sectors of highway management, engineering design and construction of large infrastructures, and transportation and mobility technology. The Group is the world’s second largest highway operator.

\*\*Ardian: One of the largest private equity funds headquartered in France.



## OUR VISION:

To be the best sustainable highway infrastructure manager in Brazil.



## OUR MISSION:

To create value by employing highway assets in a sustainable, synergistic, ethical and innovative manner.



## OUR VALUES:

### Collaboration:

Synergy and cooperation between people and teams in building solutions.

**Ethics:** Integrity, transparency and fairness in relations and in operations, marked by plurality and diversity.

### Focus on results:

Excellence, planning, commitment, efficiency and synergistic business model in the pursuit of sustainable results.

### Initiative:

Protagonism, innovation and creativity to generate outstanding results that add value.

### Sustainability:

Attitudes that seek long-term economic growth, respect to the environment and contribution for the development of employees and the society.

## OUR FIGURES:



**4.1** thousand kilometers of managed highways



**10** concessions in **8** states in the country



**1** port asset



**1** logistic asset



**4,875** employees

**11,031** third-parties



BRL **3,572.4** million adjusted net revenue.

BRL **2,305.1** million adjusted EBITDA

# 1.2 Our Concessions

GRI 2-6

Consolidating our growth strategy, EcoRodovias acquired two important assets in 2022, becoming the largest highway operator in the country of managed highways. The acquisitions represent relevant milestones for our business, concentrating important logistics corridors in Brazil. They are:

- stretches of the BR-116, BR-465, and BR-493 highways that came under EcoRioMinas’ management in September 2022. The highways connect Brazil’s South-Northeast axis through the Rio-Valadares System, which is 727 kilometers long.
- stretches of the SP-310, SP-323, SP-326, SP-333, and SP-351 highways, which are now part of the Noroeste Paulista Lot Highway System, with 601 kilometers. Located in the State of São Paulo’s countryside, they are used to transport agricultural products and fertilizers.

## CONCESSIONS

### ECOVIAS DOS IMIGRANTES

**176.9 km**

**Concession term:**  
1998 – 02/11/2034

**62,296 equivalent paying vehicles in 2022**

Operates the Anchieta – Imigrantes System (SAI), most important export corridor in all of Latin America, connecting São Paulo to ABCD industrial park, to Cubatão Petrochemical Complex, to Port of Santos and to the beaches of the Baixada Santista.

### ECOPISTAS

**143.7 km**

**Concession term:**  
2009 – 06/18/2039

**86,935 equivalent paying vehicles in 2022**

Manages the Ayrton Senna and Carvalho Pinto (SP-070) highways, responsible for connecting the metropolitan region of São Paulo, Vale do Paraíba, Campos do Jordão, and the border with the state of Rio de Janeiro.

### ECOSUL

**457.3 km**

**Concession term:**  
1998 – 03/26/2026

**25,573 equivalent paying vehicles in 2022**

Manages assets located in the Pelotas Road Complex and in the so-called Mercosur Corridor (BR-116/RS and BR-392/RS), which connect important agricultural production centers to the Port of Rio Grande do Sul.

# GEOGRAPHICAL DISTRIBUTION OF CONCESSIONS



TO

**ecovias do ARAGUAIA**  
ecoRODOVIAS

GO

**ecovias do CERRADO**  
ecoRODOVIAS

SP

**ecopiSTAS**  
ecoRODOVIAS

RS

**ecosUL**  
ecoRODOVIAS

MG

**eco050**  
ecoRODOVIAS

**ecoriOMINAS**  
ecoRODOVIAS

**ecovias**  
ecoRODOVIAS

**ecoPORTO**  
ecoRODOVIAS

**ecoPÁTIO**  
ecoRODOVIAS

**eco135**  
ecoRODOVIAS

ES

**eco101**  
ecoRODOVIAS

RJ

**ecopONTE**  
ecoRODOVIAS

## ECOVIAS DO ARAGUAIA

**850.7 km**

**Concession term:**

2021 – 10/07/2056

**11,282 equivalent paying vehicles in 2022**

The concession represents EcoRodovias' entry into Brazil's Mid-North region, managing the BR-153 TO-GO and BR-080/414 GO highways. It covers the stretch between Aliança do Tocantins (TO) and Anápolis (GO), connecting important freight transportation corridors in the region. Its operations started in April 2022.

## ECO135

**364 km**

**Concession term:**

2018 – 06/30/2048

**39,079 equivalent paying vehicles in 2022**

Eco135 manages stretches of the BR-135, MG-231 and LMG-754 highways, between Curvelo and Montes Claros, in Minas Gerais. It is an important highway corridor connecting the southeast, south, and northeast regions.

## ECOVIAS DO CERRADO

**437 km**

**Concession term:**

2019 – 01/19/2050

**33,835 equivalent paying vehicles in 2022**

Responsible for managing the BR 364 and 365 highways, which connect Uberlândia, the main city in the Triângulo Mineiro, to the city of Jataí, in Goiás. It is an important outflow route between the producing regions of the Midwest, the consumer centers in the Southeast, and the Port of Santos.

## ECOPONTE

**28.7 km**

**Concession term:**

2015 – 05/31/2045

**28,629 equivalent paying vehicles in 2022**

Concession for the Presidente Costa e Silva Bridge (Rio-Niterói Bridge), the main connection between the capital of Rio de Janeiro, the metropolitan area and the Lake region.

## ECO050

**436.6 km**

**Concession term:**

2014 – 01/08/2044

**53,563 equivalent paying vehicles in 2022**

Manages 436.6 kilometers of BR-050, crossing nine municipalities in the states of Goiás and Minas Gerais and linking the Federal District to the state of São Paulo.

## ECORIOMINAS

**726.9 km**

**Concession term:**

2022 – 09/22/2056

**4,178 equivalent paying vehicles in 2022**

Manages highways of the Rio-Governador Valadares Axis, an important route for cargo transportation between the South and Northeast regions of the country.

## OTHER ASSETS

### ECO101

**478.7 km**

**Concession term:**

2013 – 05/10/2038

**57,340 equivalent paying vehicles in 2022**

Operates the BR-101 highway in the state of Espírito Santo, cutting through more than 20 municipalities. The highway runs from Mucuri, in Bahia, to the border with Rio de Janeiro. It serves five important ports in the region: Vitória and Tubarão, both in the capital of Espírito Santo state, Barra do Riacho, in Aracruz-ES, Açu, in Rio de Janeiro, and Ilhéus, in Bahia.

### ECOPORTO

**903 m of berth**

**13.6 m of depth**

**912,600 TEUs**

(Twenty-foot Equivalent Unit) of Capacity

**176 thousand m<sup>2</sup>**

**Concession term:**

06/12/1998 – 06/11/2023

A port terminal with handling and storage operations for export cargo, located on the right bank of the Port of Santos, with a multipurpose model and expertise in highly complex operations. It has easy access to the Ecovias dos Imigrantes highway.

### ECOPÁTIO

**443 thousand m<sup>2</sup>**  
**1,225 static load trucks**

**Concession term:**

12/16/1999 – 12/16/2029

Located in Cubatão, it is considered the main regulating truck yard for the Port of Santos. Of the 433 thousand m<sup>2</sup> of operational area, 325 thousand m<sup>2</sup> are dedicated to serving the cargo vehicles that access the port.



# 2022 Highlights



## A MORE DIVERSE AND SKILLED TEAM

Approval of the **Caminho Para Todos**, our diversity program.



## DIGITAL TRANSFORMATION

**7.7%**

of total collection was done by self-service and digital means.



## OPERATING RESULTS

**2.1%**

drop in vehicle traffic over 2021.



## EXPANSION

- Ecovias do Araguaia and EcoRioMinas start operating.
- Winner of the **EcoRioMinas** and **Noroeste Paulista Lot auctions**, becoming the largest highway operator in Brazil in terms of length.
- **11.5%** growth in CAPEX.
- Average contract term increased to over 20 years.



## FINANCIAL RESULTS

Adjusted net revenue of

BRL **3,572.4** million

(excludes construction revenue).

Adjusted EBITDA of

BRL **2,305.1** million.



## ROAD SAFETY

Decrease of **5.1%**  
in the number of accidents.

and reduction of **6.4%**  
in the number of injured  
people over 2021.



## GOVERNANCE ADVANCES

- Company's new organizational structure.
- Review of corporate policies.
- Joining the Business Pact for Integrity and Against Corruption, of the Ethos Institute.
- Maintaining ESG targets linked to the variable compensation of the leadership.



## AWARDS

- Among the **100 most innovative companies** in IT by ITMidia.
- **Ecoponte:** in the category of Greater User Satisfaction in Concessions, in the Rodovias+Brasil Award, for the medical and mechanical assistance provided on the Rio-Niterói Bridge.
- **Eco050:** in the Best Paving in Concessions category in the Rodovias+Brasil Award, from the National Secretary of Land Transportation, for the use of asphalt-rubber.
- **Eco050** and **Ecovias do Cerrado** among the **ten best** highways in the country according to the CNT Highway Survey.
- **Ecovias do Cerrado: Via Viva 2022 Award**, by the Ministry of Infrastructure, for its environmental practices.
- **Eco050:** inov@BR Seal, from the Ministry of Infrastructure, for implementing chargers for electric and hybrid vehicles at User Assistance Service (UAS) bases.
- 2<sup>nd</sup> place with the **Solar Power Plants Project**, at the GRI Infra Awards 2022.

# 1.3 Business model

GRI 2-6

## INPUT



### HUMAN CAPITAL

- 4,875 employees.
- Diversity & Inclusion Program.
- Training platform.
- Engaged Leadership, with Leader and Executive Development Program.



### NATURAL CAPITAL

- Raw material for road infrastructure (paving and construction).
- 327 thousand GJ of energy consumed.
- 220 ML of water consumed.



### SOCIAL CAPITAL

- Relations with neighboring communities.
- Dialogue with regulators and the granting authority.
- Partnership with 3,990 suppliers.
- Users using the highways.



### INTELLECTUAL CAPITAL

- Expertise in Auction Participation.
- InovaECO, our open innovation ecosystem.
- Technology applied to highways, in payment methods, vehicle weighing and operational control.



### MANUFACTURED CAPITAL

- 4.1 thousand kilometers of managed highways.
- 1 port asset and 1 logistics asset.
- 55 toll stations.



### FINANCIAL CAPITAL

- Financing.
- Shareholder contribution.
- BRL 1,612.5 million in cash.
- BRL 3,058.9 million in CAPEX.



# OUTPUT



## HUMAN CAPITAL

- Technical qualification: average of 13.9 hours of training per employee.
- Inclusive environment and open to diversity: 50% female employees.
- Safe work environment: accident frequency rate of 9.68.



## SOCIAL CAPITAL

- Safe roads: 5.1% drop in the accident rate.
- 36,901 ambulance and 184,538 tow truck assistance.
- BRL 3.8 billion spent with suppliers.
- BRL 10.7 million invested in social projects (own and sponsored).
- Generation of jobs, income and opportunities.
- Opportunities for fast and efficient transportation of cargo.
- Contributing to the improvement of the country's road infrastructure.
- Fostering the optimization of the logistics chain of key sectors (grain distribution, tourism, industry).



## MANUFACTURED CAPITAL

- Two new concessions, totaling 1,328 new kilometers of road network.
- BRL 3,058.9 million invested in expansion, conservation and improvement works.



## NATURAL CAPITAL

- Direct emission of 12,465 tCO<sub>2</sub>.
- Control of environmental impacts.
- Reuse of 110 thousand tons of milled material.



## INTELLECTUAL CAPITAL

- 7,7% of payments made by technological means.
- Innovation in road asset management.
- Agile, interconnected and customized port services.
- Mitigation of risks arising from climate change.



## FINANCIAL CAPITAL

- Economic-financial results: BRL 6,714.7 million in consolidated gross revenue.
- Group's Perenniality.
- Investments aligned to contractual conditions.

## 1.4 Operational performance

In 2022, the traffic of equivalent paying vehicles showed a reduction of 2.1% due to the termination of the Ecocataratas and Ecovia Caminho do Mar concession contracts in November 2021. Heavy vehicle traffic presented a reduction of 4.3% and light vehicle traffic a growth of 1.0% in 2022.

Also in 2022, we highlight the beginning of partial toll collection by three stations of EcoRioMinas in September 2022 and full toll collection by Ecovias do Araguaia in October, as a result of the growth strategy and expansion of the Company's portfolio after winning the highway concession auctions held in May 2022 (Rio Valadares System, currently EcoRioMinas) and April 2021 (BR-153/414/080, currently Ecovias do Araguaia).

The comparable traffic of equivalent paying vehicles showed a 4.7% growth in 2022, not considering the start of toll collection by Ecovias do Cerrado,

EcoRioMinas and Ecovias do Araguaia, as well as the termination of the Ecocataratas and Ecovia Caminho do Mar concession contracts in November/21. Heavy vehicle traffic showed a growth of 3.8% due, mainly, to soybean and corn exports and the recovery in industrial production. Light vehicles showed a growth of 5.8% due, mainly, to the relaxation of the social isolation rules in the fight against Covid-19 due to the evolution of vaccination programs and campaigns.

In September 2022, EcoRioMinas began toll collection in the Engenheiro Pierre Berman, Santa Guilhermina and Santo Aleixo stations, which together represent about 34% of total toll revenue. Ecovias do Araguaia also started collecting tolls at the end of 2022, jointly and in its totality, in the nine toll stations.

	2022 <sup>1</sup>	2021 <sup>1</sup>	Change	
<b>Traffic volume (equivalent paying vehicles x 1,000) (heavy-duty + lightweight)</b>	Ecovias dos Imigrantes	62,296	59,365	4.9%
	Ecopistas	86,935	82,079	5.9%
	Ecosul	25,573	27,378	- 6.6%
	Eco101	57,340	54,392	5.4%
	Ecoponte	28,629	27,800	3.0%
	Eco135	39,079	36,780	6.3%
	Eco050	53,563	49,812	7.5%
	<b>Total comparable<sup>1</sup></b>	<b>353,416</b>	<b>337,606</b>	<b>4.7%</b>
	Ecovias do Cerrado <sup>2</sup>	33,835	32,802	3.1%
	EcoRioMinas <sup>3</sup>	4,178	0	n.m.
	Ecovias do Araguaia <sup>4</sup>	11,282	0	n.m.
	Ecovia Caminho do Mar <sup>5</sup>	0	15,335	n.m.
	Ecocataratas <sup>6</sup>	0	25,503	n.m.
<b>Consolidated traffic volume</b>	<b>402,712</b>	<b>411,246</b>	<b>2.1%</b>	

Note: Equivalent paying vehicle is a basic unit of reference in toll collection statistics in the Brazilian market. Light vehicles, such as passenger cars, correspond to one unit of equivalent vehicle. Heavy vehicles such as trucks and buses are converted into equivalent vehicles by a multiplier applied on

the number of axles of the vehicle, as established in the terms of each concession contract.

1) Disregards toll collection from Ecovias do Cerrado, EcoRioMinas, Ecovias do Araguaia, Ecovia Caminho do Mar and Ecocataratas.

2) Considers the start of toll collection in stations P1 and

P2 as of 11/14/2020, P6 and P7 as of 01/10/2021 and P3, P4 and P5 as of 03/20/2021.

3) Considers the beginning of toll collection in the stations Engenheiro Pierre Berman, Santa Guilhermina and Santo Aleixo as of September 22, 2022.

4) Considers the beginning of toll collection as of October 3, 2022.

5) Concession contract ended on 11/28/2021.

6) Concession contract ended on 11/27/2021.

# Services in the year



## Towing

	2022	2021	2020
<b>Total calls</b>	184,538	217,726	190,677
<b>Average arrival time</b>	00:17:00	00:16:30	00:21:14



## Ambulance

	2022	2021	2020
<b>Total calls</b>	36,901	24,234	29,226
<b>Average arrival time</b>	00:14:35	00:08:40	00:08:46



# Ecoporto

Ecoporto is the leading multipurpose terminal in Santos, capable of handling containers, complex cargo, vehicles, project cargo and general cargo within the Port of Santos, generating over 4 thousand direct and indirect jobs and collecting over R\$ 73 million in taxes and fees.

Our port operations in 2022 showed growth, with a record of 23,000 dock operations and 65,000 storage operations, representing an increase in operations of 2.3% and 22.5%, respectively, over the previous year.

## MULTIPURPOSE TERMINAL:



### Oil & Gas

### Vehicles

It ensures competitiveness by maintaining vehicle operations on both shores of the port.

### Containers

#### CONTAINER LCL+LTL

Consolidation and deconsolidation, including transport and logistics integrated with customer demands in all import and export customs systems.

### Projects

Cargo of various formats and dimensions that require specific equipment for each operation; Can be shipped in containers, as loose cargo or Mafi Trailers.

### Machinery

Agricultural machines and equipment for export; war equipment, with restriction and security in the movement, being necessary direct shipment.

# 1.5 Financial result

## GRI 201-1

In 2022, gross revenue reached R\$ 6,714.7 million, which represents a 27.1% increase over the previous year. Excluding construction revenue, adjusted gross revenue reached R\$ 4,225.7 million, an increase of 2.6% over 2021, mainly due to traffic growth, toll rate adjustments, beginning of partial toll collection by three stations at EcoRioMinas in September 2022 and full toll collection by Ecovias do Araguaia in October, as well as growth in Ecoporto and Ecopátio operations. Adjusted net revenue reached R\$ 3,572.4 million in 2022, an increase of 2.4% over the previous year.

Adjusted EBITDA, excluding revenues and construction costs, provision for maintenance, impairment of assets (land) and the non-recurring retroactive effect of the readjustment of Ecosul's toll tariffs for 2021, reached R\$ 2,305.1 million, in line with that presented in 2021, even with the termination of the concessions Ecovia Caminho do Mar and Ecocataratas in November 2021. Adjusted EBITDA Margin was 64.5% in 2022. EBITDA, calculated according to ICVM 156, reached R\$ 2,123.6 million in 2022, a 6.0% reduction over 2021.

Net income reached R\$ 234.1 million in 2022, a reduction of 36.3% compared to 2021 due to the termination of the Ecocataratas and Ecovia Caminho do Mar concession contracts in November 2021 and higher financial expenses. Recurring net income, excluding the monetary restatement of the Leniency Agreement, Agreements with former Executives, Non-

Prosecution Agreement, impairment of assets (land), non-recurring retroactive effect of the readjustment of Ecosul's toll tariffs for 2021 and discontinued operation, totaled R\$ 322.3 million in 2022, a reduction of 15.5% compared to the previous year.

We closed 2022 with a cash balance, cash equivalents, and financial investments of R\$ 1,612.5 million and net debt at R\$ 9,878.5 million.

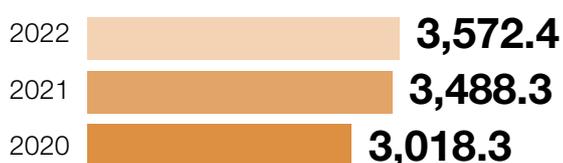
The Net Debt/Adjusted EBITDA indicator reached 4.3x in 2022, up 1.0x from the previous year, largely due to the reduction in Adjusted EBITDA as a result of the termination of the Ecocataratas and Ecovia Caminho do Mar concession contracts in November 2021, investments (CAPEX) and debt repayments.

The investments totaled R\$ 3,058.9 million in 2022, reflecting the Company's ability to execute and deliver the works in its growth cycle, as well as its commitment to maintain our highways. Special mention goes to the delivery of nine toll stations, 19 operational bases, and the execution of paving rehabilitation works on Ecovias do Araguaia, to meet the parameters of the highway and the start of toll collection in October 2022.

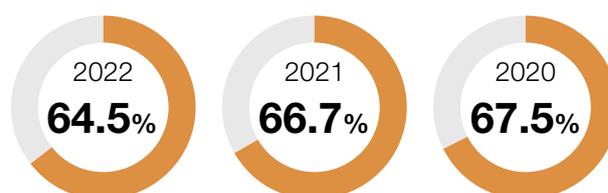
We have a total of 696,334,224 common shares listed on B3's Novo Mercado, with a market value, on 12/31/2022, of R\$ 3.1 billion. We end the year 2022 priced at R\$ 4.45/share, with an average daily share volume of R\$ 33.9 million.

## Indicator Panel

### ADJUSTED NET REVENUE (IN R\$ MILLION)



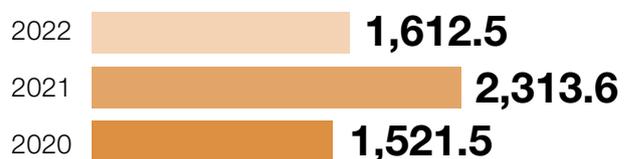
### ADJUSTED EBITDA MARGIN (%)



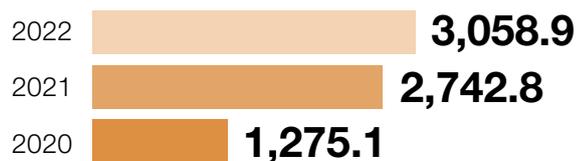
### LEVERAGE



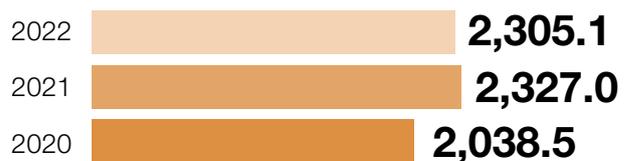
### CASH AVAILABLE (IN R\$ MILLION)



### INVESTMENTS (IN R\$ MILLION)



### ADJUSTED EBITDA (IN R\$ MILLION)





## Sustentabilidade

Atitudes que visem o crescimento econômico a longo prazo, respeito ao meio ambiente e contribuição para o desenvolvimento dos colaboradores e da sociedade.

## Chapter 2

# Corporate Governance

2.1 GOVERNANCE

2.2 RISK MANAGEMENT

2.3 ETHICS AND ANTI-CORRUPTION

2.4 SUSTAINABILITY

Capital accessed:



# 2.1 Governance

## Governance Structure

### GRI 2-9

The EcoRodovias Group is a publicly traded Company that is part of the B3's Novo Mercado segment (Brazilian stock exchange) since 2010, being committed to the highest corporate governance standards.

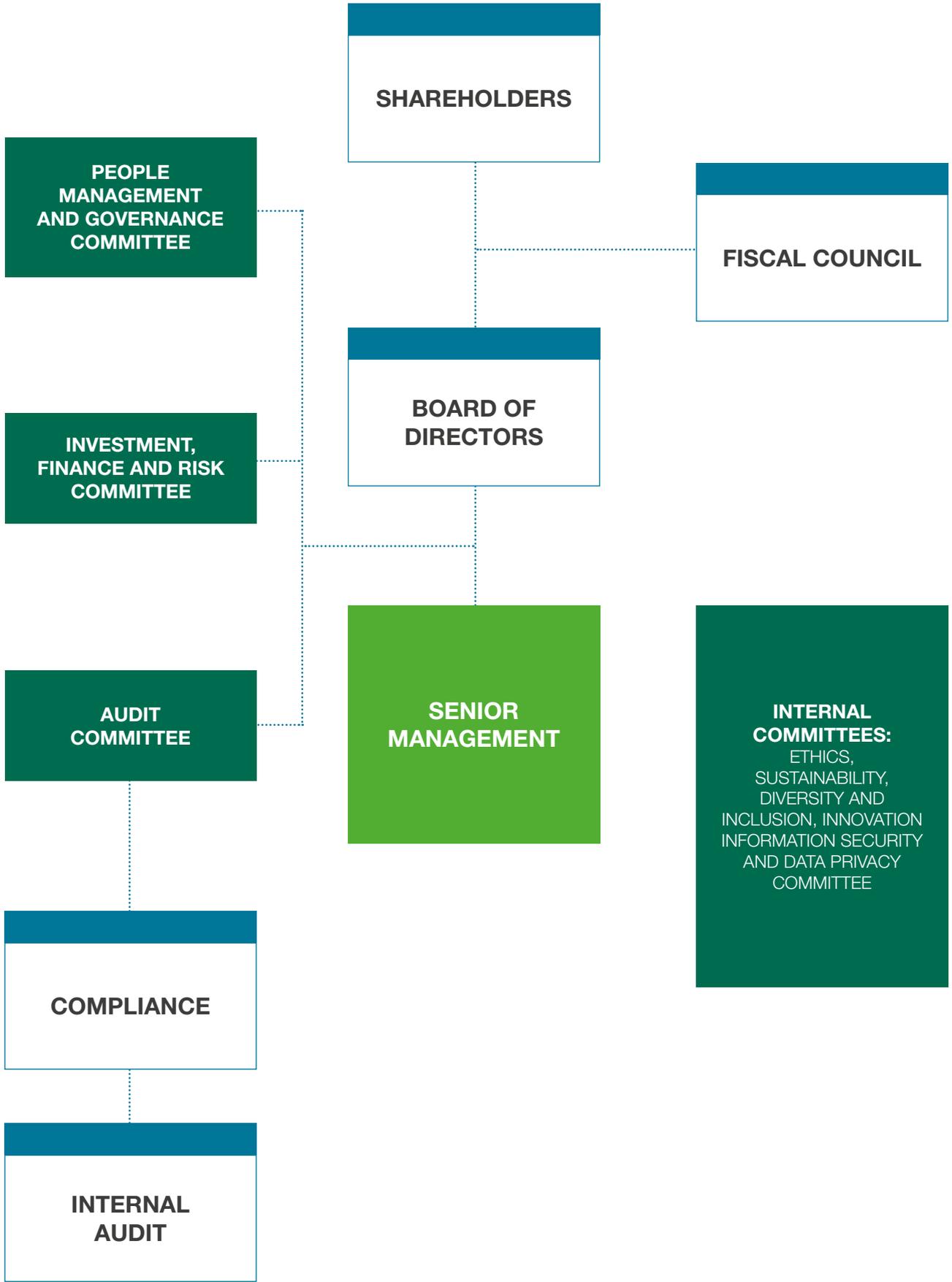
In order to establish the best market practices for our governance processes, policies and structure, we are guided by the recommendations of the Brazilian Institute of Corporate Governance (IBGC) as well as B3's Novo Mercado, conducting our business in an ethical, transparent and responsible manner.

Our governance structure is composed of five main bodies: General Shareholders' Meeting, Board of Directors, Fiscal Council, Advisory Committees to the Board of Directors (Audit Committee, People Management and Governance Committee and Investment, Finance and Risk Committee) and Senior Management. The Company also has other internal committees, where relevant issues are discussed (Ethics Committee, Diversity Committee, Sustainability Committee, Innovation Committee and Information Security and Data Privacy Committee).

## Governance Advantages

### GRI 2-18

- 12<sup>th</sup> year on the B3 Corporate Sustainability Index (ISE).
- 2<sup>nd</sup> consecutive year in the B3's Carbon Efficient Index portfolio (ICO<sub>2</sub>).
- Robust Ethics and Integrity Program, with a direct and external channel for complaints.
- Statutory Audit Committee, composed mostly of independent members.
- Committees of the Board of Directors.
- Self-evaluation of the Board of Directors, carried out by independent consultants, from a 360° perspective, encompassing the evaluation of the Advisory Committees, the Senior Management and the Governance Secretariat.
- Internal Regulations of the Board of Directors and Advisory Committees.
- Corporate policies in line with the highest Corporate Governance standards.



# Governance highlights

## NEW ORGANIZATIONAL STRUCTURE

In July 2022, the Group's organizational structure underwent a major transformation.

This business transformation process started in April 2022 with the simplification of the Bylaws, approved by the General Shareholders' Meeting, extinguishing several statutory executive boards and leaving it to the discretion of the Board of Directors to define the functions, attributions and composition of the Senior Management, according to the needs of the Company's business.

The Board of Directors evaluated the Company's current moment and challenges and adopted the following premises to promote a new organizational structure that is lean, agile and efficient:

- Need for the Presidency to be held by a professional with extensive experience in the sector and deep knowledge of the people and internal processes of the Company.
- Creation of a Vice Presidency of Corporate Services with the aim of generating efficiency and productivity in the corporate areas and capturing operational synergies.
- Creation of a Vice Presidency of Technical Services with the aim of bringing seniority and engineering experience to improve assertiveness in CAPEX control, bringing innovative and optimized solutions to current assets and more competitiveness when evaluating new business

- Creation of a Corporate Finance Department and a Planning and Risk Department in order to segregate activities within the financial/treasury and planning/controls agenda, enabling specialized strategic leadership and focus on the most relevant topics.

Within the new organizational model, members of the Company's statutory board are no longer part of the statutory board of the subsidiaries. This structure allows a clear allocation of risks and responsibilities, in addition to promoting more effective controls by avoiding the concentration of statutory powers of representation of the Group in a few executives.

In general lines, the new organizational model includes:

- Five statutory boards in the Company.
- Five statutory boards in the Subholding (EcoRodovias Concessões e Serviços S.A.), which is the company providing corporate services to the Group.
- Two statutory boards in each highway concessionaire.

It is important to note that the only new hire was for the Vice President of Technical Services and Engineering, since all other statutory officers were already part of the EcoRodovias Group in July 2022, either as part of the non-statutory or statutory management. Thus, the new organizational model did not represent a significant increase in costs, but merely a reallocation of expenses with the

## HOLDING



**Presidency  
& IR**



**VP Corporate &  
Legal Services**



**VP Technical  
Services &  
Engineering**



**Corporate  
Finance  
Office**



**Planning, Risks  
and Controls  
Office**

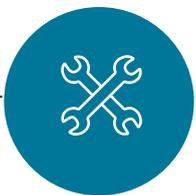
## SUBHOLDING



**Controllership  
& IR Office**



**People  
Management  
Office**



**Engineering  
Office**



**Technology  
Office**

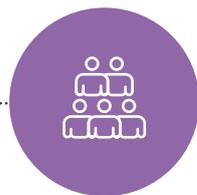


**Legal  
Office**

## HIGHWAY CONCESSIONAIRES



**President  
Directors**



**Superintendent  
Directors**



compensation of non-statutory directors to the overall corporate compensation of the respective companies.

This new model resulted in a more cohesive and efficient structure, promoting the capture of synergies through the centralized management of critical functions in the Subholding.

## **BOARD OF DIRECTORS**

During 2022, the Board of Directors promoted important changes, aiming to improve the Company's governance and compliance practices.

### **1) Audit Committee**

In May 2022, two external members (not Board Members) were nominated to compose the committee, one with expertise in Accounting and the other with expertise in Compliance.

In December 2022, an amendment to the Company's Bylaws was approved to transform the Audit Committee into a Statutory Audit Committee under CVM Resolution 23. This transformation reinforces the committee's activities, which now has additional rules and duties, such as an annual activities report, its own budget, direct access to the whistleblowing channel for cases involving members of top management, and a majority of independent members.

Finally, the Audit Committee consolidated the reporting line of the Compliance and Internal Audit areas, reinforcing the independence of these areas and making the Company's Integrity Program more robust.

### **2) People Management and Governance Committee**

The People Management and Governance Committee has consolidated itself as the body responsible for advising the Board of Directors in defining the most appropriate composition of the Company's management bodies. In this sense, the committee was the body responsible for (i) evaluating the Company's new organizational structure; (ii) conducting the independent director selection process, with the support of a top executive recruitment firm; and (iii) evaluating the desired profile of the members of the advisory committees.

Finally, it is worth mentioning that before the appointment of any member to any of the Company's administrative bodies, a background check on compliance and integrity is carried out by a specialized independent company.

# Board of Directors

GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-16

Our Board of Directors is guided by the Bylaws and may be composed of five to ten effective Directors, all elected and removable by the General Assembly, which also elects the alternates, with unified terms of two years, with re-election permitted.

Currently, the Board is made up of 12 members, 9 of whom are effective (2 of whom are independent directors<sup>1</sup>) and 3 are alternates. Members meet at least bimonthly, and in the year 2022, they met 14 times. Over the course of the year, the Board of Directors considered issues related to CAPEX due diligence, policies, ESG and the risk matrix.

Periodically, the Board is sent the Audit Committee Report, the Independent Audit Report and the Risk Matrix and action plan.

Board of Directors' responsibilities include:

- Set general business directions and guidelines.
- Develop and discuss Strategic Planning.
- Define investment policies.
- Disseminate the Company's values, as established in the Code of Conduct, showing its commitment to the Ethics Program - Integrity System (PE-SI).
- Monitor the development and effective implementation of the Ethics Program - Integrity System (PE-SI).
- Approve the Company's Risk Management and Internal Control Policy, monitor and follow up on it.
- Evaluate, appoint and dismiss members of the Senior Management.



COMPOSITION IN  
12/31/2022<sup>1</sup>:

**Marco Antônio Cassou**  
President

**Juan Angoitia Grijalba**  
Sitting Member

**Beniamino Gavio**  
Sitting Member

**Umberto Tosoni**  
Sitting Member

**Alberto Gargioni**  
Sitting Member

**Cesar Beltrão de Almeida**  
Sitting Member

## REVIEW OF CORPORATE POLICIES

To adapt the Company's governance to B3's Novo Mercado regulations, in 2022 the Board of Directors approved the revision of the following policies and regulations:

- Use of Information and Disclosure of Material Act or Fact and of Trading of Securities Policy.
- Compensation Policy of the Board of Directors, Advisory Committees, Statutory Board of Officers, and Fiscal Council.
- Risk Management and Internal Control Policy.
- Policy for the Appointment of Members of the Board of Directors, Statutory Board of Officers, and Advisory Committees.
- Dividend Distribution Policy.
- Donations and Sponsorships Policy.
- Internal Regulations of the Board of Directors.

- Internal Regulations of the Investment, Finance and Risk Committee.
- Internal Regulations of the Statutory Audit Committee.
- Internal Regulations of the Peoples Management and Governance Committee.

The changes were focused on strengthening Governance in relation to the principles of transparency, fairness, accountability and corporate responsibility. The documents are available on the Company's Investor Relations website: <http://www.ecorodovias.com.br/ri>

Also reviewed and published were the Policies regarding the Program of Integrity and Ethics in Business, available on the website <https://www.ecorodovias.com.br/a-ecorodovias/politicas-corporativas/>

**Ricardo Bisordi  
de Oliveira Lima**  
Independent  
Sitting Member

**Stefano Mario  
Giuseppe Viviano**  
Sitting Member

**Luís Miguel Dias  
da Silva Santos**  
Alternate Member

**Eros Gradowski Junior**  
Alternate Member

**Paolo Pierantoni**  
Alternate Member<sup>1</sup>

<sup>1</sup> Due to the resignation of an independent member on December 31, 2022, the Board of Directors had only one independent member in its composition. With the election scheduled to take place at the Annual Shareholders' Meeting on April 19, 2023, it will be composed of two independent members.



# Advisory Committees to the Board of Directors

The Advisory Committees to the Board of Directors are non-deliberative bodies, integrated by the Board Members themselves or external members, with the objective of deepening the analysis on certain subjects suggested by the Board of Directors.

Currently the Company's Board of Directors is divided into the following committees:

## STATUTORY AUDIT COMMITTEE

This committee advises the Board of Directors to ensure the effectiveness and efficiency of corporate practices, with a focus on compliance, in addition to monitoring and analyzing the activities of the independent audit, financial statement preparation, internal audit, and risk, internal controls, and compliance systems.

**Members:** 03  
**Meetings in 2022:** 08

## PEOPLE MANAGEMENT AND GOVERNANCE COMMITTEE

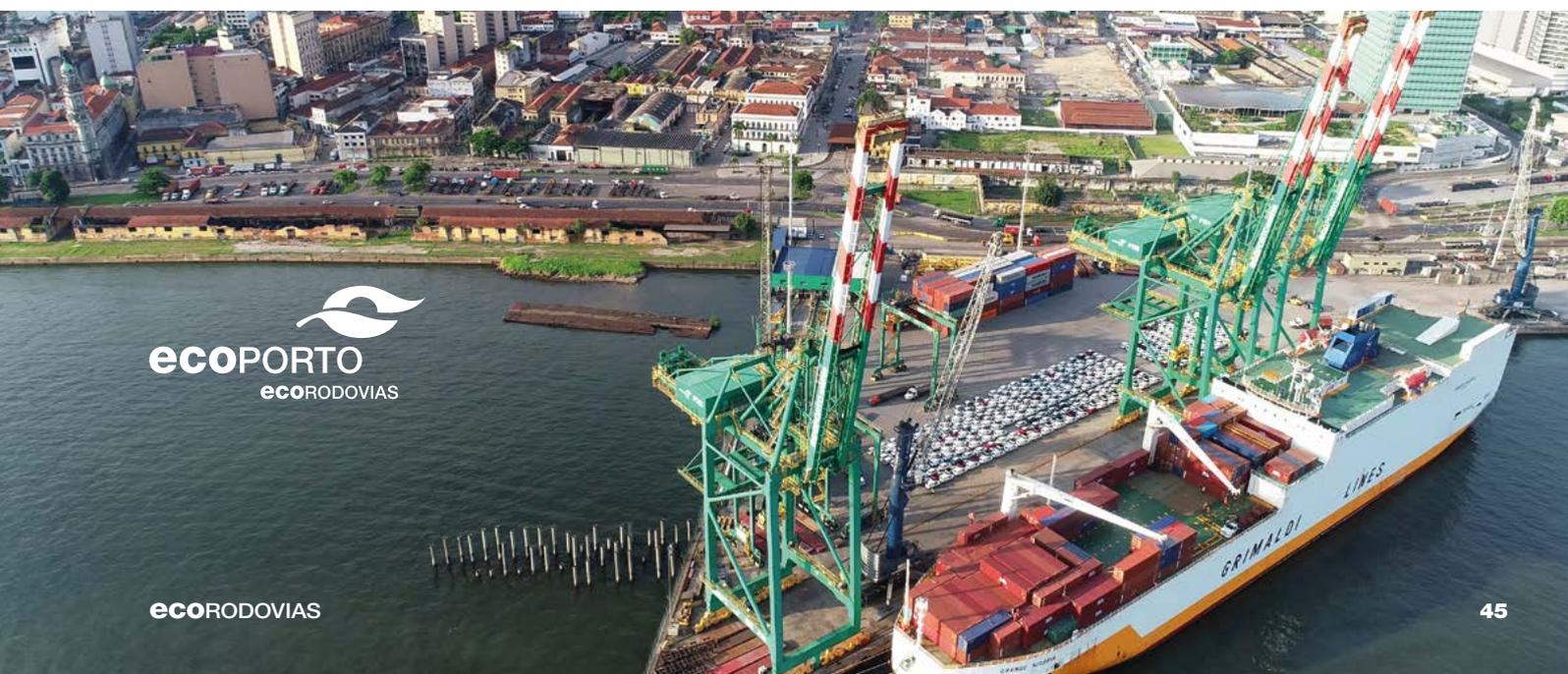
This committee advises the Board of Directors on topics such as performance assessment criteria, metrics, and goals, succession plans for key positions and executive development, as well as executive officers' compensation and the study of leadership talent in addition to guiding the Company's governance practices.

**Members:** 03  
**Meetings in 2022:** 05

## INVESTMENT, FINANCE AND RISK COMMITTEE

This committee advises the Board of Directors on the Company's capital allocation strategies, by weighing the risks and corporate opportunities, relevant decisions and budget approval and possible mergers and acquisitions. The committee is also responsible for periodically updating the Risk Management Master Plan.

**Members:** 03  
**Meetings in 2022:** 09



## Fiscal Council

The Fiscal Council is made up of six members, acting only in fiscal years in which it is installed by resolution of the General Assembly, at the request of the shareholders, in accordance with the law. Its members must have recognized performance and experience in fiscal analysis. In 2022, the council met 10 times.

Among its responsibilities are:

- Evaluation of the Financial Statements and other accounting and tax documents of the Company.
- Monitoring of accounting and tax practices.



COMPOSITION IN  
12/31/2022:

### Sérgio Tuffy Sayeg

President

### Paulo Sergio Aldrighi

Sitting Member

### José Boeing

Sitting Member

### João Alberto Gomes Bernacchio

Sitting Member

### José Dimas Gurgel

Alternate Member

### Eduardo Georges Chehab

Alternate Member

## Senior Management

Our Senior Management is composed of three to eight members, with a term of up to two years, who may be re-elected, one of whom is the Chief Executive Officer.

The assignments and functions of the Senior Management are established by the Board of Directors, which appoints the Investor Relations Officer.

Among its responsibilities are:

- Executing the Group's business plan and strategy.
- Complying with and enforcing the policies and general business guidelines established by the Board of Directors, as well as managing the Company's business in compliance with the approved risk limits and guidelines.
- Maintaining the financial health of the Company and its subsidiaries, enabling their financial leverage and self-sufficiency, in accordance with the guidelines and directives of the Board of Directors, coordinating, planning and executing the activities with a view to achieving the corporate purpose and implementing effective mechanisms, processes and programs for monitoring and disclosing the financial and operational performance and the impacts of the Company's activities on society and the environment.
- Executing the risk management policy and, whenever necessary, proposing

to the Board of Directors possible needs for revision of this policy, due to changes in the risks to which the Company is exposed.

- Using mechanisms and internal controls, which must be provided by the Board of Directors, to understand, assess and control the risks in order to keep them at levels compatible with the established limits, including an integrity/compliance program aimed at complying with laws, regulations and external and internal rules.
- Evaluating, at least annually, the effectiveness of the risk management and internal control policies and systems, as well as the integrity/compliance program, as well as to report to the Board of Directors on this evaluation.
- Supervising and coordinating the business units, which have their own management structures.
- Managing the integrated financial communication program.

In 2022, the Board of Directors reviewed and defined a new organizational structure for the Company, leaner, more agile and efficient, in line with the Company's business needs. As a result, the Senior Management now consists of five members, as listed below:



## COMPOSITION IN 12/31/2022:

### **Marcello Guidotti**

CEO and Investor Relations Director

### **Rodrigo José de Pontes Seabra Monteiro Salles**

Vice President of Corporate  
and Legal Services

### **Roberto Borges Paiva**

Vice President of Technical and  
Engineering Services

### **Andrea Fernandes**

Head of Corporate Finance Officer

### **Fabio Trugillo**

Head of Planning,  
Risks and Control Officer



## Internal Committees

The Company also has other internal committees, composed by the Senior Management and some of its internal leaders, with the purpose of leading and fostering relevant initiatives. They are:

**ETHICS COMMITTEE** – this committee assesses and proposes actions related to ethics and integrity, including the revision of the Code of Business Conduct and the dissemination of corporate policies. It also analyzes and evaluates reports of noncompliance received through institutional channels.

**Members:** 05  
**Meetings in 2022:** 09

**SUSTAINABILITY COMMITTEE** – acts in the integration of the business strategy with the environmental, social and governance (ESG) agenda, as well as evaluates compliance with public pacts and commitments, defines standards, policies and guidelines for social and environmental investment, and monitors EcoRodovias' performance in sustainability indexes, rankings and awards.

**Members:** 15  
**Meetings in 2022:** 04

**DIVERSITY COMMITTEE** – this committee analyzes and makes recommendations concerning the topics of diversity, equality and inclusion for the Group and its subsidiaries, seeking the insertion of minority groups in the workforce and actions to raise awareness on the subject.

**Members:** 11  
**Meetings in 2022:** 05

**INNOVATION COMMITTEE** – this committee guides, assesses and validates Innovation strategies as a lever of the Strategic Planning, as well as monitors and discusses the advances, results, and directions of the topic at EcoRodovias.

**Members:** 18  
**Meetings in 2022:** 02

**INFORMATION SECURITY AND DATA PRIVACY COMMITTEE** – this committee is in charge of disseminating the EcoRodovias Group's policies and guidelines, aimed at the safe, effective and efficient use of technological resources of a corporate nature, as well as the development of a culture of information security, privacy and data protection, in compliance with good practices, Corporate Governance and the alignment between Strategic Planning and internal policies.

**Members:** 15  
**Meetings in 2022:** 03



## Senior Management compensation

### GRI 2-19 | 2-20

Aiming to foster the perpetuity of the business and the creation of sustainable, long-term value, we have a Compensation Policy focused on senior management, based on the best market practices and on goals linked to the business strategy.

According to the document, approval of the overall annual compensation of the members of the Board of Directors, Advisory Committees, Senior Management and Fiscal Council is the responsibility of the Shareholders' Meeting.

The Board of Directors, the Fiscal Council and the Advisory Committees will be paid a fixed monthly compensation based on the performance of their duties, regardless of the number of meetings. In addition to fixed compensation,

Senior Management members also earn short- (linked to targets) and long-term variable compensation, benefits and eventual extraordinary payments.

It is important to note that the 2023 global compensation reflects the new organizational structure of the Group approved in 2022. Under this new organizational structure, there are no longer apportionments of statutory management compensation between the Company and its subsidiaries, as members of the Company's statutory management no longer combine the statutory management of other Group companies.

For more information, access the Compensation Policy here: ([bit.ly/3MuQsMg](https://bit.ly/3MuQsMg)).

## 2.2 Risk management

### GRI 2-13 | 2-24 | 3-3 | Risks & Emergencies

At EcoRodovias, risk management provides the Company with a structured mapping system for financial and non-financial risks that could affect our business in the short, medium and long term. To this end, we have adopted the Corporate Risk Management Program, in the Master Plan, and the Risk Management and Internal Control Policy as our main guidelines.

With a multi-level model, which covers from potential Strategic, Financial, Compliance and Operational risks that unfold from the Holding Company to each business unit, risk and opportunity management is monitored by a specific management and is followed up by the Management and by the Board of Directors.

Our practices are aligned with the proposals of the Institute of Internal Auditors (IIA) and the Brazilian Institute of Corporate Governance (IBGC). Following the Three Lines of Defense model, the execution of our risk management is divided into three groups that are responsible for the effective management and operationalization of the internal control system, risk managers, risk management roles, and Internal Audit. Everything is structured with maximum efficiency in mind so that the Company can adequately manage its risks.

Our risk matrix is periodically reviewed by the Risks and Internal Controls department, and is presented annually to the Audit Committee, the Investment, Finance and Risk Committee, and the Board of Directors. The last report sent to the Senior Management was submitted in December 2022.

In this process, we conduct an analysis of possible impacts and the likelihood of occurrence of risk events related to our business. The evaluation considers, in addition to financial impacts, those of legal, reputational and socio-environmental non-compliance. For all of the company's risks, short-term (0 to 2 years), medium-term (2 to 10 years) and long-term (10 to 30 years) analyses are carried out.

The Company's risk categories and subcategories are divided into four axes:

- **Strategic** – Politics, mergers and acquisitions, granting/contractual power, competition.
- **Operational** – CAPEX, natural disasters, processes, road safety, property safety, traffic, weather, health and safety, third-party management, environment, engineering, information technology, automation technology, competition, information security, and infrastructure.
- **Financial** – Financial Indexes, Credit, Liquidity and Foreign Exchange.
- **Compliance** – Business ethics, Code of Conduct, Anti-corruption Policy, Normative Instructions of the Ethics Program - Integrity System and reports of misconduct via the Ethics Channel.

Access our Risk Management Policy [here](#).

Currently, our matrix has 15 risks considered relevant, as described next.

# GOVERNANCE BODIES

Fiscal Council

Board of Directors

Audit Committee/ People Management and Governance Committee/ Investment, Finance and Risk Committees

Risk Owner

(Chief Officers (CFO, COO, CLO), Chief Executive Officers of the Concessions and Superintendent Officers)

1st

LINE OF DEFENSE

Risk Managers

(Directors, Managers and Coordinators)

2nd

LINE OF DEFENSE

Internal Controls

Information Security

Risk Management

Quality & Sustainability

Compliance

3rd

LINE OF DEFENSE

Internal Audit

External Audit

Regulator (ANTT, CVM, ARTESP)

## Strategic risks

### NON-COMPLIANCE WITH SECTOR REGULATIONS

**What it is:** emergence of new regulations for which the company has not properly prepared for and/or non-compliance with current regulations.

**How we manage it:** study and analysis of the sector's regulatory situation in Brazil and worldwide and monitoring of discussions concerning public policies through sector entities such as the Brazilian Highway Concessions Association (ABCR).

**Embedded opportunities:** business differentiation by anticipating trends and transformations of the segment in the country.

### POLITICAL AND REGULATORY INSECURITY OF THE CONCESSION AGREEMENT

**What it is:** unexpected changes and/or renegotiations of the terms and conditions of the concession agreements that affect the results and longevity of the business units.

**How we manage it:** direct cooperation in the transparent and ethical relationship with the concession authority to overcome legal obstacles and/or needs for the review of agreements with a clear and stable vision of the future.

**Embedded opportunities:** stabilizing the predictability of the concessionaires' results and seeking improvements in contractual conditions.

### GUARANTEED PROFITABILITY OF NEW BUSINESS

**What it is:** problems of financial and operational maintenance of businesses and/or concession agreements subject to variables or factors that may compromise their profitability.

**How we manage it:** allocation of capital dedicated to ensuring profitability and the fulfillment of the units' contractual conditions; studies prior to participation in public tenders to establish the feasibility of the contracts.

**Embedded opportunities:** capturing synergies and/or participation in concessions in regions with greater potential and profitability.

## Operational risks

### COMPETITION IN THE CONCESSION AREAS

**What it is:** the expansion of the group of operating companies can affect the Group's profitability and strategic presence in key regions.

**How we manage it:** observation of the market environment and careful study of concession programs and proposed contractual conditions.

**Embedded opportunities:** creation of competitive differentiation and an edge over the competitors.

### COLLAPSE OR INTERRUPTION OF EXISTING INFRASTRUCTURE

**What it is:** problems with the integrity and safety of the highway operations structures that can lead to interruptions in the business routine.

**How we manage it:** operational control and a guarantee of the contractual services signed with the concession authority.

**Embedded opportunities:** improvements to the safety, infrastructure and management of the concessions.

## CYBERSECURITY

**What it is:** systems' invasions, unauthorized access and data leaks that could compromise highway control.

**How we manage it:** an information security plan, adaptation to the General Personal Data Protection Law and continuous improvement of the infrastructure, systems and processes, providing robust and high-quality solutions.

**Embedded opportunities:** to be the industry benchmark in security and user and business data management; to use databases for service improvement.

## SHUTDOWN OF CRITICAL INFRASTRUCTURE SYSTEMS

**What it is:** problems that lead to downtime of systems that are critical to the company and losses associated with this downtime and the damage caused to reputation.

**How we manage it:** contingency plans, operational controls, continuous maintenance and conservation of assets, and studies of the areas and points of risk.

**Embedded opportunities:** Making EcoRodovias a reference in road stability and safety.

## ERRORS IN THE MANAGEMENT OF CONTRACTS WITH THIRD PARTIES

**What it is:** problems related to the management of suppliers and services caused by non-compliances and discrepancies in the quality, level of service and legal compliance, with a potential impact on the Group's operations, financial standing and image.

**How we manage it:** a robust corporate structure of supplies and programs to manage the supply chain.

**Embedded opportunities:** supplier development, improvement of service contracts with mutual gains and more speed and efficacy in the construction work and contracted services.

## FAILURE IN PERFORMANCE OF CONCESSION CONTRACTS

**What it is:** delays in the delivery of projects and construction work, undue charges and/or actions involving users and service quality problems.

**How we manage it:** all the units have areas that are responsible for monitoring the performance of the concession agreements and the Group's compliance with the items contained therein.

**Embedded opportunities:** a detailed study of contracts for identification of business opportunities and amendments that improve the services provided.

## ROAD SAFETY

**What it is:** the occurrence of accidents associated with problems involving the monitoring of safety and/or road conditions.

**How we manage it:** continuous conservation, upgrades and monitoring of the highways, involving work by the CCOs and studies of the areas and stretches at risk.

**Embedded opportunities:** EcoRodovias' competitive edge in terms of road safety at its units.

## Financial risks

### MARKET RISK

**What it is:** occurrence of changes in the business environment, such as variation in demand, generating a negative reflection on vehicle circulation.

**How we manage it:** market environment studies in key segments such as agribusiness and grains and commodities, as well as studies of climate variables associated with the market (industry, services, tourism).

**Embedded opportunities:** permanent business adaptations and resilience when facing extreme situations.

### CREDIT RISK

**What it is:** unavailability and/or restricted access to essential funds for EcoRodovias' execution of the construction work and projects set forth in the concession agreements.

**How we manage it:** maintenance of the Group's reputation and financial robustness with good risk ratings and transparent communication with the stakeholders.

**Embedded opportunities:** positioning EcoRodovias as an infrastructure group that is a benchmark in capacity and access to capital.

## ACCOUNTING AND FINANCIAL PLANNING ASSUMPTIONS AND ESTIMATES

**What it is:** errors in the analysis of scenarios and estimates that compromise EcoRodovias' planning and/or its Financial Statements and affect the financial health of the business.

**How we manage it:** adoption of financial risk management models anchored on predictive methods, market data analysis and estimates associated with the sector.

**Embedded opportunities:** ensure the company's readiness to handle situations that have the potential to affect its business plan.

## Compliance risks

### CORRUPTION, FRAUD AND INTEGRITY

**What it is:** the occurrence of corrupt and/or fraudulent practices in commercial relations and negotiations involving EcoRodovias and those who represent it and/or its value chain.

**How we manage it:** implementation of the Ethics Program - Integrity System, including ISO 37001 certification since 2021 for EIL and ECS and provision of training, channels and management policies at all units - through the Compliance ambassadors of the units - and among corporate areas and senior management.

**Embedded opportunities:** repositioning EcoRodovias as a business group that is a benchmark in ethics.



## LEGAL NONCOMPLIANCE

**What it is:** failure by EcoRodovias to comply with environmental, tax or labor laws.

**How we manage it:** monitoring the laws pertaining to the routine of the business units (environmental permits, labor regulations for suppliers and employees).

## Embedded opportunities:

ensuring 100% compliance throughout the Group's production chain and strengthening its reputation.

To learn about climate risk management, go to page 100 of the Report.

## 2.3 Ethics and anti-corruption

GRI 2-17 | 2-23 | 205-1 | 205-2 | 205-3 | 3-3 Ethics, Integrity and Risk Management

Integrity and ethical culture are two pillars rooted in EcoRodovias' corporate strategy. We have a solid commitment outlined by respect for human rights, sustainability and transparency, constantly improving our corporate Risk Management and Compliance (GRC) structure.

Our GRC governance model seeks to mitigate risk exposure, to act fairly and to maintain a healthy work environment through two pillars: the Corporate Risk Management Program (learn more on page 50) and the Ethics and Integrity Program - Integrity System. In 2022, 3 of our operations were evaluated: Road Concessions; Logistics Operations (Ecoporto, Copátio and Termares) and Corporate Services. This represents 90.2% of our operations. From this evaluation, 5 risks related to corruption were identified.

Our Integrity Program aims to prevent, detect and remediate fraud and irregularities in our business environment to reduce our exposure to corruption risks, focusing on compliance with Brazilian anti-corruption laws and business management tools.

Our Code of Business Conduct (version 2021-2024 - [access here](#)), approved by the Board of Directors, formalizes the senior management's commitment to the Ethics Program - Integrity System and to the principles and guidelines that drive

our conduct. The Code of Conduct for Third Parties ([access here](#)) reinforces the commitment to corporate integrity that must be followed by all our suppliers and business partners.

Over the last few years, we have made a number of advances on the subject, which express a clear commitment to improving the Integrity Program. From August 2019 to early 2020, the Company was focused on drawing up diagnoses and perspectives regarding the Integrity Program adopted until then. After this preliminary stage, throughout 2020, there was a broad reformulation of internal Compliance policies and regulatory instructions, which required the active participation and approval of the Company's senior management.

Noteworthy, Normative Instruction 2020/0243 was edited, establishing the "structure, stakeholders, assignments, scope" of the new "Ethics Program - Integrity System (PE-SI)" of EcoRodovias, applicable to the Company's subsidiaries, its concessions, and all respective employees, including senior management, as well as business partners and suppliers.

As such, the practical aspects and objectives that would guide the evolution of the Company's Integrity Program throughout the period were defined, in line with Law 12,846/13, Decree 8,420/15

(currently revoked by Decree 11,129/22) and the handbook “Integrity Program - Guidelines for Private Companies”, prepared by the Office of the Comptroller General - CGU.

Soon thereafter, from February 2021 on, a communication plan was implemented and disclosed by the Company, in order to spread the guidelines of the new Integrity Program and related policies. In July of the same year, the new Code of Conduct was discussed and approved by the Senior Management and the Board of Directors.

Another important milestone for the Company in February 2021 was obtaining the ISO 37001 international certification for the EIL and ECS holding companies - which shows EcoRodovias’ commitment to the continuous improvement of its controls and the recognition, by independent third parties of the achievements attained.

Finally, in January 2022, the Directory Compliance Department was created, a department that reports directly to the Audit Committee. This is a significant organizational change, resulting from the progressive maturing of the Company’s control and governance environments, through which the improvements made previously were consolidated.

Under the oversight of the Compliance Office, several action plans were created with a view to improving the Company’s Integrity Program and internal controls, with the execution of these plans being periodically overseen by the Audit Committee.

The pillars of the Company’s Integrity Program are:

- Senior Management Commitment.
- Risk assessment, continuous monitoring and critical analysis of the Integrity Program.
- Guidelines and Policies.
- Communications and Training.
- Ethics Channel and Ethics Committee.

The new governance structure pillars, together with the reporting line to the Audit Committee, aim to provide robustness and independence to the Compliance department, with the resulting sustainability of the Integrity Program, ensuring the appropriate resources for its development and continuous improvement.

Additionally, as a way of obtaining not only the formal involvement of management, but also the effective achievement of results, from 2021 on, a portion of the variable compensation of all leaders became linked to the mandatory participation of employees in training conducted by the Compliance Department. This measure makes unequivocal the senior management’s commitment to the culture of integrity at all hierarchical levels in the Company.

During 2022, the Company also joined as a signatory of the Ethos Institute for Business and Social Responsibility, a public interest civil society organization that coordinates the Business Pact for Integrity and Corruption, through which signatories commit to follow a variety of anti-corruption values and practices.

Given this commitment, the Company periodically reports information about its anti-corruption practices and measures to this independent third party. The same is done with the Global Compact, a United Nations initiative, of which the Company is also a signatory (learn more on page 62).

We also held refresher training courses on the themes of the Code of Conduct and Compliance Policies, especially the Anti-Corruption Policy, and on countering Moral Harassment. In total, we held 65 communications throughout the year and trained 4,504 employees. At the senior management level, a training session was held on anti-corruption and bribery, aimed specifically at all Board of Directors Members, conducted by Alexandre Silva, Chairman of the Board of Directors of EMBRAER.

In 2022, as a result of our Integrity Program tools, we have not identified any cases of corruption among our employees.

Below we have included some highlights of the key deliverables of the Compliance Department during 2022.



## INFRA + INTEGRITY SEAL

In 2022, our federal concessionaires, Eco050 and Ecovias do Cerrado, received the Infra + Integrity Seal 2022. This is an initiative of the Ministry of Infrastructure that recognizes companies in the sector that have best practices in governance, ethics, and sustainability.

The Seal aims to promote integrity in the contractual ties between companies and the Public Administration, presenting as one of its main objectives to prevent fraud and corruption in relations between the public sector and companies in the road transport infrastructure sector.

## BOOKLET OF GOOD PRACTICES IN THE RELATIONSHIP WITH PUBLIC AGENTS

In 2022, we created the Booklet of Good Practices in the Relationship with Public Agents, a document that gathers the main provisions of the Codes of Ethics and other norms issued by the Federal and State Public Administration so that our employees have clear Compliance guidelines in the relationship with public agents.

## **BUSINESS PACT FOR INTEGRITY AND AGAINST CORRUPTION**

We have also joined the Business Pact for Integrity and Against Corruption, fostered by the Ethos Institute, which endeavors to engage companies to promote a more ethical market and to eradicate bribery and corruption. This membership reflects our public commitment to the theme, with a focus on transparency of information and disseminating the indicators of our Ethics Program.

## **CERTIFICATION 37001**

In February, the Company won an extension of the International Certification ISO 37001 - Anti-Bribery Management System, which certifies that the Company's Ethics Program - Integrity System is able to prevent, address and detect bribery practices.

Interactions with public agents should be based on the following guideline:

- Precise and technical language, avoiding misinterpretations.
- Not using terms or expressions that only the people holding that communication are able to understand.

- Predefined agendas, where applicable.
- Attendance of two EcoRodovias employees, preferably.
- Communication via corporate devices.
- Registration of the interactions in the Ethics Portal, according to the rules established in the Normative Instruction for Interactions with Public Agents.



## Ethics Channel

GRI 2-25 | 2-26

EcoRodovias provides an Ethics Channel, available to employees, third parties and other publics with which the company relates, so that reports about any misconduct or violation of the Code of Conduct and policies and procedures by employees, suppliers and other publics can be registered. The Channel is available 24 hours a day, 7 days a week, online (<https://www.canaldeetica.com.br/ecorodovias/>) or by phone 0800 025 8841.

The Ethics Channel is operated by an independent company, and the records are kept confidential, ensuring whistleblower confidentiality, with no

form of retaliation tolerated. The cases are investigated by the Compliance Department, or, if the complaint is related to senior management or the Compliance area, by the Audit Committee.

For other types of occurrences or suggestions, the Ombudsman of all our units can be reached through the “Contact Us” section available on the unit websites. The claims are registered by the Kcor System - Ombudsman module and forwarded to the area responsible for the subject to handle the case. Within this flow, after being sent, the responsible area evaluates the complaint and provides an



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answer, and the Ombudsman contacts the complainant to inform the company's final opinion. If the complaint is found to be justified and the negative impacts require a corrective approach, the Company takes action to correct the liability, case by case.

## CONFLICTS OF INTEREST

### GRI 2-15

Conflict of interest issues are governed by guidance in our Code of Conduct and Conflict of Interest Policy (access [here](#)). The documents establish that identified conflicts must be reported through the Ethics Channel, and that all employees must declare the existence of conflicts of interest, so that a plan can be drawn up to mitigate the resulting risks.

Every two years, the Compliance & Governance Office must conduct the Conflict of Interest Campaign, whereby the Company's leaders must complete the "Conflict of Interest Declaration" form available on the Ethics Portal. The Campaign was carried out in 2022, with 100% adherence from the target audience.

## LGPD

During 2022, the EcoRodovias Group's business units received nine requests for the exercise of rights under the LGPD, two of which were deemed well-founded. One request was for data exclusion from EcoRodovias Concessões e Serviços and one request was for data access from Ecofonte, both of which were granted.

## 2.4 Sustainability

### TCFD 4

In line with our size and importance to Brazilian transportation, we are committed to leading by example. In this sense, sustainable development is part of our business strategy, focusing on themes that are important to us and to society, such as:

- safety and risk management.
- ethics, integrity and relations with public entities.
- people management.
- innovation and technology.
- supply chain management.
- climate strategy (learn more about our material themes on page 15).

We are also committed to respecting human rights, with our social responsibility guidelines being governed by the UN Guiding Principles on Business

and Human Rights. In the Human Rights chapter of our Sustainability Guidelines Policy, we reinforce the commitment of the entire Company to treat everyone equally and without discrimination, to abolish the use of child labor and slave or analogous labor, to fight child sexual exploitation, and to respect diversity, among others.

These commitments are in line with our adherence to several global and national agendas, such as:

- Membership in the Brazilian Business Council for Sustainable Development (CEBDS).
- “Na Mão Certa” (In the Right Direction) Program, of the NGO Childhood Brasil.
- Free and Equal, a United Nations (UN) campaign to combat homophobia and transphobia and promote equal rights and fair treatment for LGBTI+ people.

## SUSTAINABILITY RANKINGS

### ISE B3

12<sup>th</sup> year in a row in B3's Corporate Sustainability Index (ISE)

### ICO2 B3

2<sup>nd</sup> consecutive year to feature in the Carbon Efficient Index portfolio (ICO2 B3)



CDP score B in 2022, above global average

### MSCI

A rated by MSCI, sustainability index - above the global industry average

- Participant in the United Nations Global Compact.
- Alignment with the UN Sustainable Development Goals (SDGs).

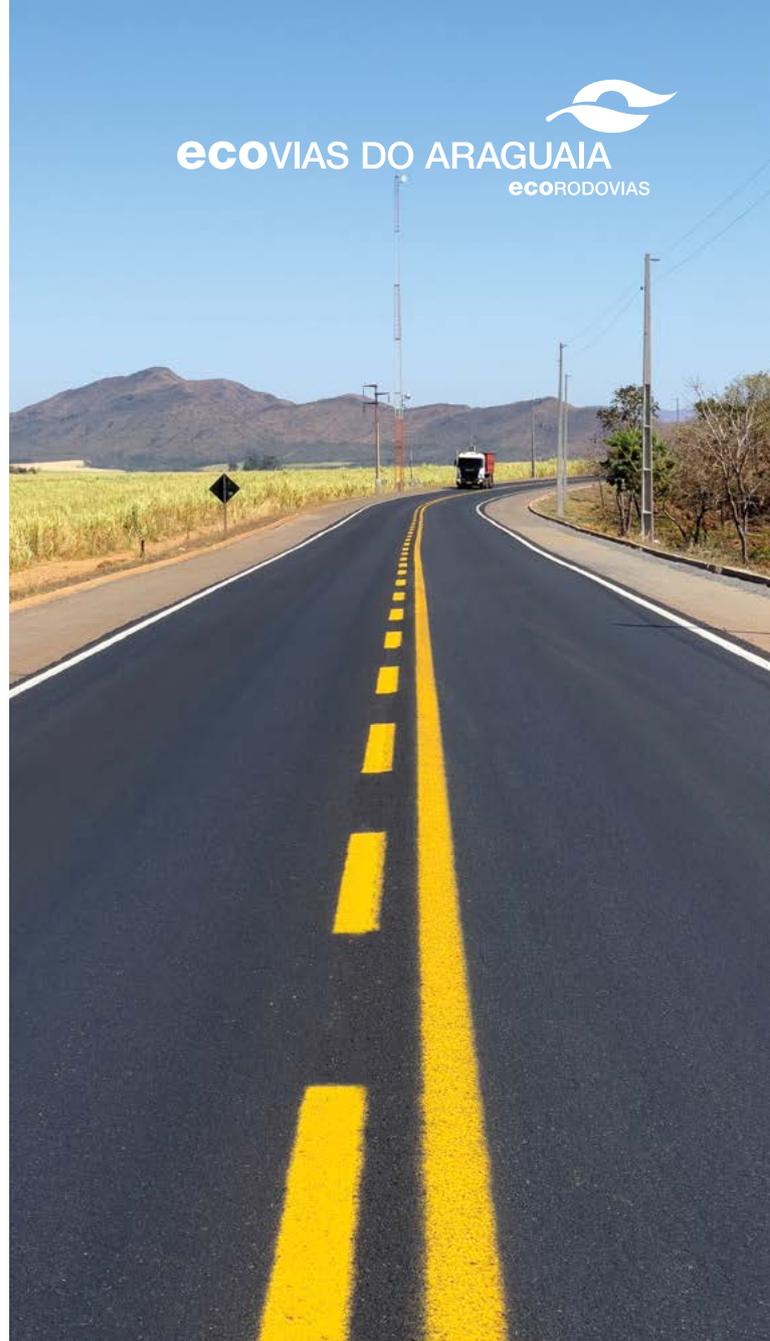
Moreover, in May 2022, the EcoRodovias group joined the Business Pact for Integrity and Against Corruption, an initiative of the Ethos Institute. This membership reaffirms our public and ongoing commitment to adopt the best practices in integrity and anti-corruption.

Also, during 2022, we continue to advance in our environmental, social and governance (ESG) targets, setting increasingly ambitious goals for all employees. The general goals, linked to the variable compensation of all employees, were:

- Permanence in the B3's Corporate Sustainability Index (ISE).
- reduction of greenhouse gas (GHG) emissions.

Furthermore, during the year, we have expanded the scope of our ESG targets, defined on the basis of the Company's material themes. Accordingly, we focused our efforts on topics that may have an impact on the long-term continuity and sustainability of the business, in addition to being aligned with the Sustainable Development Goals (SDGs) and the guidelines of the United Nations Global Compact.

For leaders, goals were established linked to variable compensation in all three ESG pillars:



- environmental aspect: to prepare the Group's decarbonization plan, as well as to reduce scope 1 emissions by 0.5%.
- social aspect: improvement in the diversity and inclusion indicators.
- governance aspect: 92% employee participation in anti-corruption training.





## ESG GOVERNANCE IN 2022



### ESG Agenda aligned to the business's Strategic Planning

- ESG diagnostic and perception processes.
- stakeholder consultation and materiality processes.
- correlation between material themes and business pillars.



### Certifications

- 100% of the units hold ISO 9001 (quality), ISO 14001 (environment), ISO 39001 (road safety) and ISO 45001 (occupational health and safety) certifications.
- ISO 55001 (asset management) at Ecofonte.
- ECS and EIL also hold certification to the ISO 37001 anti-bribery standard since 2021.



## Commitments to the SDGs

The EcoRodovias Group supports the Sustainable Development Goals (SDGs), a UN global agenda that includes 17 goals and more than 160 targets to be adopted by organizations and governments around the world in order to contribute to improving global living standards by 2030.

For our actions to be connected to the UN Agenda 2030, we conduct performance analyses of our activities focusing on the priority SDGs for our business - those linked to our material themes. In 2022, as a result of our materiality study, we updated our list of priority SDGs, reaching 5 goals and 10 targets:

**3** GOOD HEALTH  
AND WELL-BEING



## GOOD HEALTH AND WELLBEING

Reduction of Deaths on the Highways (3.6)

Reduce deaths and illnesses from hazardous chemicals, air and ground water contamination and pollution (3.9)

**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



## INDUSTRY, INNOVATION AND INFRASTRUCTURE

Developing reliable, sustainable and resilient quality infrastructure (9.1)

Strengthen research, encourage innovation, and increase spending on innovation (9.5)

**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



## RESPONSIBLE CONSUMPTION AND PRODUCTION

Sustainable management and efficient use of natural resources (12.2)

Substantially reduce waste generation through prevention, reduction, recycling and reuse (12.5)

**13** CLIMATE  
ACTION



## CLIMATE ACTION

Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries (13.1)

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



## PEACE, JUSTICE AND STRONG INSTITUTIONS

Ending abuse, exploitation, trafficking and all forms of violence and torture against children (16.2)

Substantially reduce corruption and bribery in all its forms (16.5)

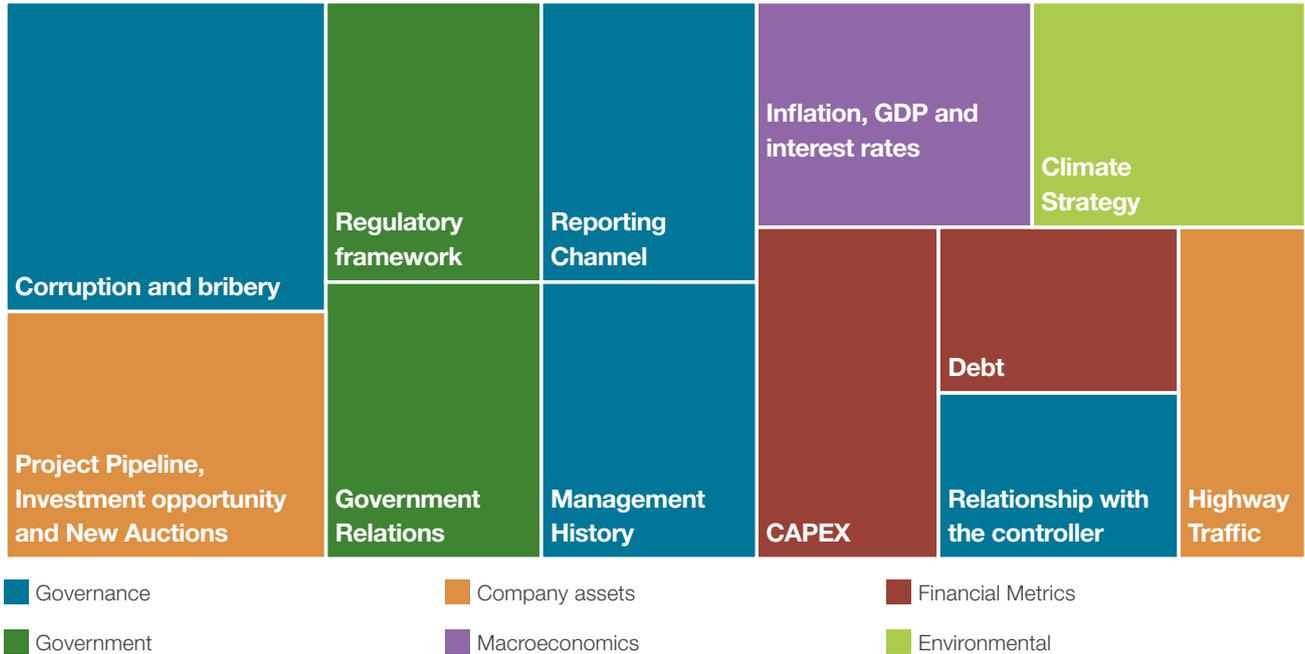
Develop effective, accountable and transparent institutions at all levels (16.6)

## Investors' ESG Perception

In 2022, we conducted a study to understand in depth the vision of investors about ESG aspects of our business. The result was used to build our materiality and ESG strategy, as well as to develop indicators that help us report on specific information of interest to this public with whom we relate.

For this process we conducted 11 interviews with analysts, investors, creditors and representatives of the parent company, so that we could capture their perceptions of the relevance of ESG topics to the company's performance.

Among the main topics mentioned were:



During the interviews, 100% of respondents stated that ESG issues have a medium to high relevance in financial decision making. In 2020, the previous survey date, the

percentage was 82%. The most frequently raised topics were company assets, financial metrics, macroeconomics, government, governance, environmental and social issues.





ecovias DO CERRADO



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ecorodovias



## Chapter 3

# Strategy, investments and innovation

### 3.1 CAPITALS ACCESSED

### 3.2 STRATEGIC OBJECTIVES

### 3.3 INVESTMENTS

### 3.4 INNOVATION, DIGITAL TRANSFORMATION AND APPLIED TECHNOLOGY

Capitals accessed:



# 3.1 Road Sector Context

The history of EcoRodovias has followed the development of the Brazilian highway concessions sector. By capturing opportunities and assertive communication with the market and other stakeholders, the Company has consolidated its position as a leading player, promoting development in infrastructure and mobility in strategic regions for the country's economic activity.

As new assets were incorporated and contractual amendments were validated, EcoRodovias' focus became the efficient management of short- and long-term investments in our ten concessions supported by the Digital Transformation.

During the year 2022, Brazil experienced a challenging macroeconomic scenario, with an interest rate of 13.75% at the end of the year (the highest level since 2016) and a spike in input inflation, which impacted company costs and expenses, as well as the ability to make investments.

Nevertheless, we continue to envision a favorable scenario for the sector, rich in investment opportunities. Both the federal government and the state governments, such as São Paulo, Minas Gerais and Rio Grande do Sul, have transferred relevant assets to private management, including the opening of new concessions and

the renewal of old ones. But even more importantly, they have emphasized their intention for the coming years to continue the privatization programs in the sector, ensuring a flow of growth opportunities.

This commitment of governments to improve the road network through private initiative has an impact on the entire national production chain, because, since Brazil is a continental-sized country, it is through the highways that the infrastructure sector is able to solve the development challenges that involve cargo, people, and inputs that are essential to the country.

Given this context, we see the Brazilian highway sector with good expectations for the years ahead, with an infrastructure agenda that shows signs of continuity in the concession of highways to the private sector and that, at the same time, is still distinguished by a relatively low competition level. The projection of about 27 thousand kilometers to be transferred to the private sector, representing almost R\$ 140 billion in future investments, is a great indicator of the potential of this transportation mode in the country.

With this look toward the future, we continue to monitor the market and remain aligned with the industry's advances in terms of innovation and technology.

# 3.2 Strategic objectives

EcoRodovias periodically reassesses its Strategic Planning, under the direct responsibility of the Board of Directors and with the support of the advisory committees, to maintain competitiveness and keep up with scenario changes, identifying risks and opportunities.

The current version of our Strategic Planning, cycle 2021-2025, focuses on the competitive differentials of the Group's portfolio of assets and strategic

projects, aiming to comply with our investment program and ensure a solid and sustainable growth, supported by the digitalization of processes, technical expertise, and the capital invested by the controlling shareholder.

Based on a structured process, with the participation of several areas of the Company and the approval of the Board of Directors, six strategic drivers were defined for our performance:

## STRATEGIC DRIVERS

 <p>Focus on highway concessions in the next</p> <p>5 years</p>	 <p>Focus on assets in Brazil over the next</p> <p>5 years</p>	 <p>Excellence in executing the investment portfolio and sustainable growth while respecting the minimum rates of return</p>
 <p>Focus on innovation for the sake of operational excellence; in parallel, disruptive idea laboratories</p>	 <p>ESG permeating the entire organization</p>	 <p>Competent, diverse, motivated, collaborative people ready for leadership</p>

## Focus on highway concessions and assets in the next 5 years

With a business plan developed based on the macroeconomic environment, on the socio-environmental impacts of the operation, and on the opportunities and risks of the sector, the Strategic Planning cycles in recent years have ensured the expansion of the portfolio - with entry into regions such as the Midwest and North - and a clear positioning in the Brazilian highway concessions segment, in line with the state and federal programs for privatization of assets.

Following the success of the growth plan, the focus of the EcoRodovias Group has become excellence in the execution of the investment plan, leveraging innovation through the application of techniques such as Value Engineering, and operational excellence, promoting the Digital Transformation of the Group's strategic processes, such as revenue collection, road safety, CAPEX management, and contracting third-party services. Learn more on page 124.

## Executing the investment portfolio

Consistent with our strategy to maximize the return to EcoRodovias' shareholders, which is based on the implementation and execution of corporate processes and programs, we aim for operational excellence and efficiency in managing operating costs,

aligning the budget base with business priorities and continuous improvement of the operating platform in a sustainable manner.

Our corporate processes and programs reflect this culture of sustainable value creation, with aspirational goals coupled with effective controls. With integrated strategic and financial planning, we ensure broad alignment of priorities with timely implementation of strategic projects.

Due to our robust investment program until 2030, the group's technical areas prioritize optimization projects and actions that ensure more assertiveness in CAPEX execution.

The priorities for program development involve execution risk mitigation, project optimization, value creation, and development of organizational capacity and competencies. Learn more on page 79.

## Innovation for Operational Excellence

The EcoRodovias Value Agenda ("EVA Project") is based on the successive identification of opportunities that bring synergy to the Group, with the objective of making the company lighter and more agile.

The implementation of our value agenda is made possible by a multidisciplinary team focused on mapping and assessing the risks of operational efficiency initiatives in all departments, in order to ensure the sustainability of actions in the long term.

The Digital Transformation program is one of the levers of the EVA Project

to maximize value through the digitalization of the company's critical processes, with a focus on operational efficiency, driven by protagonism, data-driven and applied technology. Learn more on page 79.

## Deepening ESG practices

In line with our drivers, since 2020, the Company has deepened the connection among environmental, social and governance (ESG) topics and strategic planning by analyzing its performance and the market's perception of these topics. In dialog with the materiality process (learn more on page 12), this analysis strengthens the leadership's attention to aspects such as climate change, innovation, and human capital. Learn more on page 73.

## Focus on people

Our employees are the pillars for sustaining our business, and for this reason EcoRodovias invests in a wide range of corporate programs and projects with emphasis on diversity & inclusion, organizational culture, talent attraction and development, health, safety, and well-being. Learn more on page 108.

## OUR COMPETITIVE ADVANTAGES

- **Strategic location** of assets, with **national presence** and in tourism and relevant foreign trade corridors.
- **Concentrating investments in the highway infrastructure sector**, with high growth potential in the country.
- **Controlling shareholder** with extensive global experience in the infrastructure and highway concessions sectors, being the **second largest highway operator in the world**.
- **Financial strength and return potential** for shareholders and investors.
- **Diversified portfolio**, with an extended contract term, distributed over eight states.
- Commitment to the **ESG agenda** and strategic sustainability projects.
- **Consistent and continuous commitment to anti-bribery management** (ISO 37001 since 2021).
- **Corporate governance** in line with Novo Mercado best practices.



## 3.3 Investments

To ensure that our business grows sustainably while maintaining the quality and profitability of our assets, we base our investment strategy on a number of criteria, including:

- selective and judicious participation in federal and state auctions.
- direct acquisition opportunities.
- execution of capital projects made possible by contractual amendments.
- contractual balance, analyzed on an ongoing basis and defined by the commitment to fully meet the requirements of each concession.

In line with these guidelines, we increased our CAPEX by 11.5% during the year, reaching R\$ 3,058.9 million, reflecting our

ability to execute and deliver the works in the Company's growth cycle, as well as, the commitment to maintain our highways and the quality and safety of our assets.

Throughout the year, we made important investments in Ecovias do Araguaia, a concession we won in 2021 that started operating in April 2022. In total, we delivered nine toll stations, 19 operational bases and carried out paving conservation work on 520 km, required to meet the parameters of the highway.

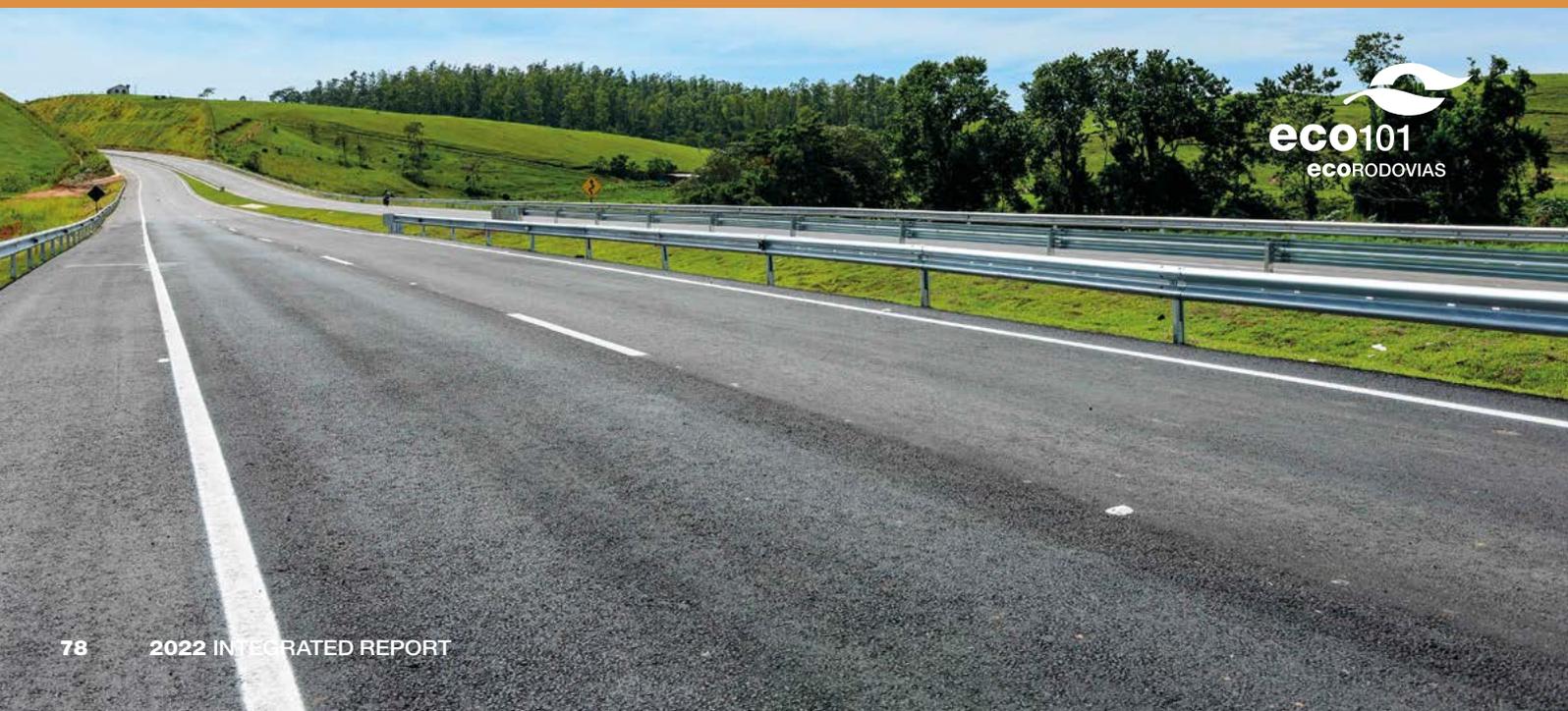
We also made significant investments in expansion, improvement or maintenance works on Ecovias dos Imigrantes, Ecopistas, Eco101, Eco135, Eco050 and Ecovias do Cerrado, Ecosul and Ecofonte, showing our capacity to execute and deliver works in our highway concessions.



## CONTRACT UPDATES

Throughout 2022, we carried out a number of updates and amendments to the contracts in our concessions, with the objective of generating more value for the business and for our stakeholders:

- Ecovias dos Imigrantes signed the Amendment Term 20/2022, which extended the term of the concession contract until January 2034 due to the execution of services worth R\$ 72.7 million. The works include the implementation of a collector road and an access roundabout that will improve traffic and safety in the city of Cubatão-SP.
- Eco135 signed the 1<sup>st</sup> Amendment Term to the BR-135 Concession Contract, which incorporates in the contract a Beltway consisting of 14.09 km of highways, of which 4.45 km refer to the implementation of new stretches and 9.64 km refer to the restoration and adaptation of existing stretches. The total value of the Beltway work is R\$ 230 million. The Amendment also provides for the exclusion of the urban stretch of Montes Claros, with an extension of 3.1 km.
- Eco101 filed with the National Agency for Land Transportation (ANTT) a formal declaration regarding its intention to join the re-bidding process, which comprises the friendly termination of the current concession contract.
- Ecovias dos Imigrantes signed the Modifying Amendment Term No. 021/2022, which establishes the implementation of a bicycle path and footbridge between km 38 and km 42 on Rodovia dos Imigrantes, with a deadline extension of 21 days, ending the concession on February 11, 2034. The total value of the works and services is R\$ 17.2 million.



# 3.4 Innovation, Digital Transformation and Applied Technology

## GRI 3-3 | Innovation

At EcoRodovias we consider innovation to be an essential topic for business continuity, and it is part of our strategic planning. Through increasingly innovative actions and processes, we can achieve greater efficiency in the management of our assets and our units' operations, reach even more challenging ESG goals and improve road safety, in addition to adopting new engineering and technology tools and solutions.

In this sense, we invest in the Company's digital transformation, seeking to maximize the value generated in an expeditious manner, to establish effective traceability processes with operational efficiency, data-driven, applied technology, and with the leadership of people. Given the importance of the theme, we counted on the support of an external consulting firm that brought expertise to implement an efficient digital transformation in our processes.

We also developed a series of initiatives to map opportunities and engage employees in the theme. We have, for example, working groups and squads dedicated to disseminating the innovation culture in best engineering practices and in the relationship with our users.

Moreover, we have implemented the InovaECO ecosystem, an open innovation environment aligned with the group's environmental, social and governance (ESG) premises. The program seeks to establish relationships with academic institutions, government and other market players to promote innovation in the sector.

Besides the initiatives arising from strategic innovation planning, focused on solving pains and taking advantage of previously mapped opportunities, our prioritization matrix holds all the ideas that arise spontaneously and randomly.

These ideas, collected through a dedicated platform, are selected and addressed to the Tactical Group, which meets weekly and monitors the progress of the initiatives of the various squads, according to a Stage-Gates logic. The decisions and the progress of the initiatives, along with the related KPIs, are reported to the Innovation Hub.

By December 2022, 84 initiatives were under development in the EcoRodovias Group. The following are the initiatives under development to address key pains (risk mitigation) and opportunity capturing. For each marker, some of the ongoing initiatives are exemplified, as we show below:

# RISK MITIGATION

## FINANCIAL RISKS

**1.** Reduced dependence on binder and diesel

**2.** Improved dependence on binder and diesel

## PHYSICAL RISKS

**3.** Infrastructure Safety

**4.** Road Safety

**5.** Adapting to Climate Change

### 1. REDUCED DEPENDENCE ON BINDER AND DIESEL:

- Studies for application of new products in paving: initiatives that use discarded plastic and nanotechnology in order to increase useful life and reduce paving interventions.
- Adoption of paving recycling: the initiative, which was implemented as a pilot project at an Ecosul plant, was scaled up to the other units, and the first to implement it continuously was Ecoponte. The action brings benefits in terms of reusing material, accompanying the routines of the construction work and the concessionaires' services.

### 2. IMPROVED ASSERTIVENESS OF LONG-TERM CAPEX:

- Initiatives involving data lake creation and performance prediction of highway assets. The first product is under development and covers highway maintenance and restoration issues.

### 3. INFRASTRUCTURE SAFETY:

- Remote monitoring of special engineering structures (OAE): a study that includes the installation of systems to collect data on the performance of these structures in real time. In 2021, a project of this type was started at Ecoponte and Ecovias dos Imigrantes.

### 4. ROAD SAFETY:

- Study of new materials for horizontal signaling and road safety and protection elements.
- Use of Artificial Intelligence to identify incidents through images and creation of models with artificial intelligence, also contributing to operational excellence.

### 5. ADAPTING TO CLIMATE CHANGE:

- Use of technologies such as satellite for monitoring slopes and embankments.
- Using the database with artificial intelligence for landslide prediction.

# OPPORTUNITY CAPTURING

## PROJECT OPTIMIZATION

## EXCELLENCE IN MANAGEMENT AND OPERATION

6. BIM and Digital Twins

7. Increased productivity in operation management

8. Energy Efficiency

9. Highways of the Future

10. Digital Transformation

### 6. BIM E DIGITAL TWINS:

- Modeling of structures such as bridges and overpasses on a BIM platform that enables the interactive management of the asset in a virtual environment. The construction of digital twins aims to include in the virtual model information from OAEs raised in the field, such as pathology records in structural parts, interventions, reinforcements and sensor data, which help to understand the behavior of the structure throughout its useful life.

### 7. INCREASED PRODUCTIVITY IN MANAGEMENT AND OPERATION:

- Olivia: Self-service booths for payment of tolls with credit or debit cards. The service speeds up the collection process, optimizing the user's travel time. We have 17 booths in the following units: Eco101, Ecoponte, Eco050, Ecosul, Ecopistas, and Ecovias do Cerrado.
- High Speed Weight in Motion: High precision scale for weighing trucks in

high motion (HS-WIM - High Speed Weight in Motion). The initiative simplifies the inspection of excess loads, resulting in a more fluent and safer trip. The pilot project was implemented on Eco101.

- Drones for surveys and monitoring of structures: increases the quality of information obtained in the field by inspecting hard-to-access places, optimizing and reducing inspection time, and mitigating human risk by not having to perform abseiling services.
- Freeflow: Electronic toll collection system in free-flow collection, with no booths and no reduction in vehicle speed. The pilot project was deployed at Ecopistas and brings dynamism to the collection of toll fees, being able to perform calculations per stretch traveled or different times.
- Use of video filming, with computer vision and artificial intelligence modeling, for monitoring and inventory of horizontal signs and road safety protection elements.

## 8. ENERGY EFFICIENCY:

- Electric Fleet: evaluation and testing of electric-powered vehicles in the fleet vehicle pool (e.g., electric bike, light tow truck, etc).
- Solar energy - The first implementations were on Ecosul and Ecovias dos Imigrantes. In 2022, we completed the implementation on BR-135 and LMG-754, with the project supplying 100% of Eco135's consumption. Also in 2022, we completed the implementation of 6 more plants.

## 9. HIGHWAYS OF THE FUTURE: GUIDELINES FOR IMPLEMENTING SMART ROADS IN ALL OF THE GROUP'S UNITS AND ACTIONS FOCUSED ON THE USER:

- Pioneering in accepting credit cards as a means of payment for tolls. We implemented in Ecovias do Cerrado the payment by Pix with QR Code reading and in Eco101 the payment can be made through the PicPay digital wallet.
- Vehicle connectivity: in a partnership with Volvo Cars Brasil, we connect Volvo vehicles to the Operational Control Centers on our highways, which receive information about the driver's location and data, in case of emergency. The technology is activated autonomously with the activation of the vehicle's airbag.

## OPEN INNOVATION PLATFORM

In 2022, we launched the EcoRodovias Group's open innovation platform, Aevo Innovate. It has three forms of user interaction:

- Idea Center: launching of a campaign to capture ideas. Through an interactive and gamified tool, it is possible to share ideas and generate indicators.
- Startup Center: space for relationships with startups dedicated to launching innovation challenges.
- Initiatives Center: space for managing portfolios and initiatives in progress based on agile methodologies (Kanban).



**FERRO E AÇO**  
PARA CONSTRUÇÃO

3000 unidades  
**SALGADOS**  
Social Salgados

FIAT

MANTENHA  
DISTÂNCIA  
50 m

- Service by WhatsApp: allows the user to interact directly with the Operational Control Center. With the chatbot, it is possible to ask for help and request information.
- Waze Connected Citizens: the program allows our operators at the Operational Control Centers (CCO) to trigger alerts to Waze users with information about traffic, accidents, slowdowns and construction sites. Users can also send notifications to the CCOs.
- SOS Navegue grátis: Implemented as a pilot project on Rodovia dos Imigrantes Highway, the service allows the user to request help or information, free of data charges, by activating the device's geolocation.

**10. DIGITAL TRANSFORMATION: AUTOMATION OF INTERNAL AND EXTERNAL PROCESSES, BRINGING AGILITY AND EFFICIENCY**

- RH Digital and Guppy: recruitment and selection tool, aimed at achieving efficiency and speed in the recruitment and selection processes, both internal and external.
- MDF-e – Electronic Manifest of Fiscal Documents: use of the Federal Revenue's database to consult open manifests in cargo transportation as a tool to tackle fraud and non-payment of axles on the ground.
- Laboratory Management System: a tool allowing online monitoring of the registration of test records, providing a centralized environment for all the

Group's concessionaires, enabling the issuance of management reports for on-site analysis and decision making.

## ACTIONS PLANNED FOR 2023:

- Expansion of the InovaEco program, reporting in the group's main news media (Ecoar, Econews).
- Scope of the ideas center: increase accessibility, engagement and recognition of creative/innovative minds.
- Training in the units and in the ECS.
- Innovation ambassadors: dissemination of the culture and innovation process at all levels, including operational, tactical and strategic.
- Membership in innovation hubs, such as the one with the Cube.



## Chapter 4

# Road Safety

### 4.1 MANAGEMENT

Capitals accessed:



# 4.1 Management

## GRI 203-1 | 416-1

The issue of road safety is central to our business, with the capacity to have significant impacts on our stakeholders, such as users and communities, in addition to imposing risks on our image and profitability. That is why we consider safety on the highways a priority, and all the investments made in our expansion, special conservation, and equipment program contribute to improving the safety condition of our highways.

In this sense, we follow the protocols established in the concession contracts and the ISO 39001 road safety standard, and we are aligned with the Sustainable Development Goals (SDGs), in addition to adopting, since 2011, the goals of the United Nations Decade of Action for Road Safety.

In 2021, we completed the first decade of the initiative, with significant results in reducing the number of accidents, injuries and fatalities. In 2022, we will start the second decade of the Road Safety Action, committing to reduce by over 50% the number of accidents and fatalities on the highways.

Our road safety ecosystem consists of four complementary pillars:

- **Road Safety Center:** corporate structure focused on the dissemination of best practices, leveling of knowledge, integration of local committees and technical support to the concessionaires.
- **Safety Committees at the Business Units:** multidisciplinary groups that meet

periodically to analyze incidents and propose measures to reduce the risk of new accidents.

- **Signaling Committee:** study team for continuous improvement of signaling, product testing, discussion of standards and exchange of experiences.
- **Road Safety Innovation Squads:** specific teams focused on the study of innovative technologies, promotion of partnerships with universities, incubators, startups, laboratories, among others.

To identify the condition of our highways and understand how we can evolve to minimize the risk of accidents, throughout 2022, we conducted a study that involved a survey of statistical safety data from all our concessions, which allows us to identify more assertively which actions need to be taken to ensure increased safety for users of our highways.

During the year, we also published a book of countermeasures, which indicates a number of studied and validated initiatives that can be applied by our concessions, in order to standardize the responses to accidents within the Group.

The business units have an Accident Reduction Program (PRA), which foresees awareness-raising actions, inspection, safety incentives, maintenance and conservation, as well as initiatives aimed at neighboring communities and users. The Program also includes the monitoring of indicators and discussion in the Corporate Committee, in search of new actions to be taken.

Furthermore, the infrastructure conditions of the highways are evaluated and reviewed periodically, to understand what investments are needed for each stretch under management. Year after year, the units set goals to reduce accidents and fatalities, which are monitored on a monthly basis in the Company's management systems.

From the operational point of view, besides all the infrastructure and management we have implemented, we operate in an integrated way with several sectors to respond to emergencies of great magnitude, including industries, fire department, SAMU, civil defense and military police.

In this sense, it is worth highlighting the signing of the agreement with the Integrated Command and Control Center (CICC) in Minas Gerais, involving civil defense, military police and fire departments, through which we were able to get support in terms of information and infrastructure in the safety management of the Eco50 and Ecovias do Cerrado highways.

It can be considered that 100% of the concessionaires have the potential to cause accidents, which encourages several control measures. The theme's management is covered by committees, leaderships and service teams in all the concessionaires, responsible for responding to incidents, for pre-hospital treatment and for services such as tow trucks, depending on the nature of the incidents recorded. Year after year, the units set targets to reduce accidents and fatalities, which are monitored on a monthly basis in the Company's management systems.



## RESULTS OF THE FIRST DECADE OF ACTION FOR ROAD SAFETY

**-46%**  
fatal victims

**-45%**  
people injured

**-37%**  
accidents

## GOALS OF THE SECOND DECADE OF ACTION FOR ROAD SAFETY

**-50%**  
fatal victims

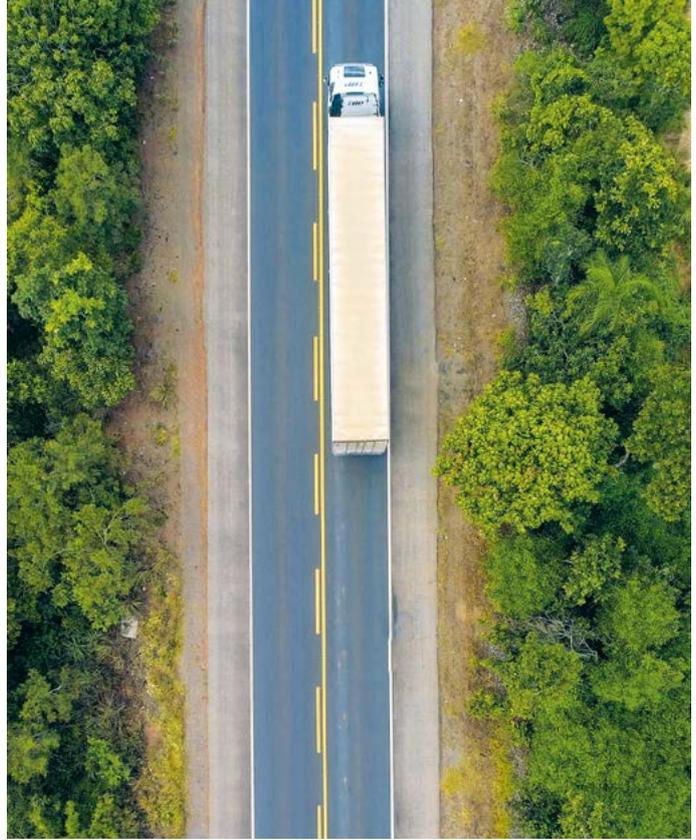
**-50%**  
accidents

# Road Safety Highlights

## Ecovias do Araguaia

Improvement of the entire highway network infrastructure during the initial works phase, with emphasis on:

- 520 km of pavement recovery, with 360 thousand tons of asphalt concrete.
- 46 thousand meters of metallic fences.
- 32 million m<sup>2</sup> of clearing, equivalent to over 3,800 soccer fields.
- 2,571 signaling devices installed.
- Embankment recovery.



## Eco101

Deployment of traffic markers on the axis of the road, over a continuous lane on a single lane, with the objective of reducing frontal collision accidents by discouraging overtaking in forbidden places. These devices were installed in 10 critical points on the BR-101, reducing accidents by 9% and fatalities by 60% in these segments.



### Eco050

On highway BR-050, at km 280, the traffic circle was replaced, which caused conflict between the long distance flows of the highway and the local flow of the municipality of Catalão-GO, with a closed loop, eliminating the intersection at the level of the vehicle flows. These intersections were a hot spot for accidents on the highway, with 16 accidents occurring in 2021 alone. After adapting the traffic circle there were no more accidents at the site.

Also on Eco050, we have implemented kits that encourage speed reduction and reinforce the users' perception of risk in the approach zone to the toll station:

- SIV – 40km/h speed indicator system.
- LRV – Speed Reduction Incentive Line.
- Vibraline.



### Ecoponte

Replacement of the impact absorbers, in accordance with the most up-to-date standards, to ensure greater user safety in the event of collisions with the safety device.



### Ecovias dos Imigrantes

Implementation of an additional lane on the overpass at km 291 of SP-055, aiming to improve local flow. We reduced the number of accidents due to rear-end collisions and head-on collisions, result of attempts to overtake in a forbidden location.

### Ecovias do Cerrado

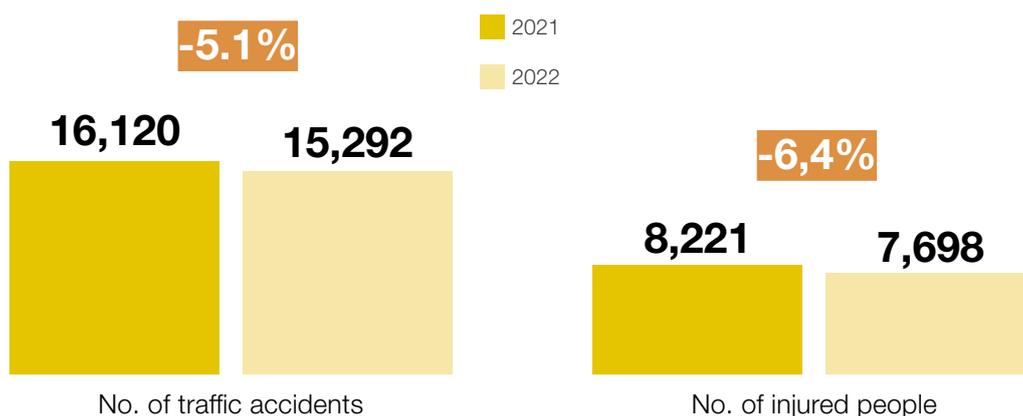
Installation of 34 speeding control equipment, 17 speed controllers and 17 speed reducers, along the BR-365 and BR-364 highways.



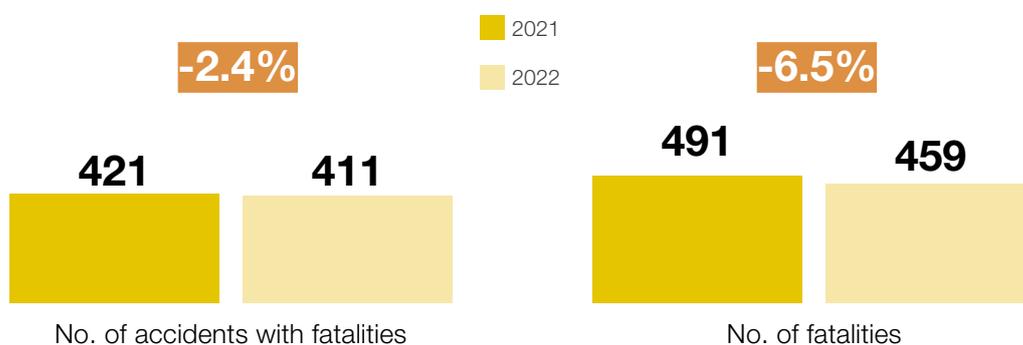
# Performance

Showing the success of our road safety initiatives, in 2022 we registered a drop of 5.1% in traffic accidents, and of 6.4% in the number of injured people. As for the number of fatalities, the reduction was 6.5%.

## ACCIDENTS & INJURIES



## ACCIDENTS WITH FATALITIES



	2022		2021		2020	
	Number	Index	Number	Index	Number	Index
Accidents on highways*	15,292	0.56	13,472	0.62	12,043	0.61
Fatal accidents**	441	1.50	421	1.63	367	1.53
Fatalities***	459	1.68	399	1.90	299	1.72

\* Accident rate on highways: (total number of accidents x 1,000,000) / (road length x average daily volume of vehicles on homogeneous segment x period).

\*\* Fatal accident rate: (total number of accidents with fatalities x 100,000,000) / (road length x average daily

volume of vehicles on homogeneous segment x period).

\*\*\* Fatality rate: (total number of fatalities x 100,000,000) / (road length x average daily volume of vehicles on homogeneous segment x period).



## Road safety educational actions

### IMPACT AND ROLLOVER SIMULATORS

Through virtual reality equipment, we simulate situations of accidents that may happen on the highways, making the experience closer to reality. Eco135 has an Impact Simulator, which replicates collisions, and Ecosul has a Rollover Simulator.

### DRUNKENNESS SIMULATOR

Ecosul has a Drunkenness Simulator, a tool that simulates the effects of alcohol consumption, such as reduction of broad vision, decrease of reaction time, confusion, visual distortion, change in perception of depth and distance. These sensations allow for a broad understanding of the damage caused by drunk driving.

### COFFEE ON THE FOOTBRIDGE

Initiative aimed at engaging and thanking the users who use the footbridges when crossing from one side of the highway to the other. It aims to spread awareness among the neighboring population about the importance of always using this resource.



## EDUCATIONAL BLITZ

Actions carried out with drivers of passenger vehicles, motorcyclists, and bicycle users to disseminate the use of safety items and signs when traveling on the highways, such as lights and other visibility items.

## LECTURES AT COMPANIES

A schedule of lectures that seek to engage the companies surrounding the highways to be aware of the main causes of accidents and to raise awareness of safety actions that can reduce occurrence rates.

## SAÚDE CAMINHONEIRO

Program focused on the health and safety of truck drivers. It offers simple exams and orientation for professional drivers to take care of their health on and off the highways.



## Chapter 5

# Climate strategy

### 5.1 CONTEXT

### 5.2 CLIMATE GOVERNANCE

### 5.3 CLIMATE RISKS

### 5.4 MITIGATION

### 5.5 OFFSETTING

Capitals accessed:



# 5.1 Context

## GRI 3-3 | Climate Change | TCFD 7 | TCFD 11

The IPCC (Intergovernmental Panel on Climate Change), the main scientific entity on the subject linked to the United Nations, believes that human activities have already caused an increase of 1°C in the Earth's warming level above pre-industrial levels. But projections indicate that global warming should reach an increase of 1.5°C to 4.5°C throughout the 21st century, depending on the actions taken by governments, companies and entities on the planet.

The effects of this increase can already be felt by society, through extreme weather events such as heat waves, severe droughts, heavy rains and cyclones. Faced with impacts that range from adverse and extreme climate events to structural transformations in energy sources and urban mobility issues, we consider adaptation to climate change to be paramount for our business continuity.

For this reason, the climate change topic is extremely relevant for EcoRodovias, and is at the heart of our commitments, being continuously monitored and countered through mitigation and adaptation actions (read more in Risk Management on page 50). The Group's Strategic Planning includes the environmental, social and governance (ESG) agenda, which includes the topic in all of our actions.

Proof of this is that for two consecutive years EcoRodovias' leaders have had climate change-related targets tied to their remuneration. In 2021 the goal was focused on the development of a climate change adaptation study, and in 2022 to the development of a Decarbonization Plan for the Group. This plan gathers the main projects and initiatives that the Company will undertake until 2030, in order to reduce its greenhouse gas emissions.

ASTM, our controlling shareholder, set science-based emission reduction objectives validated by the Science-Based Targets initiative (SBTi) in October 2021 as consistent with the Paris Agreement climate change goals. The ASTM Group was committed to reduce Scope 1 and 2 GHG emissions 25% by 2030 from a 2020 base year. ASTM was also committed to reduce Scope 3 GHG emissions from purchased goods and services 13% within the same timeframe. In 2023 ASTM announced new more ambitious 2030 GHG emission reduction goals aligned with a 1.5°C scenario validated by SBTi in April 2023.

To contribute to achieving the ASTM goals, we have created the EcoRodovias Decarbonization Plan, consisting of several initiatives and was prepared with the collaboration of several areas of the company, being one of the company's management objectives for the year.

The Company also has a Sustainability Guidelines Policy ([access here](#)), which outlines its main commitments and how it will act to mitigate the climate change effects.

For the second year in a row, we followed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to measure and analyze climate-related impacts, risks and opportunities. We advanced in the mapping and analysis of our climate risks by incorporating a detailed study

on the subject, which shows the exact locations where each of the Group's highway concessions is most exposed to an increase in extreme climate events. Having this result in hand, the concessions included them in their risk matrices and initiated the necessary action plans to reduce these risks.

Moreover, we participate in several forums on the subject, such as the Global Compact and CEBDS, to foster discussions of sector-wide solutions.

## 5.2 Climate governance

GRI 3-3 | Climate Change | TCFD 1 | TCFD 2

Our governance structure currently establishes that the Board of Directors is the body responsible for monitoring the goals, strategies and commitments linked to the Company's ESG agenda, including climate aspects.

It is the responsibility of the Sustainability Management to periodically report the

business' most pressing and important climate issues to the Vice-President, assisting in decision making and implementation of actions aimed at efficient management. The executive is also supported, on an advisory basis, by the Corporate Sustainability Committee.

## 5.3 Climate risks

GRI 201-2 | TCFD 1 | TCFD 2 | TCFD 3 | TCFD 4  
TCFD 5 | TCFD 6 | TCFD 7 | TCFD 8 | TCFD 9

In accordance with our commitment to the Global Compact and the United Nations Sustainable Development Goals (SDGs), our governance structure has been evolving with a focus on managing climate risks and opportunities.

These risks and opportunities are managed using our corporate risk matrix. They can directly impact our concessions' management, both at the operational level and on strategic issues, including asset integrity, which can suffer structural damage when extreme weather events occur.

Among the risks mapped out by the Company, which can generate damages, mainly in terms of revenue, we highlight the following:

- Physical risks of destruction of infrastructure such as bridges, overpasses and roads. Falling infrastructure, flooded roads, and landslides can cause traffic accidents and road blockages.
- Transition risks, in which climate change may affect the production of agricultural products, reducing the volume of trucks using our highways, as well as changing the flows of tourist vehicles.

By using a specific study on our vulnerability to physical risks, which considers the IPCC climate change scenario for 2030 and 2050,

we know the exact locations where our highways are most vulnerable to climate change. These studies allow us to plan our interventions on the highways in order to reduce the risks and prepare the business for climate change.

In this study, three parameters were cross-referenced:

- **Vulnerability:** includes a variety of elements, such as sensitivity or likelihood of damage and lack of ability to adapt.
- **Threats:** potential occurrences of a natural or physically induced event, physical impacts or tendency to these that may cause losses and damages.
- **Exposure:** concerns the presence of people, infrastructure and operations or ecosystems that may be adversely affected.

Throughout the year, we sought to integrate this climate risk analysis into the corporate risk assessments and use it in the areas' budgeting, including climate change adaptation actions.

Currently, the business' main climate risk is linked to infrastructure collapse. It is present in our financial planning through:

- Insurance for climate events: the Company has an insurance policy that covers part of the extreme climate events.
- Infrastructure maintenance: every year, teams, equipment and vehicles are provisioned for preventive and corrective maintenance derived from climate change.

Through this analysis, risks considered significant are defined and must have action plans focused on reducing their severity. Once decisions are made that do not involve risk mitigation, they must be submitted to the Board of Directors for follow-up.

Regarding the mitigation of physical risks, we carry out an estimated expenditure of about R\$ 19 million a year, which includes the monitoring, management and conservation of landfills; periodic inspections of the infrastructure and partnerships with consulting firms that specialize in the topic. One of the ways we found to minimize the financial impacts of these risks is to include them in our insurance policies.

## 5.4 Mitigation

GRI 3-3 Climate Change | 302-4 | 305-1 | 305-2 | 305-3 | 305-5 | TCFD 10

During the year 2022, we developed the EcoRodovias Group Decarbonization Plan, which aims to meet the goals of reducing our scope 1, 2 and 3 GHG emissions until 2030.

In 2022, we had an increase of 18% in scope 1 (at the beginning of the year, the Ecovias do Araguaia unit used a generator because it was not yet connected to the power grid) and 20% in scope 3 (due to increased investment and a 68% reduction in scope 2 emissions, mainly due to a drop in the Brazilian emission factor).

In the plan the main reduction actions were selected, with emphasis on the use of renewable energy through solar power production, purchase of certified clean energy, and electrification of the vehicle fleet. For scope 3 we highlight the engagement of suppliers and changes in engineering projects, mainly in the production of asphalt. The Decarbonization Plan applies to all of the Group's Units, with each one having its own local plan.

In an effort to ensure that emissions are reduced over time, the Company's Sustainability Management monitors the indicator on a monthly basis through the Sistema Climax (Climate System), reporting to the Sustainability Committee on the information about the achievement of targets.

In addition, the area is responsible for supporting the implementation of actions to mitigate emissions. Among the mitigation actions carried out in 2022, we can highlight:

- Use of ethanol instead of gasoline.
- Studies for fleet electrification.
- Use of efficient equipment.
- Production of photovoltaic energy for self-consumption at the toll stations.
- Studies for improving asphalt production.

eco135



eco135  
ecorodovias

		2022	2021	2020	
<b>Greenhouse gas emissions (GHG), in CO<sub>2</sub>e</b>	Scope 1	Stationary Combustion*	2,783.85	307.29	411.29
		Mobile Combustion	8,990.58	8,890.31	8,043.43
		Fugitives	565.35	1,074.68	648.18
		Land Use Change	125.57	257.50	14,121.82
	Scope 1 biogenic emissions	Stationary Combustion	276.04	34.59	47.34
		Mobile Combustion	4,162.97	4,422.14	4,038.69
		Land use change**	28,613.68	49,077.96	2,815.46
	Scope 2***	Purchase of electricity	1,264.94	4,009.75	1,765.27
	Scope 3	Purchased goods and services	467,220.82	400,732.25	ND
		Capital goods	22,758.62	10,500.96	ND
Fuel and energy related activities not included in Scopes 1 and 2		3,236.63	2,401.96	ND	
Waste generated in operations		15,075.37	9,706.66	1,011.39	
Business travel		215.95	131.77	74.68	
Employee commuting (homework)		1,394.50	1,419.91	1,138.14	
Scope 3 biogenic emissions		Employee commuting (homework)	138.51	161.30	132.44

\* In 2022 we had a large increase in emissions in the stationary combustion category because the new Ecovias do Araguaia concession still has no connection to the power grid, operating on generators.

\*\* In 2021 an improvement was made in the information collection process related to scope 1 (category land use change) and it was concluded that most of the entire area deforested for the duplication of highways was secondary forest and therefore the emissions were classified as biogenic.

\*\*\* The reduction in scope 2 emissions is due to a decrease in the Brazilian GRID emission factor, due to the increased use of renewable energy. In addition the Company increased the use of solar energy, produced by photovoltaic panels installed at its toll stations.

## PHOTOVOLTAIC PLANTS AT TOLL STATIONS

In 2022, Eco135 concluded the installation of photovoltaic panels in the concession's six toll stations, potentially supplying 100% of the concessionaire's energy consumption needs. In addition to reducing electricity costs, the project reduces the Company's greenhouse gas emissions (GHG). Because of the initiative on Eco135, EcoRodovias ranked 2<sup>nd</sup> in the Atmosphere category of the GRI Infra Awards, the country's largest recognition for sustainable development in infrastructure.

In January 2023, three more solar plants started operating on Eco050 and three on Ecovias do Cerrado. By the end of this year, the concessionaires should conclude the implementation of

five more plants on Eco050 and three plants on Ecovias do Cerrado, totaling 14 solar plants with the potential to produce enough solar energy to supply up to 97% of the low voltage power consumption in these two concessions.

Moreover, the Company has solar plants on Copistas, Ecosul, and Ecovias dos Imigrantes, and intends to continue implementing more photovoltaic panels in an effort to produce clean energy and reduce its carbon footprint. By 2030 the Company intends to generate around 90% of its low voltage energy demand through photovoltaic panels. The surplus will be purchased from certified renewable sources.

## 5.5 Offsetting

Since 2013, the Company has offset 100% of its Scope 1 and 2 emissions through the purchase of carbon credits. In these years, around 196,000 tons of CO<sub>2</sub>e were offset.

By 2022, around 30% of scope 1 and 2 emissions have been offset by Reducing Emissions from Deforestation and Degradation (REDD) credits and the remaining via CDM (Clean Development Mechanism) credits.

The REDD credits, issued under the Verified Carbon Standard (VCS), come from a project located in the Pará region, which aims to avoid CO<sub>2</sub> emissions from deforestation, bringing benefits not only for the reduction of global warming, but also for biodiversity conservation and local development. The CDM credits, meanwhile, come from a renewable wind energy project at the União dos Ventos Wind Complex in Rio Grande do Norte. The project helps in the decarbonization of the Brazilian electric matrix, avoiding the generation of energy through fossil sources.



## Chapter 6

# Relationships

### 6.1 EMPLOYEES

### 6.2 SUPPLIERS

### 6.3 COMMUNITIES & SOCIAL INVESTMENT

Capitals accessed:



# 6.1 Employees

GRI 2-7 | 3-3 | People management (health, welfare and human rights)

At EcoRodovias, we consider the dedicated and engaged work of our employees to be one of the pillars for sustaining our business. Therefore, the development of their technical and behavioral skills, the creation of a diverse and inclusive environment, the dissemination of culture and the implementation of best management practices are critical to our people management strategy, impacting both the sustainability of the business and our ability to create value for our stakeholders.

In 2022, we have invested in initiatives and projects to retain and attract talent, as well as in actions to promote diversity and inclusion. To this end,

we have an advisory committee to the Board of Directors, focused on people management and governance, which focuses on aspects related to the agenda, as well as a Senior Management exclusively for this area and a corporate diversity and inclusion committee.

In 2022, the People Management Office started an important structuring project called “Digital HR”. The main objective is the evaluation and replacement of the technological platform and the review of Human Resources processes, with an eye toward digital transformation, speed, and organizational efficiency.



**4,875** EMPLOYEES

**Number of Employees by type of workday**

	2022	
	Woman	Men
Hired – Part-Time	42	28
Hired – Full-Time	2,405	2,400

**Number of Employees by Type of Contract**

	2022	
	Woman	Men
Temporary	131	45
Permanent	2,316	2,383



## 2022

Number of Employees by job category and age	Woman			Men		
	Under 30 years old	30 to 50 years old	Over 50 years old	Under 30 years old	30 To 50 years old	Over 50 years old
Senior Management	0	1	1	0	18	8
Management	0	15	2	1	36	7
Coordinator	2	59	2	2	68	9
Supervisor	2	6	0	3	52	12
Leader	0	2	0	1	15	0
Specialist	2	15	0	2	8	3
Administrative	165	307	20	114	335	40
Technician	3	7	0	23	98	16
Apprentices	41	0	0	28	0	0
Trainee	1	0	0	0	0	0
Operational	676	1,030	88	431	851	247

# Diversity & Inclusion

GRI 406-1

We consider the diversity of our teams a key factor to increase the ability to innovate, engagement, and attraction and retention of employees, being a constant theme of attention of our leadership. For this reason, we have a corporate diversity and inclusion program, Caminho Para Todos (Path for All). In 2022, we have strengthened the program’s performance strategy, which works towards the annual increase in the demographics of employees from minority groups, such as: women in leadership, LGBTQIAP+, race, generations (with focus on hiring people 50+), and people with disabilities.

In line with these objectives, we have formalized some diversity goals in our company, with a deadline up to 2030:

- 50% women in leadership positions, considering from first leadership to the highest hierarchical level.
- 45% black employees in the Company.

Throughout 2022, the diversity and inclusion program had as its main



PRIORITY  
FRONTS OF  
THE CAMINHO  
PARA TODOS  
PROGRAM



Attraction and  
selection of  
diverse people



Training and  
promotion



Leadership  
Awareness

motto the campaign “Always onwards, opening ways for people’s potential”, with lectures, awareness-raising actions, and dissemination of relevant information on the theme.

We have also carried out specific actions in all of the Group’s units on the commemorative dates of each of our pillars: International Women’s Day, LGBTQIAP+ Pride Month, National Day for the Fight of People with Disabilities, and Black Awareness Day.

In February, we launched a campaign to eliminate moral and sexual harassment at the toll stations, with actions being implemented throughout the year. The campaign involved training sessions and the distribution of a booklet about moral and sexual harassment in the workplace, as well as several posts on the subject in our social networks.

In May, the Diversity & Inclusion Month was held, with an exclusive program of lectures by renowned market professionals.

Moreover, aiming at the development and empowerment of our professionals in their careers, we launched the Race and LGBTQIAP+ Mentoring Program, to drive the diversity and inclusion strategy, mainly in strategic and leadership positions.

Both programs were targeted at the professional development of our Black and LGBTQIAP+ employees in administrative and operational positions. Focusing on the development of hard

and soft skills, we seek to expedite the readiness of these employees, so that they can take on new positions within the Company. 37 employees participated in the mentoring program, of which seven have already been promoted, one of them to a leadership position. It is important to mention that we have maintained our mentoring program aimed at women.

Thinking about our employees’ inclusion, we created a benefit for the rectification of the social name of employees who identify themselves as transgender, in which EcoRodovias offers advice and support, in addition to financially subsidizing the entire process for document rectification. In all, EcoRodovias ended 2022 with 23 transgender professionals on its workforce.

Furthermore, we kept and fostered the activities of the four Affinity Groups: AfroEco (race), EcoDelas (women), EcoPride (LGBTQIAP+) and ECOA (people with disabilities). With regular activity and voluntary presence of employees, we create a safe space to exchange experiences and propose actions and campaigns aimed at valuing these groups within EcoRodovias.

In 2022, we registered 5 cases of discrimination. All cases were analyzed, and action plans were drawn up and are being implemented.



## Culture

Aiming to strengthen the EcoRodovias culture, in 2022 our strategy was directed towards improving the organizational climate and well-being of all employees, as well as ensuring the alignment of practices and behaviors with our corporate values.

To leverage our teams' engagement, and as a response to an organizational health survey applied at the end of 2021, we implemented 84 initiatives that had the main objectives of boosting motivation, training professionals, making them accountable for their work, and capturing external ideas. Each action plan involved

the people management team and leaders, who directed their efforts mainly at the units and themes that presented the most room for improvement.

At the end of the year, we applied a pulse survey to evaluate the results of the actions and, as highlights, we can cite:

- evolution of 6 percentage points in the perceptions related to the availability of training necessary to perform the job.
- evolution of 18 percentage points when asked if the immediate superior dedicates time to support employees in their respective professional development.



- an increase of 5 percentage points related to the empowerment of employees by managers in relation to the work developed.

Also, as a consequence of the research results and diagnosis of the Human Development department, the competency model used to evaluate all employees was reviewed, aligning the expected behaviors to the organizational values, according to the prevailing market practice. Workshops were held with all leaders to disseminate the new model, which ended up reinforcing the discussion and the concepts applied.

## DIVERSITY AND INCLUSION CENSUS

In 2022, we applied the non-mandatory Diversity and Inclusion Census to our team. Out of more than 4 thousand employees, 3,018 answered the survey. Among several positive results, we highlight:

- 10% of responding employees identified themselves as LGBTQIAP+. This percentage represents a twofold increase from the previous census (2018).
- 88% of the responding employees said that EcoRodovias promotes a safe environment for everyone to be authentic in their day-to-day life in the company, regardless of their age, disability, race, gender identity, or sexual orientation.
- Employees provided over 800 comments between acknowledgements/ compliments, opinions and suggestions.

These figures demonstrate how the Company promotes a diverse, inclusive, safe, and welcoming environment.

# Talent attraction and development

GRI | 404-1 | 404-2 | 404-3

In 2022, we continued to dedicate our efforts to retaining and attracting talent to the company, with actions aimed at leadership development, internal selection processes, career plans and the search for professionals aligned with our organizational values.

**As a result of these efforts, we hired 1,312 employees in the year.**



**ecorodovias**

Thinking about our employees' development, we have an online training platform (People & Management), with content on various topics. In 2022, the website

brought new courses on Time Management, Negotiation and Influence, and Agile Methodologies. In total, we had 31,719 participations in training via e-learning.



## BENEFITS GRANTED TO EMPLOYEES

GRI 401-2

- **Medical assistance.**
- **Dental assistance.**
- **Life insurance.**
- **Funeral assistance.**
- **Private pension plan.**
- **Food and meal vouchers.**
- **Payroll loan.**
- **Discount card** (electronic card for consumption of items with payroll discount).
- **Social agreements** (SESC or SESI, depending on the location).
- **Christmas basket.**



Also in our platform, we have a number of specific development tracks, focused on the business areas. As a highlight, we can mention the track directed to the user service operational teams, which has technical and behavioral training in 24 different topics, including training for toll operators and traffic operators.

Regarding the training and education of leaders and successors, we concluded the 3rd edition of the Construindo o Futuro (Building the Future) program, aimed at developing soft skills for potential new leaders and successors. Twenty employees were trained and,

of these, seven have already been promoted, four of them to leadership positions. We also carried out refresher courses and training for mentors with the Company's managers and directors. As a result, EcoRodovias currently has over 60 leaders ready to support the acceleration and development of talents.

We also highlight the training Leaders as Communicators and the Values-based Competencies Workshop, which totaled 18 hours of training.

Also, with the goal of speed up readiness and develop talents, we promote individualized mentoring. Currently,



we have 114 employees mapped out for different leadership positions, with Individual Development Programs (IDPs) focused on competencies and skills that can contribute to the Group's growth.

Finally, we held "Career Week", an event held in partnership with several educational institutions and external speakers, with the aim of stimulating and promoting the development of our employees, which was attended by more than 2,000 people. Themes focused on professional development were addressed, such as assertive communication, creativity, innovation and leadership, encouraging the

empowerment of employees in their development and careers

**Besides the development programs, we carry out the annual employee performance evaluation, which covered 100% of the team during the year.**

## Health, safety and well-being

GRI 3-3 | Quality of life and well-being, 3-3 | Occupational Health, 3-3 | Occupational Health

403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8 | 403-9

Our employees and suppliers' safety (mainly service providers) is a priority for EcoRodovias. Therefore, we maintain continuous management of the health, safety and welfare conditions of those who work with us on a daily basis.

Among the main risks to which these people are subjected, examples include accidents resulting from being run over during activities on the road, accidents involving collision of vehicles, crushing of limbs in equipment, as well as the possibility of injuries from electrical discharge and falls from heights resulting from maintenance activities and civil works. Our highway concessions and the activities developed at Ecoporto have a high degree of risk in relation to the theme, classifying them as level 3, according to the regulatory norms.

To mitigate all these risks, we have a policy for managing occupational health and safety, which includes:

- Implementation, operation, and maintenance of a Management System guided by ISO 45001 (Occupational Health and Safety).
- The care with people's health and safety during the execution of the Company's

processes, through the adequate monitoring and application of preventive techniques, in search of continuous improvement of its performance.

- The knowledge of and compliance with legislation and other requirements applied to the business, in order to transcend mere legal compliance.
- Prior planning, in conjunction with the Safety area or CIPA (Internal Committee for Accident Prevention), of tasks that are not routine and that may eventually expose employees and/or service providers to unknown risks.
- Carrying out awareness-raising regarding safety at work and the risks to which employees will be exposed during the performance of their activities.

Following the Policy's guidelines, EcoRodovias approaches the theme based on three pillars: engagement/commitment, processes, and culture.

On the process front, over the past two years there has been an effort to promote the standardization of our work safety processes. In 2022, we set up working groups, where standardization and improvements for the area were discussed.

We have also expanded the presence of workers specializing in work safety on our service sites, with more safety technicians on our major investment projects.

On the culture and engagement fronts, we have consolidated the Workplace Safety Workshops for service providers, where the units have the opportunity to convey instructions and relevant data. In 2022, safety workshops were held at the Ecovias dos Imigrantes and Eco135 units. It was also a year of greater interaction with other road concession players, to share knowledge and learn about best practices.

On another front of culture and engagement, workplace safety indicators related to the accident frequency rate and severity rate, both for employees and service providers, have become fixed agendas in the Board of Directors meetings of the units and in internal discussions, especially within the Workplace Safety Committees. In 2022, we recorded a serious injury rate of 0.11 and a fatality rate of 0.22. All of the Company's business units have Workplace Safety Committees, which carry out the assessment and analysis of the main demands for problem solving and availability of resources.

We also consolidated a more corporate approach, with a greater presence and performance of employees from the holding company in the business units. Considering the geographical decentralization of our business and the

variety of work arrangements, the use of this system throughout the Group centralizes information from all units, enabling a general analysis of the theme.

With our data intelligence, we are able to implement improvements more efficiently and assertively. Based on the mapping of our health-related risks, we have prepared Risk Management Plans (PGR), a Technical Report on the Work Environment Conditions (LTCAT) and an Unhealthy and Hazardous Work Environment Report (LIP), where data on ergonomic, chemical, biological, physical, and accident risks are collected. Based on these mappings, control measures are defined, involving the availability of Personal Protection Equipment (PPE's), Collective Protection Equipment (CPE's), among others. The PCMSO (Occupational Health Medical Control Program) is also prepared, where measures are defined to investigate and monitor the employee's health, from the working point of view.

All EcoRodovias managed concessions, including Ecoporto, have or are in the process of obtaining ISO 45001 certification, the premise of which is the mapping of risks and opportunities, surveying hazards and establishing actions to mitigate or eliminate situations that may generate injuries and/or accidents. The certification is a requirement tied to the concession contracts. It is the practice of the EcoRodovias Group to have internal and external audits scheduled to take place throughout the year.



In total, 10 internal audits were performed throughout the group related to the theme. Regarding external audits, our operational units are certified by TECPAR Certifications, located in Paraná. Learn more about the certifications obtained by each concession at the [here](#).

By 2022, 3,794 employees and 10,726 third-party contractors were covered by the Management System.

Moreover, the Company has a specific procedure for employee participation and consultation, with the Internal Commission for Accident Prevention (CIPA) as the main communication channel. The Commission actively participates in safety management, especially in accident analyses and their respective actions. The Internal Occupational Accident Prevention Week (SIPAT) is held every



year. In October 2022, the week had approximately 4,000 online participations and 1,750 employees from all EcoRodovias operations. Part of the event was held remotely, with lectures given by specialists in the areas of Occupational Health and Safety and Road Safety.

## HEALTH AND QUALITY OF LIFE PROGRAMS

- Influenza vaccination.
- Pregnant Woman Program.
- Program for Osteomuscular Diseases.
- Chronic Disease Program.
- Hospitalization Follow-up Program.
- Mental Health Program.
- Conte Comigo Program (EAP 24x7 through a 0800 center).
- Social Call Program (social care by dedicated social worker).
- Executive Check-up (Managers and Directors).
- Parental Education Actions (lectures).
- Gym (EcoRodovias Concessões e Serviços and Ecovias dos Imigrantes).



In the face-to-face format, it included the participation of the CIPAs from the business units to hold Safety Dialogs with several themes, such as safe conduct in the workplace, road safety, and information security.

In addition, as part of the Safe Behavior Program, we trained 20 multipliers and 213 observers in the business units, focused on encouraging the culture of safety and risk control, with a special look at leaders and subordinates.

Regarding occupational health, we have a dedicated structure in our corporate center in São Paulo. This structure has the purpose of defining policies and practices that guide the work of the occupational health providers in the business units, in addition to contract

management and the standardization of the deals referring to the theme.

We have established a management process for employees on leave, through which we carry out a follow-up, monitoring the expected date of work return and all the necessary measures to be taken.

In relation to the health and wellness agenda, in 2022 we focused on reviewing the product portfolio of Ecovida, our health and quality of life program for employees and their legal dependents, studying market practices and concepts. These efforts led us to a plan to restructure the program to offer assistance in its four health care pillars: physical health, mental health, social health, and financial health. Beneficiaries

## HEALTH & SAFETY MULTIPLIERS

Following the premise established in 2021, we continued the Safe Behavior Program, which aims to enhance the ability to detect risk situations through a behavioral approach, with the training of multipliers in the operations. These multipliers are tasked with being attentive and acting preventively in situations that could put the physical integrity of employees at risk.

Currently, in addition to multipliers, our business units have teams of observers who are trained to conduct behavioral approaches. Today, the EcoRodovias Group has 213 observers and 20 multipliers. The program was also made available, in a distance learning format, to all employees, with approximately 4,000 people attending online, and 1,750 employees from all EcoRodovias operations.

may contact Ecovida's multidisciplinary team by email or registration form to receive, direct, and provide practical guidance on the use of the programs, identifying the most appropriate for the demand reported. Ecovida's team is made up of health professionals who are committed to medical ethics and confidentiality, as required by their own professional bodies and registries.

In 2022 it was still possible to carry out small pilot projects with some products, such as social health actions, focusing on family interaction and parental education, and the adaptation of the service hours of the fitness center at the EcoRodovias Concessões e Serviços and Ecovias dos Imigrantes units, providing access to physical activity for employees with restricted schedules.

## SERVICE PROVIDERS' AWARENESS

In 2022, we created a routine to hold Safety Workshops exclusively for the Company's service providers. The event includes lectures and training related to the best occupational and traffic safety practices, with the objective of making suppliers aware of the importance of safe behavior. During the year we held two workshops, at Eco135 and Ecovias dos Imigrantes, with the plan to extend them to the other concessionaires in 2023.

## 6.2 Suppliers

GRI 2-6 | 3-3 | Supply Chain Management | 205-2 | 308-1 | 414-1

Focused on increasing the positive impact of our business on the environment and society, we seek to establish relationships with responsible suppliers that are in line with our values.

As a core part of our business, the management of our value chain is also impacted by the Company's growth strategy. Through 2022, our CAPEX had a 11.5% increase over the previous year and is expected to continue growing in the coming years.

In order to maintain the efficient management of new assets in this context, we seek to structure improvement processes together with the supply chain, which include the use of innovations and technologies, such as artificial intelligence, to supply our demands in a sustainable and responsible manner.

By the end of 2022, the EcoRodovias Group had 3,990 suppliers. In total, we paid R\$ 3.8 billion in purchases and contracting of services in several categories, such as asphalt inputs, highway construction and operations (highway maintenance, towing, medical assistance).

Out of these, 3,263 were local suppliers - based in the regions where we have concessions - with whom we spent R\$ 1.7 billion. To create value in these communities, we have dedicated special attention to the development of these suppliers. During the year 2022, with the

acquisition of new concessions, we sought to encourage local trade by purchasing materials or services in the region of origin.

Of the total number of partners, 100 were considered strategic suppliers for EcoRodovias' business, which corresponded to R\$ 1.8 billion realized in the year.

The contracting processes take place through the Supply Department or other specific areas, meeting the criteria and policies of quality, compliance, sustainability and financial compliance. In order to be contracted, suppliers must consent to the guidelines of our Code of Conduct and accept the specific Code of Conduct for Third Parties. In all, 1,457 suppliers have been informed of our anti-corruption policies and procedures and have accepted the Code of Conduct for Third Parties.

After acceptance, everyone undergoes compliance training. In addition, we apply a checklist during the contracting process, which assesses whether the supplier is in line with our guidelines on the subject.

Although we do not use social impact assessment as a selection criterion, suppliers go through an approval and registration process before being hired.

During the contracting process, we also conduct a financial risk assessment of the new partner, in which we evaluate the company's financial health, including its risk of dependence on EcoRodovias. Additionally, for strategic suppliers that have long-term



contracts or high transaction values, we perform periodic financial monitoring.

Currently, we have two programs for evaluating suppliers after they are contracted:

- **Corporate Evaluation** – Focused on strategic suppliers, it analyses aspects of compliance, quality and level of service provided.
- **PAF (Supplier Evaluation Program)** – Created to evaluate the performance of the service provided based on technical and Health, Safety and Environment criteria. It operates in two instances: on-site and through documentary analyses. Based on the results, we carry out corporate evaluations. Throughout 2022, quality dimensions were added for service providers in the engineering area, and a pilot test was conducted for social criteria (Ecosul).

Throughout 2022, the Supplier Evaluation Program (PAF) was strengthened and expanded, encompassing all service providers and their subcontractors.

## SOCIO-ENVIRONMENTAL ASSESSMENT OF PARTNERS IN 2022

GRI 308-1 | 414-1

# 1,031

new suppliers  
were hired

Out of those

# 85

were evaluated on  
environmental criteria and

# 191

in social criteria

In addition to the environmental and occupational health and safety criteria, there were advances in the quality dimensions and pilot tests were conducted at Ecosul for social criteria. As a result, EcoRodovias has strengthened its monitoring of relevant issues and increasingly ensures that its service providers comply with the applicable legislation. The PAF evaluates the performance of service providers, with quantitative scores, in order to provide managers with information on which companies have the best performance.

Today, 100% of the active service suppliers are evaluated by this program, which is operationalized by the Safety and Environment teams allocated to the business units. In case of lower than expected scores in the evaluation, an action plan is created and closely monitored by our team.

Our supplier evaluation system is in a constant improvement process. In this respect, in addition to price criteria, we have also designed a matrix considering the performance quality. The results will be available in 2023.

Starting in 2022, we began to annually award our supplier base in dimensions such as performance, technical and sustainability of the company, encouraging the evolution of its management in these topics. Strategic suppliers were awarded in 11 categories.

During the year, we also held a workshop for new and existing suppliers, with the goal of presenting our portfolio, values, the onboarding process for new suppliers and sustainability and compliance agendas.

# 6.3 Communities & Social Investment

## GRI 201-4

In an effort to support social development and improve the quality of life in the communities along our highways, we invest in a number of our own social projects and those of partner organizations.

In 2022, we invested over R\$ 10 million in projects in Brazil, via Incentive Laws and own resources, through all our units. Of this amount, 84% was allocated through donations and sponsorships made with funds incentivized by tax benefits, such as the Federal Law for Cultural Incentives, the Federal Law for Sports Incentives, the Elderly Law, and the Municipal Fund for Children and Adolescents (FUMCAD). Over 9 million were invested in more than 30 projects, which have impacted more than 37,000 people in Brazil.

In private social investment, we invested over R\$ 1.7 million in projects. The amount was directed to institutional projects such as Capacitar, Papai Noel Existe, and Viveiro de Mudanças, and social campaigns such as Estrada contra a fome, Ação Emergencial de Apoio às Vítimas do Desastre em Petrópolis, Campanha do Agasalho, Lacre Solidário, Doe Seu Troco, besides the support to institutions in the surroundings of our concessions.

Throughout the year, we also supported initiatives such as:

- Emergency and Hunger Fighting Actions, through which we have donated over 2,216 basic groceries baskets plus 1 ton of food and 880 bottles of water.
- Warm Clothing Drive, in which we donated 7,003 items of clothing and blankets.
- Feminine Hygiene Campaign, with the donation of 1,923 sanitary pads.
- Donation of 400 diapers.
- Incentive to Blood Donation, with the engagement of our volunteers.

For a project to be evaluated, it must be aligned with the material themes and the Sustainable Development Goals (SDGs) prioritized by the Company, as well as respecting diversity and contributing to public policies in the territories served.

To learn more about our evaluation parameters, access our Social Investment Policy [here](#).

By 2022, 100% of the business units had at least one local community engagement program.

## Corporate programs

EcoRodovias develops four social programs of a corporate nature, which are centralized in the group and cover all units:

### ECOVIVER

The project was created in 2006 with the aim of raising awareness among teachers and students in public schools to develop a new look at the territory in which they live, addressing issues such as sustainability, road safety, and improving the quality of life. It also promotes reflection and debate on current issues, through artistic interventions at school, in the community, or in the neighborhood, stimulating creativity and fostering art and culture. In 2022 alone, the project benefited 33,000 students and 960 teachers in 290 public schools in 26 cities in seven states. Since its implementation, the project has already benefited more than 550,000 students and over 21,000 teachers in seven states.

### DE BEM COM A VIA

With a socio-educational focus, the project is a traveling theater truck that serves children, teenagers, and residents of socially disadvantaged regions. The initiative is focused on making the children aware of the importance of road safety, in a playful and amusing way. Following the shows, there are experience activities

in a mini track, where children can put into practice everything they have learned. In 2022, the project was held in the cities of Uruaçu, in Goiás, and Aliança do Tocantins, in Tocantins. A total of 38 theater sessions were held for an audience of 1,105 spectators.

### CAPACITAR

Created in 2012, the Capacitar Program provides free professional training to increase the employability and social inclusion of people living in disadvantaged situations around the highways. In 2015, it obtained recognition by the United Nations Development Program (UNDP), being included in the 1st report with 19 success cases in inclusive high performance business models in development. The project aims to develop talents, such as young people in search of their first job, people with disabilities, LGBTQIA+ public, inmates of the semi-open system of the prison system, and refugees. In 2022, we trained 46 people, three of whom were hired by EcoRodovias.



## PAPAI NOEL EXISTE

The project's mission is to transform all EcoRodovias employees and business partners into Santa Claus helpers. Since 2006, it has replaced the traditional Christmas gifts and cards that were sent to suppliers and employees by an invitation to answer a letter written by a child to the traditional Christmas character.

In the project, volunteers write the Christmas letter and EcoRodovias donates the chosen presents. Our premise is to choose sustainable and

educational toys to help children with motor, intellectual, visual, and auditory development. In 2022, we served over 25,000 children from 104 institutions in 35 cities in six states in Brazil. Since the beginning of the campaign, about 200,000 children have already been assisted and gifted with the toys.



## Business Units relevant programs

### NA MÃO CERTA (THE RIGHT WAY)

**Units:** All

**Target:** Created by the NGO Childhood Brasil, the project seeks to disseminate information on how employees, partners, and suppliers can act as protection agents for children and adolescents in the prevention and confrontation of sexual exploitation incidents.

**Target:** professional qualification of people under social vulnerability.

People impacted in 2022:

**47,730**

Investment in 2022:

**R\$ 75,460**

### LACRE SOLIDÁRIO (SOLIDARITY SEAL)

**Units:** Ecopistas, Ecovias dos Imigrantes and Ecoponte

**Target:** Program for voluntary collection of seals and caps of pet bottles, for donation of wheelchairs.

**832 kg**  
of seals collected/caps  
collected

**2** wheelchairs donated

### VIVEIRO DE MUDAS (SEEDLING NURSERY)

**Units:** Ecovias dos Imigrantes and Ecopistas

**Target:** production of native forest seedlings and inclusion of people with disabilities in the labor market.

People impacted in 2022:

**22** PWD  
**nursery workers**

**230 seedlings**  
distributed in 2022

### DOE SEU TROCO (DONATE YOUR CHANGE)

**Units:** Eco101 and Ecoponte

**Target:** Voluntary donation of change at the toll stations of the BR 101 and the Rio Niterói Bridge highways to support local social institutions.

In all, **R\$ 7,793.20** were collected and donated to the APAE institutions in Serra, ES, and to the Spina Bífida and Hydrocephaly Association in RJ.

## INVESTMENTS VIA INCENTIVE LAWS:

Law	Project	Supported Organization	Amount
Culture	Projeto Cinquentenário da Ponte Rio-Niterói – Arte em movimento	Pas de Deux Projetos Ltda.	R\$ 999,178.04
Culture	Projeto Ecoviver Teatro 2021_2023	Instituto Para o Desenvolvimento Sustentável - Indes	R\$ 2,327,960.80
Culture	Ponte Rio-Niterói: uma ponte entre histórias	Pas de Deux Projetos Ltda.	R\$ 1,250,000.00
Culture	O Encantador mundo dos bonecos (Pipo e Fifi)	Truks Produções Artísticas Ltda.	R\$ 76,000.00
Culture	Viajando de bem com a via 2022 (Circulando de bem com a via)	RBJ 5 Núcleo De Eventos Ltda.	R\$ 498,334.00
Sport	North Futebol	Associação Educacional, Esportiva e Social do Brasil - AEESB	R\$ 250,000.00
Sport	17º Circuito Ecosul de Atletismo	Associação Atlética E Cultural Garotos Da Lagoa	R\$ 95,700.00
Sport	Ano 5 Escolinha ESSUBE	Esporte Social Uberlândia - Essube	R\$ 100,000.00
Sport	Natação Paralímpica	Praia Clube	R\$ 110,000.00
Sport	Meninos e Meninas de Santana - Ano 2	Associação Desportiva, Cultural E Social Santanense	R\$ 100,000.00
Sport	Projeto Grael - Ventos de Cidadania	Instituto Rumo Náutico	R\$ 205,000.00
Sport	Campeões para Vida	Santa Cruz Esporte Clube	R\$ 170,000.00
Sport	Brincando na Praça - 12ª edição	Liga RMC De Esportes	R\$ 257,450.00



PARE

ESTADO DE GOIÁS

ESTADO DE GOIÁS

ESTADO DE GOIÁS

ecovias DO ARAGUAIA  
ecorodovias

Law	Project	Supported Organization	Amount
Child and Adolescent Fund	Fundo da Criança e Adolescente Barretos	Fundo Municipal Dos Direitos Da Criança E Do Adolescente - Fumdicad	R\$ 140,000.00
Child and Adolescent Fund	Fundo da Criança e Adolescente Minas Gerais	Fundo Para A Infância E A Adolescência - Fia	R\$ 140,000.00
Child and Adolescent Fund	Fundo da Criança e Adolescente Guarulhos	Fundo Municipal Da Defesa Da Criança E Do Adolescente	R\$ 148,000.00
Child and Adolescent Fund	Fundo da Criança e Adolescente Ipameri	Fundo Municipal Da Criança E Do Adolescente De Ipameri	R\$ 140,000.00
Child and Adolescent Fund	Fundo da Criança e Adolescente João Neiva	Fundo Da Infância E Adolescência (Fia)	R\$ 140,000.00
Child and Adolescent Fund	Fundo da Criança e Adolescente Pelotas	Fundica - Fundo Municipal Dos Direitos Da Criança E Do Adolescente De Pelotas	R\$ 140,000.00
Child and Adolescent Fund	Fundo da Criança e Adolescente Santos	Fundo Municipal Dos Direitos Da Criança E Do Adolescente	R\$ 150,000.00
Child and Adolescent Fund	Fundo da Criança e Adolescente São Bernardo do Campo	Fundo Municipal Dos Direitos Da Criança E Do Adolescente	R\$ 150,000.00
Child and Adolescent Fund	Fundo da Criança e Adolescente São José dos Campos	Fundo Municipal Dos Direitos Da Criança E Do Adolescente - Fumdicad	R\$ 140,000.00

<b>Law</b>	<b>Project</b>	<b>Supported Organization</b>	<b>Amount</b>
Elderly Fund	Geração de Usina Fotovoltaica - Lar São Vicente de Paulo	Fundo Municipal Dos Direitos Da Pessoa Idosa - Fumpi	R\$ 114,000.00
Elderly Fund	Mindfulness e Formação em Cerâmica	Fundo Municipal Do Idoso De Ibiraju	R\$ 337,000.00
Elderly Fund	Fundo do Idoso de Jacareí	Fundo Municipal Do Idoso Do Municipio De Jacareí	R\$ 100,000.00
Elderly Fund	Fundo do Idoso de Mogi das Cruzes	Fundo Municipal Do Idoso - Fmimc	R\$ 150,000.00
Elderly Fund	Custeios das despesas operacionais - Associação Presente Tiãozinho	Fundo Municipal Do Idoso	R\$ 150,000.00
Elderly Fund	Fundo do Idoso de Santos	Fundo Municipal Do Idoso De Santos	R\$ 150,000.00
Elderly Fund	Fundo do Idoso de São Bernardo do Campo	Fundo Municipal Dos Direitos Da Pessoa Idosa De São Bernardo Do Campo	R\$ 100,000.00
Elderly Fund	Acolhimento com Segurança - Lar dos Velinhos Santo Antônio	Fundo Municipal Do Idoso	R\$ 120,000.00
Elderly Fund	Projeto Bem.estar - Lar dos Velinhos Santo Antônio	Fundo Municipal Do Idoso	R\$ 67,000.00

## ORGANIZATIONS SUPPORTED VIA DIRECT PRIVATE SOCIAL INVESTMENT OR THROUGH DONATIONS

Unit	Project/Campaign	Institution	Type of project
Eco101	Social Action	Associação Amigos da Justiça	Social Action
Eco101	Doe Seu Troco	APAE Serra	Inclusion of disabled people
Eco135	Pink October	Associação Convívio	Action to Fight Cancer
Eco135	Pink October	Associação Presente	Action to Fight Cancer
Eco135	Diaper Donation Campaign	Lar de Idosos de Inimutaba	Inclusion of elderly people
Ecopistas / Ecovias dos Imigrantes	Voluntários do Bem	Lar de Amparo a Velhice de Mogi das Cruzes	Inclusion of elderly people
Ecopistas	Socioenvironmental Action	CRAS PET - Centro de Recuperação de Animais Silvestres - Parque Ecológico do Tietê	Environmental Action
Ecoponte	Digital Inclusion Center	Instituto Educacional Nossos Filhos (IENF)	Education
Ecoponte	School Supplies Campaign	Instituto Educacional Nossos Filhos (IENF)	Education
Ecoponte	Doe seu troco	Associação de Espinha Bífida e Hidrocefalia (AEBH)	Inclusion of disabled people
Ecoponte	Christmas Action	Associação de Moradores da Ilha da Conceição	Social Action

<b>Unit</b>	<b>Project/Campaign</b>	<b>Institution</b>	<b>Type of project</b>
Ecoponte	Fighting Hunger	GEPAR - Grupo Espirita Paz, Amor e Renovação	Humanitarian Action
Ecoponte	Campanha Reciclagem Papelão	Orquestra da Grotta - Reciclarte	Environmental Education
Ecoporto/ Ecopátio	Ecosocial do Bem	Casa da Esperança de Santos	Inclusion of disabled people
Ecoporto/ Ecopátio	Ecosocial do Bem	ONG Amigos do Tobias	Social Action
Ecoporto/ Ecopátio	Ação do Coração	Associação Eduardo Furquini	Humanitarian Action
Ecoporto/ Ecopátio	Basic Food Basket Donation	Instituto Miro Machado	Humanitarian Action
Ecoporto/ Ecopátio	Clean Up Day	Instituto Greinar	Environmental Action
Ecoporto/ Ecopátio	Projeto Caic	Associação Bairro Caic	Social Action
Ecoporto/ Ecopátio	Social Vegetable Garden	Comunidade Vila Noel	Social Action
Ecoporto/ Ecopátio	Toy collection campaign	Creche Tia Nice	Social Action





Chapter 7

# Attachments

**7.1 INDICATOR ATTACHMENTS**

**7.2 GRI CONTENT INDEX**

**7.3 TCFD INDEX**

**7.4 SDG MAP**

**7.5 CAPITALS MAP**

**7.6 CREDITS**

# 7.1 Indicators attachment

GRI 2-28

## Participation in associations

EcoRodovias participates in the following associations:

- Brazilian Association of Highway Concessionaires (ABCR) - Directors hold positions on the Association's Board of Directors.
- Brazilian Association of Infrastructure and Basic Industries (ABDIB) - Regular participation, in a collaborative and participative manner.
- MOVEINFRA - Regular participation, in a collaborative and participative way.

GRI 205-2

## Ethics, integrity and relationships with public entities

Employees trained by region	Midwest	Southeast	South	Total
Interns	0	1	0	1
Operations	295	2,726	209	3,230
Administrative	73	912	55	1,040
Management	2	54	2	58
Coordination	9	118	9	136
Senior Management	1	26	1	28
Board of Directors	0	11	0	11
Total	380	3,848	276	4,504

Note: We do not manage trained and communicated suppliers by region.

## GRI 401-3

**Parental leave****2022**

	<b>Men</b>	<b>Women</b>
Total number of employees that were entitled to parental leave	2,428	2,447
Total number of employees that took parental leave	74	104
Total number of employees that should return to work in the reporting period after parental leave ended	73	71
Total number of employees that returned to work in the reporting period after parental leave ended	73	71
Total number of employees who took leave, returned and would complete twelve months since returning this year	88	61
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	54	35
Return to work rate	100%	100%
Retention rate	73.97%	49.29%

## GRI 2-8

**Workers who are not employees****2022****11,031**

The most common types of work performed by workers who are not employees are: construction services, pre-hospital care services, tow truck services, and highway conservation. The contracting is done via a service contract.

## GRI 403-9

Work-related injuries	2022		2021		2020	
	Employees	Third Parties	Employees	Third Parties	Employees	Third Parties
The number of hours worked	7,969,139	26,841,025	8,835,078	20,558,377	7,776,450	16,048,423
Number of fatalities resulting from work-related injuries	0	6	1	3	0	4
Fatality rate resulting from work-related injuries	0	0.22	0.11	0.14	0	0.24
Number of serious work-related injuries (excludes deaths)	0	3	2	1	6	29
Rate of serious work-related injuries (excludes deaths)	0	0.11	0.22	0.48	0.77	1.80
Number of recorded work-related injuries (includes deaths)	80	100	106	92	71	52
Rate of recorded work-related injuries (includes deaths)	10.03	3.78	11.99	4.47	9.13	3.24

## GRI 404-1

Average hours of training per year		2022	2021	2020
		Average hours	Average hours	Average hours
Senior Management	Male	5.96	11.38	24.11
	Female	9.43	9.29	30.57
Management	Male	13.74	14.09	16.40
	Female	8.99	12.71	12.44
Coordinator	Male	21.35	19.04	17.26
	Female	19.85	19.15	34.33
Administrative	Male	12.06	11.79	28.02
	Female	11.14	9.43	25.84
Operational	Male	15.99	13.73	14.28
	Female	12.99	11.47	9.78
Trainees	Male	NA	15.57	0.38
	Female	12.63	15.14	4.87
Apprentices	Male	9.61	6.44	5.85
	Female	15.70	7.22	3.82

# Supply Chain Management

## GRI 308-1: New suppliers that were screened using environmental criteria

<b>New suppliers that were screened using environmental criteria</b>	<b>2022</b>
Total new suppliers hired	1,031
Total new suppliers selected using environmental criteria	85
Percentage of new suppliers selected using social criteria	8%

## GRI 308-2: Negative environmental impacts in the supply chain and actions taken

<b>Suppliers whose selection process considered environmental criteria</b>	<b>2022</b>
Number of suppliers assessed for environmental impacts	342
Number of suppliers identified as having significant actual and potential negative environmental impacts	275
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	76%
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	0%

## GRI 414-1

<b>New suppliers that were screened using social criteria</b>	<b>2022</b>
Total new suppliers hired	1,031
Total new suppliers that were selected using social criteria	191
Percentage of new suppliers that were selected using social criteria	19%

# Climate strategy

## GRI 302-1

Energy consumption (GJ)		2022	2021	2020
Fuels	Diesel / Brazil	155,605.20	115,658.62	105,605.66
	Liquefied petroleum gas (LPG)	4,205.90	4,609.29	4,280.04
	Compressed natural gas (CNG)	0.00	0.00	31.88
	Gasoline / Brazil	13,412.52	14,605.50	13,937.64
Renewable Fuels	Hydrous ethanol	46,852.78	49,461.61	45,270.14
Purchased electricity	Electricity / Brazil	106,942.48	114,120.67	102,032.45
<b>Total</b>		<b>327,018.88</b>	<b>298,455.69</b>	<b>271,157.81</b>

## GRI 302-3

Energy intensity (GJ/km managed)	2022	2021	2020
	79.75	88.46	89.44

1. All energy types presented in indicator 302-1 were included in the calculation.
2. The rate shown is for energy consumption within the organization.

## GRI 305-1

<b>Total volume of Scope 1 emissions*</b>		<b>2022</b>	<b>2021</b>	<b>2020</b>
	CO <sub>2</sub>	11,453.11	8,784.52	21,967.78
	CH <sub>4</sub>	132.01	196.73	148.59
Gross Emissions	N <sub>2</sub> O	318.06	477.08	463.50
	HFCs	562.18	1,071.44	644.83
	<b>Total</b>	<b>12,465.35</b>	<b>10,529.77</b>	<b>23,224.70</b>
Biogenic Emissions		33,052.69	53,533.78	6,900.59

\* In 2021 an improvement was made in the process to collect scope 1 information (land use change category) and it was concluded that most of all the area deforested for the duplication of highways, was secondary area and therefore the emissions were classified as biogenic. This explains the reduction in scope 1 and the increase in biogenic scope 1 emissions. In 2020 we had an emission of 14,121.82 tCO<sub>2</sub>e of land use change classified as scope 1 and 2,815.46 in biogenic scope 1 emissions and in 2021 we had 49,077.96 tCxO<sub>2</sub>e of land use change that were classified as biogenic scope 1 emissions and 257.86 tCO<sub>2</sub>e that were classified as scope 1.

1. EcoRodovias follows the premises adopted by the GHG Protocol and publishes the inventory in the Public Emissions Registry. We use the Climas system from Way Carbon to perform the calculations.
2. The consolidation was carried out based on an operational control approach.

## GRI 305-2

<b>Total volume of Scope 2 emissions* (location based)</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
	1,264.94	4,009.74	1,765.27

\*\*\* The reduction in scope 2 emissions is due to a decrease in the Brazilian GRID emission factor, due to the increased use of renewable energy. In addition the Company increased the use of solar energy, produced by photovoltaic panels installed at its toll stations.

GRI 305-3

<b>Total volume of Scope 3 emissions*</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
Purchased goods and services	467,220.82	400,732.25	Not calculated
Capital goods	22,758.62	10,500.96	Not calculated
Fuel and energy related activities not included in scopes 1 and 2	3,236.63	2,401.96	Not calculated
Waste generated in operations	15,075.38	9,706.66	1,011.39
Business travel	215.95	131.77	74.68
Employee commuting (homework)	1,394.50	1,419.91	1,138.14
Other Scope 3 emissions	0	0	36.13
<b>Total</b>	<b>509,901.90</b>	<b>424,893.51</b>	<b>2,260.34</b>
Total Biogenic CO <sub>2</sub> emissions (metric tons)	138.51	161.30	132.44

\*In 2021 EcoRodovias expanded the calculation of its scope 3. First, an assessment was made of which Scope 3 categories were applicable and significant for the Company, according to the GHG Protocol methodology. From this analysis, six relevant categories were identified: Purchased goods and services, capital goods, fuel and energy related activities not included in scopes 1 and 2, waste generated in operations, business travel and employee commuting (homework). Three new categories were then included, which significantly increased the Company's indirect emissions. This is an important advance in the search for transparency, for a better understanding of its emissions profile and to seek opportunities for reduction and efficiency gains.

GRI 305-4

<b>Energy intensity rate (Scope 1 emissions/employee)*</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
	2.55	2.32	4.88

\*Gases included in the calculation: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs.

# Additional Indicators

GRI 201-2

Unit	Nature of risk	Financial implications	How we mitigate risk
Eco101			
Ecovias do Cerrado	Heavy rainfall and extreme drought can lead to crop failures and have an adverse effect on revenue since the commercial traffic on the highways is directly linked to agricultural production.	A reduced demand for traffic and services and a consequent drop in revenue. An adverse impact on revenue.	Monitoring of the production of the agricultural sector as well as its stocks and flow.
Eco135			
Ecovias dos Imigrantes			
Ecosul			
Eco050			
Eco101	Climate changes may reduce the flow of passenger vehicles due to weather conditions, especially on weekends and bank holidays.	A reduced demand for traffic and services and a consequent drop in revenue. An adverse impact on revenue.	Monitoring of the climate and forecasts and traffic planning to meet needs.
Ecovias do Cerrado			
Ecovias dos Imigrantes			
Ecoponte			
Eco050			
Ecopistas			
Ecocataratas			
Eco135			Monitoring of the regional news and forecasts from specialized Consulting firms.
Ecosul			
Ecoponte	Heavy rainfalls can lead to a loss of assets, such as bridges, viaducts, hillsides/ embankments, etc.	Costs related to the repair of the affected assets. A reduced demand for traffic and services and a consequent drop in revenue.	Highways Monitoring System / Infrastructure Monitoring Program and Monitoring and Conservation of Hillsides Program / Monitoring of Climate Conditions / Hiring of Insurance.
Ecovias dos Imigrantes			
Ecopistas			
Eco135			
Eco050			
Ecosul			
Ecovias do Cerrado		An adverse impact on revenue.	Routine Upkeep of the Highway Infrastructure.

Waste generated and disposed of (ton.)	2022		2021	
	Hazardous	Non. Hazardous	Hazardous	Non. Hazardous
Reuse	0.00	110,561.51	0	210,930.15
Recycling	41.24	1,528.52	322.30	50,586.41
Energy recovery	90.90	27.55	50.11	91.69
Incineration	8.43	0.00	24.32	0
Sanitary landfill	62.32	11,494.46	106.86	9,180.25
Others (specify)	23.98	0.00	42.75	1,047.94

Water consumption (ml)	2022	2021	2020
Surface Water	17.56	6.61	15.19
Groundwater	128.13	144.07	117.53
Water taken from the ocean	0.00	0	0
Third-party water	74.89	55.53	18.82

#### GRI 2-27

In 2022, we received four fines resulting from our environmental impacts, totaling R\$ 128.9 thousand, in addition to two non-monetary sanctions, described below:

#### Environmental Fines

- Ecosul - Fine related to the Mandatory Forest Replacement (R\$ 3,069).
- Ecovias do Cerrado - This is a payment related to an environmental fine as a result of Infraction Notice 266727/2020 issued against Ecovias do Cerrado for “extracting underground water without the proper authorization or not in compliance with the authorization in force”. (R\$ 8,329.89).
- Eco101 - Fine received/issued in 2021, due to diesel leak and lack of mitigation measures by the Concessionaire, as well as failure to comply with the notice issued by SEMA. Total amount paid on 08/03/2022 (R\$ 7,496).
- Ecoporto - Indemnity fixed through a TAC (Term of Conduct Adjustment) signed by the Public Ministry with Ecoporto, due to the investigation regarding the environmental damage resulting from the bad odor caused by the animals (R\$ 100,000).

#### Non-monetary environmental sanctions

- Ecoporto - Notice of Infraction on behalf of Ecoporto, received in October 2022. It concerns the application of a warning penalty for the practice of environmental violations, which occurred in August 2021.

## 7.2 GRI Content Index

Standard	Disclosure	Reference (Page) / Direct answer	Assurance	
GRI 2: General Disclosures	2-1	Organizational details	EcoRodovias operates in Brazil and its headquarters is located at Rua Gomes de Carvalho, 1.510, 3 <sup>rd</sup> floor - Vila Olímpia, São Paulo/SP  Page 18	
	2-2	Entities included in the organization's sustainability reporting	ECS, Ecovias, Ecopistas, Ecosul, Ecoporte, Eco101, Eco135, Eco050, Ecovias do Cerrado, Ecoriominas, Ecovias do Araguaia, Ecoport, Ecovia Caminho do Mar and Ecocataratas and EcoRodovias Concessões e Serviços S.A (only human resources and safety).	Yes
	2-3	Reporting period, frequency and contact point	The Integrated Report covers the same period as the financial information.  Page 06	
	2-4	Restatements of information	There were no restatements of information in this report.	Yes
	2-5	External assurance	Page 160	Yes
	2-6	Activities, value chain and other business relationships	Pages 20, 26 and 124	
	2-7	Employees	Pages 108	Yes
	2-8	Workers who are not employees	Page 141	Yes
	2-9	Governance structure and composition	Pages 36 and 42	
	2-10	Nomination and selection of the highest governance body	Page 42	

Standard	Disclosure	Reference (Page) / Direct answer	Assurance	
GRI 2: General Disclosures	2-11	Chair of the highest governance body	Page 42	
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 42	
	2-13	Delegation of responsibility for managing impacts	Page 50	Yes
	2-14	Role of the highest governance body in sustainability reporting	Page 06	Yes
	2-15	Conflicts of interest	Page 61	Yes
	2-16	Communication of critical concerns	Page 42	Yes
	2-17	Collective knowledge of the highest governance body	Page 56	Yes
	2-18	Evaluation of the performance of the highest governance body	Page 36	
	2-19	Remuneration policies	Page 49	
	2-20	Process to determine remuneration	Page 49	
	2-21	Annual total compensation ratio	The ratio between the total annual compensation of the Company's highest-paid individual and the average annual total compensation of all employees (excluding the highest-paid individual) is 382%.	
	2-22	Statement on sustainable development strategy	Page 08	
	2-23	Policy commitments	Page 56	

Standard	Disclosure	Reference (Page) / Direct answer	Assurance	
GRI 2: General Disclosures	2-24	Embedding policy commitments	Page 50	Yes
	2-25	Processes to remediate negative impacts	Page 60	Yes
	2-26	Mechanisms for seeking advice and raising concerns	Page 60	Yes
	2-27	Compliance with laws and regulations	Page 149	Yes
	2-28	Membership associations	Page 140	
	2-29	Approach to stakeholder engagement	Page 12	Yes
	2-30	Collective bargaining agreements	About 90 percent of employees are covered by collective bargaining agreements. The collective agreements do not cover the Group's Directors, apprentices or trainees.	
GRI 3: Material Topics	3-1	Process to determine material topics	Page 12	Yes
	3-2	List of material topics	Page 12	Yes
<b>Material Theme: Safety and risk management</b>				
GRI 3: Material Topics	3-3	Management of material topics	Pages 50 and 56	Yes
GRI 203: Indirect Economic Impacts - 2016	203-1	Infrastructure investments and services supported	Page 88	Yes
GRI 416: Customer Health and Safety – 2016	416-1	Assessment of customer health and safety impacts of product and service categories	Page 88	Yes
GRI 416: Customer Health and Safety – 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In 2022, we recorded 113 incidents of non-compliance with regulations that resulted in a fine or penalty.	Yes

Standard	Disclosure	Reference (Page) / Direct answer	Assurance	
<b>Material Theme: Ethics, integrity and relationships with public entities</b>				
GRI 3: Material Topics	3-3	Management of material topics	Page 56	Yes
GRI 201: Economic Performance - 2016	201-4	Financial assistance received from government	Page 127	Yes
	205-1	Operations assessed for risks related to corruption	Page 56	Yes
GRI 205: Anti-corruption - 2016	205-2	tion and training about anti-corruption policies and procedures	Pages 56 and 124	Yes
	205-3	Confirmed incidents of corruption and actions taken	Page 56	Yes
GRI 206: Anti-competitive Behavior - 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and main outcomes	The EcoRodovias Group is not a party to any lawsuit for anticompetitive, anti-trust, or monopoly practices.	
GRI 406: Non-discrimination - 2016	406-1	Incidents of discrimination and corrective actions taken	Page 110	
GRI 415: Public Policy - 2016	415-1	Total monetary value of financial and in-kind political contributions made by the organization by country and recipient/beneficiary	The company has not made available, directly or indirectly, financial and in-kind contributions to political parties, politicians, or political causes.	

Standard	Disclosure	Reference (Page) / Direct answer	Assurance	
<b>Material theme: People management (health, welfare and human rights)</b>				
GRI 3: Material Topics	3-3	Management of material topics	Page 108	Yes
GRI 401: Employment - 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, broken down by main operations	Page 115	
	401-3	Return to work and retention rates of employees that took parental leave, by gender	Page 141	
GRI 403: Occupational Health and Safety - 2016	403-1	Occupational health and safety management system	Page 118	Yes
	403-2	Hazard identification, risk assessment, and incident investigation	Page 118	Yes
GRI 403: Occupational Health and Safety - 2016	403-3	Occupational health services	Page 118	Yes
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 118	Yes
	403-5	Worker training on occupational health and safety	Page 118	Yes

Standard	Disclosure	Reference (Page) / Direct answer	Assurance	
GRI 403: Occupational Health and Safety - 2016	403-6	Promotion of worker health	Page 118	Yes
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 118	Yes
	403-8	Workers covered by an occupational health and safety management system	Page 118	Yes
	403-9	Work-related injuries	Pages 118 and 142	Yes
GRI 404: Training and Education - 2016	404-1	Average hours of training per year per employee, by gender and employee category	Pages 114 and 143	
	404-2	Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Page 114	
GRI 404: Training and Education - 2016	404-3	Percentage of employees receiving regular performance and career development reviews, by gender and employee category	Page 114	
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	13.5% of security personnel had formal training on EcoRodovias' Human Rights related policies and procedures.	Yes

Standard	Disclosure	Reference (Page) / Direct answer	Assurance	
<b>Material Theme: Innovation &amp; Technology</b>				
GRI 3: Material Topics	3-3	Management of material topics	Page 79	Yes
<b>Material Theme: Supply chain management</b>				
GRI 3: Material Topics	3-3	Management of material topics	Page 124	Yes
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Pages 124, 126 and 144	Yes
	308-2	Negative environmental impacts in the supply chain and actions taken	Page 144	Yes
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Pages 124, 126 and 144	Yes
<b>Material Theme: Climate strategy</b>				
GRI 3: Material Topics	3-3	Management of material topics	Pages 98, 99 and 102	Yes
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Pages 100 and 148	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Page 145	
	302-3	Energy intensity	Page 145	
	302-4	Reduction of energy consumption	Page 102	

<b>Standard</b>	<b>Disclosure</b>	<b>Reference (Page) / Direct answer</b>	<b>Assurance</b>	
GRI 305: Emissions - 2016	305-1	Direct (Scope 1) GHG emissions	Pages 102 and 146	Yes
	305-2	Energy indirect (Scope 2) GHG emissions	Pages 102 and 146	Yes
	305-3	Other indirect (Scope 3) GHG emissions	Pages 102 and 147	Yes
GRI 305: Emissions - 2016	305-4	GHG emissions intensity	Page 147	
	305-5	Reduction of GHG emissions	Page 102	
<b>Additional Indicators</b>				
GRI 201: Economic Performance – 2016	201-1	Direct economic value generated and distributed	Page 32	Yes

## 7.3 TCFD Index

Themes	TCFD Recommendations	Page/Direct Answer
<b>Governance 1</b>	1.a Describe the board's oversight of climate-related risks and opportunities.	Pages 99 and 100
<b>Governance 2</b>	2. Describe management's role in assessing and managing climate-related risks and opportunities.	Pages 99 and 100
<b>Strategy 1</b>	3. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Page 100
<b>Strategy 2</b>	4. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Pages 62 and 100
<b>Strategy 3</b>	5. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Page 100

<b>Themes</b>	<b>TCFD Recommendations</b>	<b>Page/Direct Answer</b>
<b>Risk Management 1</b>	6. Describe the organization's processes for identifying and assessing climate-related risks.	Page 100
<b>Risk Management 2</b>	7. Describe the organization's processes for managing climate-related risks.	Pages 98 and 100
<b>Risk Management 3</b>	8. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Page 100
<b>Metrics and Targets 1</b>	9. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Page 100
<b>Metrics and Targets 2</b>	10. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Page 102
<b>Metrics and Targets 3</b>	11. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Page 98

# Independent auditor's limited assurance report on the non-financial information included in the 2022 Integrated Report

## GRI 2-5

To the Board of Directors and Stockholders

**ECORODOVIAS CONCESSÕES E SERVIÇOS S/A**  
**São Bernardo do Campo - SP**

### Introduction

We have been engaged by ECORODOVIAS CONCESSÕES E SERVIÇOS S/A (“Company” or “EcoRodovias”) to present our limited assurance report on the non-financial information included in the 2022 Integrated Report of EcoRodovias for the year ended December 31, 2022.

Responsibilities of the management of EcoRodovias

The management of EcoRodovias is responsible for:

- selecting or establishing adequate criteria for the preparation and presentation of the information included in the 2022 Integrated Report;
- preparing the information in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI-Standards), the basis

of preparation developed by the Company and with Guidance CPC 09 – Integrated Report issued by the Brazilian Federal Accounting Council (CFC), related to the Basic Conceptual Framework for Integrated Reporting, prepared by the International Integrated Reporting Council (IIRC).)

- designing, implementing and maintaining internal controls over the significant information for the preparation of the information included in the 2022 Integrated Report, which is free from material misstatement, whether due to fraud or error.

Independent auditor's responsibility

Our responsibility is to express a conclusion on the non-financial information included in the 2022 Integrated Report, based on our limited assurance engagement carried out in accordance with the Technical Communication CTO 01 – Issuance of Assurance Reports related to Sustainability and Social Responsibility, issued by the Federal Accounting Council (CFC) , based on the Brazilian standard NBC TO 3000, “Assurance Engagements Other than Audit and Review”, also issued by the CFC, which is equivalent

to the international standard ISAE 3000, “Assurance engagements other than audits or reviews of historical financial information”, issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that the auditor complies with ethical requirements, independence requirements, and other responsibilities of these standards, including those regarding the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including documented policies and procedures on the compliance with ethical requirements, professional standards and relevant legal and regulatory requirements.

Moreover, the aforementioned standards require that the work be planned and performed to obtain limited assurance that the non-financial information included in the 2022 Integrated Report, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with the Brazilian standard NBC TO 3000 and ISAE 3000 mainly consists of making inquiries of management and other professionals of EcoRodovias involved

in the preparation of the information, as well as applying analytical procedures to obtain evidence that allows us to issue a limited assurance conclusion on the information, taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead him to believe that the information disclosed in the 2022 Integrated Report taken as a whole might present significant misstatements.

The procedures selected are based on our understanding of the aspects related to the compilation, materiality, and presentation of the information included in the 2022 Integrated Report, other circumstances of the engagement and our analysis of the activities and processes associated with the significant information disclosed in the 2022 Integrated Report in which significant misstatements might exist. The procedures comprised, among others:

(a) planning the work, taking into consideration the materiality and the volume of quantitative and qualitative information and the operating and internal control systems that were used to prepare the information included in the 2022 Integrated Report;

(b) understanding the calculation methodology and the procedures adopted for the compilation of indicators through inquiries of the managers responsible for the preparation of the information;

(c) applying analytical procedures to quantitative information and making inquiries regarding the qualitative information and its correlation with the indicators disclosed in the 2022 Integrated Report; and

(d) when non-financial data relate to financial indicators, comparing these indicators with the financial statements and/or accounting records.

The limited assurance engagement also included the analysis of the compliance with the guidelines and criteria of the Global Reporting Initiative (GRI-Standards) and the provisions established in the basis of preparation developed by the Company.

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

### Scope and limitations

The procedures applied in a limited assurance engagement vary in nature

and timing and are less detailed than those applied in a reasonable assurance. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the level that would be obtained in a reasonable assurance engagement. If we had performed a reasonable assurance engagement, we might have identified other matters and possible misstatements in the information included in the 2022 Integrated Report. Therefore, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate and estimate these data. Qualitative interpretations of the relevance, materiality, and accuracy of the data are subject to individual assumptions and judgments. Furthermore, we did not consider in our engagement the data reported for prior periods nor future projections and goals.

The preparation and presentation of non-financial information and indicators followed the definitions of the basis of preparation developed by the Company and the guidelines of the Global Reporting Initiative (GRI-Standards) and, therefore,

the information included in the 2022 Integrated Report does not have the objective of providing assurance with regard to the compliance with social, economic, environmental or engineering laws and regulations. However, the aforementioned standards establish the presentation and disclosure of possible cases of non-compliance with such regulations when sanctions or significant fines are applied. Our assurance report should be read and understood in this context, inherent to the criteria selected and previously mentioned in this paragraph.

## Conclusion

Based on these procedures performed, described herein, and on the evidence obtained, no matter has come to our attention that causes us to believe that the non-financial information included in the 2022 Integrated Report of EcoRodovias has not been prepared, in all material respects, in accordance with the criteria of the basis of preparation and guidelines of the Global Reporting Initiative (GRI-Standards) and with the Guidance CPC 09 – Integrated Report.

## Other matters

The limited assurance of non-financial information for the year ended

December 31, 2021 was conducted under the responsibility of another firm of auditors, who issued an unmodified limited assurance report dated May 26, 2022.

São Paulo, April 11, 2023

**PricewaterhouseCoopers  
Auditores Independentes Ltda.**

CRC 2SP000160/O-5

**Maurício Colombari**

Contador CRC 1SP195838/O-3

## 7.4 SDG Map



Ensure healthy living and promote well-being for all, at all ages.

Pages 14, 67, 87 and 107



Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.

Pages 14, 15, 67, 71, 97 and 107



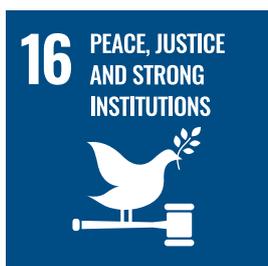
Ensure sustainable production and consumption patterns.

Pages 15, 67, 71 and 124



Take urgent action to combat climate change and its impacts.

Pages 15, 67 and 97



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.

Pages 14, 15, 35, 67 and 107

# 7.5 Capitals Map



**Human**  
Page 107



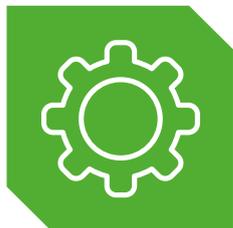
**Natural**  
Page 97



**Intellectual**  
Pages 71 and 87



**Financial**  
Page 71



**Manufactured**  
Pages 71 and 87



**Social**  
Pages 35, 87 and 107

# 7.6 Credits

## Responsible Team

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Ricca Sustentabilidade

## Graphic design, illustrations and layout

Ricca Sustentabilidade

## Photos

Image Bank of EcoRodovias and partners.

## To learn more:

Detailed results, commented by the management:

### Financial Statements

Overview about relevant business aspects:

### Annual Management Report



