



**Triunfo**  
PARTICIPAÇÕES E INVESTIMENTOS

Sustainability  
Report

2023





# Message from Management

GRI [2-22]

Aware of the relevance of the infrastructure sector for the resumption of socioeconomic growth in Brazil, Triunfo Participações e Investimentos went through 2023 focused on the execution of its strategy, which includes ethical commitment and absolute respect for people and the environment. Thus, we maintained the aim of our operations at providing quality services and improved service to users and customers in all segments in which we operate.

Despite a scenario of economic and political uncertainties in Brazil, the year was positive for the infrastructure sector, especially due to important developments by the government, such as the issuance of a new concession policy, which should bring improvements to future projects. On another front, renegotiations with the Federal Court of Auditors (TCU) have advanced in line with the consensus, seeking the best solutions for all parties, always in accordance with the legislation.

After years of business restructuring, in which we faced sensitive moments, we realized the importance of long-term structured planning with robust investment and asset management strategies. We continue to maintain all the environmental and social requirements of our business, with a view to a new cycle of investments and the company's perpetuity. This new moment is premised on directing efforts to projects that will bring unique and irreplaceable solutions to logistical bottlenecks that Brazil's infrastructure is forecasted to face in the next 10 years.

We are proud to say that all new projects are initiated with a focus on sustainability. An example of this is the railway project, which was fully adapted to avoid possible impacts on areas located within indigenous reserves, and the Brites Port Terminal project, in the Santos Complex (SP), with an area of land for the project composed of 70% native Atlantic Forest, which will be preserved almost in its entirety.

The commitment to sustainable development has been an inseparable aspect of our strategy for many years. We are one of the pioneering companies in the infrastructure sector that guides management towards sustainability, based on the principles of the Global Compact, contributing to the goals of the 2030 Agenda of the Sustainable Development Goals (SDGs)—initiatives developed by the United Nations (UN). Proof of this is this 12th edition of our Sustainability Report, which reinforces our commitment to transparency and integrity in our activities.

We remain committed to focus and discipline, confident in a prosperous future. We have much work ahead of us, but we believe in the capacity and resilience of our more than 3,500 professionals who make up committed and dedicated teams, without which we would not have made it this far. We are prepared for the new challenges ahead, and certain that we are on the best possible paths, anchored in strong and transparent relationships among all our partners, customers, users, suppliers and professionals, whom we thank for their commitment and partnership.

## João Villar Garcia

Chairman of the Board of Directors

## Carlo Alberto Bottarelli

Chief Executive Officer



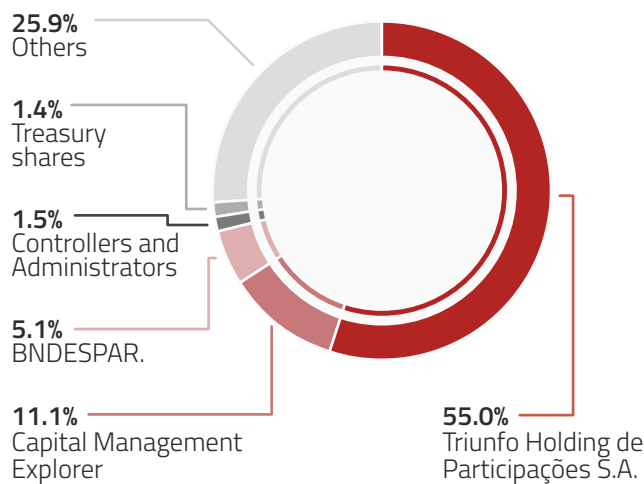


# Triunfo

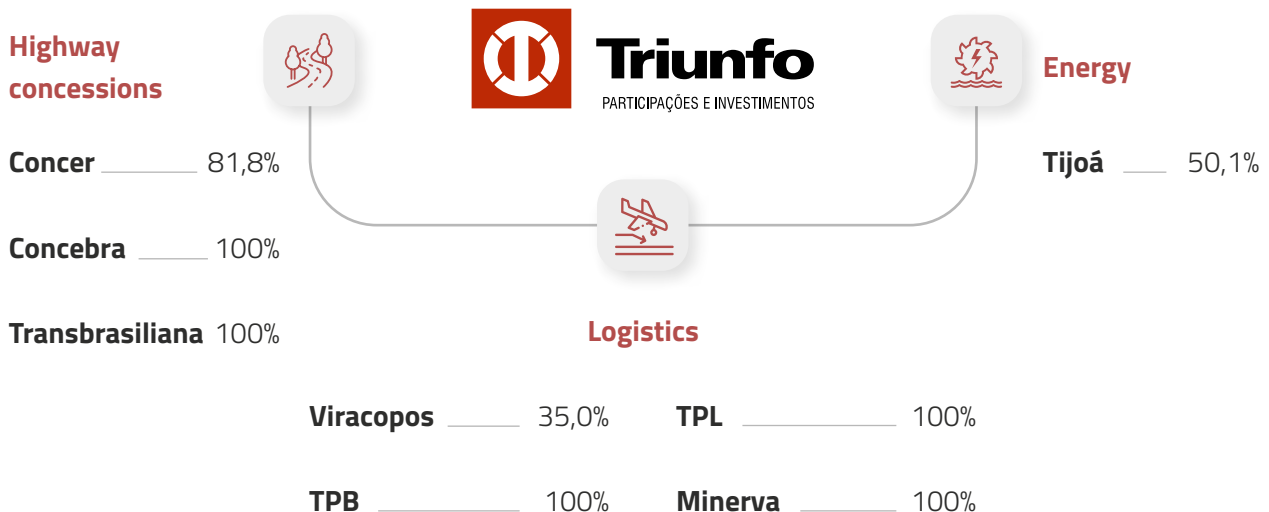
With over 20 years of experience in the infrastructure sector, Triunfo Participações e Investimentos S.A. is considered a pioneer in the segments of road concession, airport management, and energy. Throughout 2023, it followed the investment plan with the three greenfield projects, all with

signed adhesion contracts and currently in the licensing and permitting phase. One of the new investments, in the railway segment, will allow the diversification of the Company's businesses and the strengthening of its market presence.

## Capital structure



## Corporate structure



# Business model

## Mission

Provide differentiated and high-quality public infrastructure services, satisfying our customers and, thus, becoming the most valued company in this segment of the market.

## Vision

To be a benchmark of the infrastructure services market, having innovation and leadership as our philosophy.

## Values

We are convinced that to achieve sustainable development we must have:

- Respect for human beings
- Innovation
- Respect for the environment
- Ethics
- Support for local communities
- Quality
- Transparency
- Technology



**3,354**  
professionals





**Net operating revenue of**  
**R\$ 1 billion**






# Sustainable Management ●



## Priority topics

-  Satisfaction of users and customers;
-  Valued professionals;
-  Innovation;
-  Environmental protection;

-  Responsible management;
-  Community engagement; and
-  Ethics and integrity.



Click on the acronyms  
below for detailed information

## New Businesses

**Brites Port Terminal:** the development of the Brites Port Terminal, for Private Use, to be installed in the city of Santos (SP).

### The Project

- 5 mooring berths
- 1 railway pier<sup>1</sup>
- 8 lines for trains with up to 80 railway cars
- 20 million tons of cargo handled per year
- 75% via railway transport
- Area of 2 million m<sup>2</sup>

### Expected annual capacity

- 6 million tons of liquid bulk
- 8 million tons of grain
- 3 million tons of fertilizers
- 3 million tons of pulp

**Logistics Port Terminal (LPT):** For private use, to be built in the city of Santos (SP), in an area authorized for the operation of the 1,038,301.11 m<sup>2</sup> port facility. The new Terminal will contribute to increasing the logistics capacity and operational efficiency of the Port of Santos, the busiest in Brazil.

**Açailândia Railway:** Barcarena: implementation of the extension of the North-South Railway, in 2021. The project foresees the construction of 571.4 kilometers of railway, which will allow the connection between Açailândia (MA) and the Vila do Conde Port Complex, in Barcarena (PA).

*1 A section of tracks used for maneuvering, normally at endpoints of a railway line, for the locomotive, composition, or undercarriage to make a U-turn.*



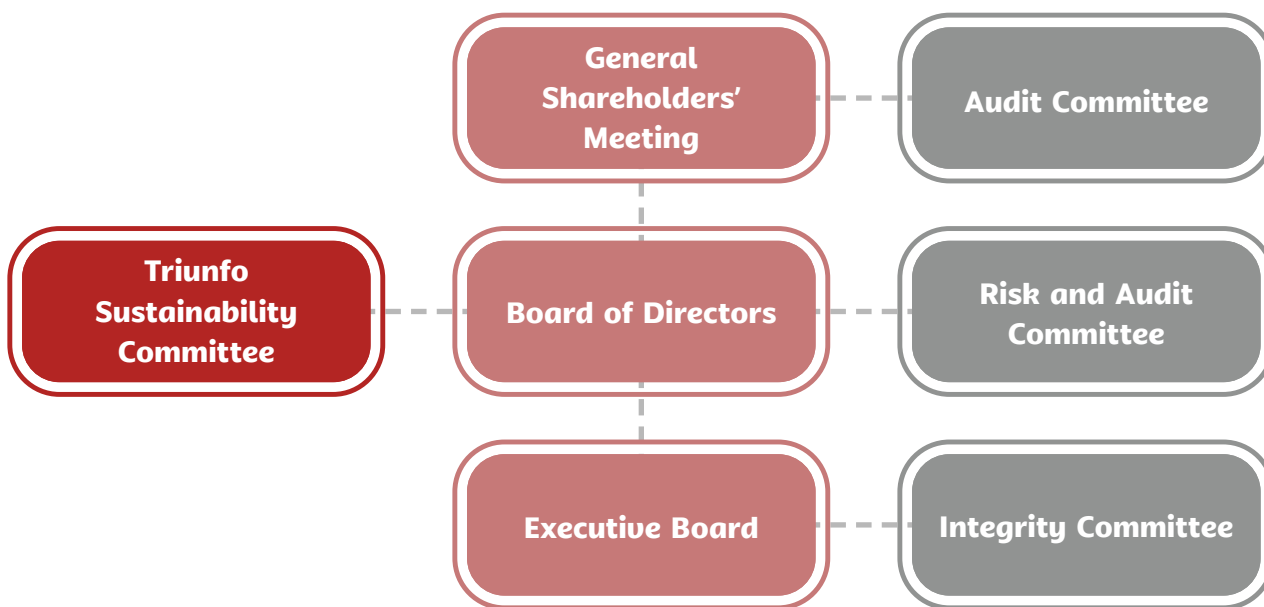




# Corporate Governance

Working with seriousness, responsibility, transparency, and following ethical principles are premises adopted by Triunfo Participações e Investimentos. The Company's governance practices have remained solid since its listing on the B3's Novo Mercado in 2002, which strengthens its

commitment to the sustainable development of the businesses and people. Through structured risk management mechanisms, the Company ensures a consolidated corporate strategy regarding ethics and integrity in all of its relationships.



## Remuneration

Based on the criteria defined in its [Remuneration Policy](#), the General Meeting is responsible for determining the overall remuneration of the Company's managers, including the Board of Directors and the Executive Board.

## Performance Evaluation

The [Performance Evaluation Policy](#) of Triunfo Participações e Investimentos establishes the guidelines for the periodic evaluations of the members of the Board of Directors, as well as the Fiscal Council (when instituted), the Executive Board and the members of the Advisory Committees.



# Ethics and Integrity

The commitment to ethics permeates all the activities of Triunfo Participações e Investimentos and its subsidiaries, which hold integrity as a fundamental value, guiding policies, practices and relationships. A set of systems, standards, policies and processes support the Company's culture of integrity throughout its history.

## Triunfo Integrity Program

Created eight years ago, the Program marks the company's role in structured actions to promote ethics and integrity in the infrastructure sector in Brazil.

The policies, statutes and regulations are available for everyone to access on the Company's [website](#).

### Pillars of the Integrity Program:

- Support Senior Management
- Risk assessment
- Code of Conduct and Policies
- Internal controls and processes
- Training and communication
- Confidentiality Channel
- Internal investigations
- Background check / due diligence
- Monitoring and auditing

### Destaques 2023:

- **A compliance assessment** *is carried out to verify the degree of maturity of the Integrity Program, which is expected to be completed in the first half of 2024.*
- **Update on the Program's guidelines** following the guidelines of NBR ISO 37001 (Anti-Bribery Management System).

## Integrity Committee

Triunfo's Integrity Committee is responsible for promoting and monitoring the execution of the Integrity Program and is exclusively dedicated to activities linked to compliance. Subordinate to the Board of Directors, the Committee has been acting for four years to prevent, detect, interrupt, and remedy any conduct in disagreement with the Company's procedures, policies, standards, and bylaws.

Composed of trained professionals from different areas of expertise, the agency seeks to encourage the continuous improvement of Triunfo's compliance mechanisms, in addition to investigating the complaints reported through the Confidentiality Channel and deliberating on disciplinary measures. Consultative in nature, it aims to ensure the adequacy, strengthening, and proper functioning of the Integrity Program.

## Confidentiality Channel

### Contact Channels of the Confidentiality Channel

[www.canalconfidencial.triunfo.com](http://www.canalconfidencial.triunfo.com)

0800 517 1325

### Treatment flow of complaints

**1.** An outsourced company receives the complaints and performs the initial screening to identify any conflicts of interest and ensure independence in the investigation;

**2.** After screening, the complaint may be forwarded to the Integrity Committee, the Board of Directors, or a Compliance professional appointed by the Committee;

**3.** An investigation is carried out and the data collection may eventually provide for the referral of the complaint to other areas;

**4.** After the investigation is completed, the complaint is answered through the Confidential Channel itself, initiating, whenever necessary, the execution of the action plan.

### Change of the operator of the Confidentiality Channel

**In 2023, as a way to improve the processes of the Confidential Channel, Triunfo replaced the company that manages the Channel. This initiative represents an important milestone in the Company's efforts to strengthen compliance and transparency in all its operations.**

# 2023 Highlights

**3,000 +**  
hours of training on  
**Ethics and Integrity**

**21 directors**  
of the subsidiaries  
**were trained**

**Compliance moment:** communications to all employees and other stakeholders.

**Sou Mais Compliance Campaign:** carried out 9 years ago, it has impacted over 2,000 professionals through engagement actions.



## Recognition

### The Clean Company Seal

In 2023, Triunfo Participações e Investimentos and some of its subsidiaries renewed their commitment to promoting ethical principles and combating corruption, once again adhering to the Business Pact for Integrity and Anti-Corruption of the Ethos Institute. The pact, prepared in 2005 by a group of independent and renowned institutions on the subject, assists organizations in managing business in a responsible, sustainable and ethical way.







# Risk Management

## Risk Management Process



The methodology adopted by Triunfo provides for three lines of management:

- **First line:** all professionals at Triunfo and its companies.
- **Second line:** local risk management functions, the Compliance, Information Security and Quality departments.
- **Third line:** Internal audit area.

### Risks monitored in 2023:



Strategic



Compliance and regulatory



Operational



Financial



## Our team

Triunfo's human capital is one of the main pillars of sustainable business growth. In line with the principles of the United Nations Global Compact, the Company is committed to offering its professionals a healthy, safe, diverse, and inclusive work environment that is conducive to individual and collective development.

### Axes of Triunfo's People Management Policy



Attractive environment



Skills and competencies development



Occupational health and safety



Equal opportunities



Ethical and transparent conduct



Fair and competitive remuneration



Freedom of association and collective bargaining

### 2023 Highlights

**3,354**  
professionals

**68%**  
of employees are from  
the **Southeast region**

**57%**  
are between **30**  
and **50 years old**





## Diversity, Equity and Inclusion



**32% of the**  
workforce are women



**42% of employees**  
declare themselves black (black and brown)



**79% post-maternity**  
and paternity leave retention rate



**1,06% is the average**  
salary difference paid to men and  
women among the companies

*34% of leadership positions held by women – an important milestone compared to the reality of the Brazilian infrastructure sector, in which, according to a survey carried out by Insper<sup>2</sup>, only 16% of leadership positions are held by women.*



*<sup>2</sup> Survey published on Insper's website, based on data from the World Economic Forum's Global Report on Gender Inequality in 2022.*



# Professional Development

**78,100 hours**  
of training in 2023—an  
average of 23.3 per employee

**R\$214,800**  
invested in training

## Average Training Hours



**26,0**

Men



**17,6**

Women







# Health, Safety and Well-being

## Pillars of the Company's Occupational Health and Safety:

- Internal Accident Prevention Commission (CIPAA);
- Occupational Health and Medical Monitoring Program (PCMSO);
- Occupational Risk Management Program (PGRO);
- Emergency Brigade;
- Routine inspection;
- Assessment of legal requirements;
- Contingency planning; and
- Labor gymnastics.

## 2023 Highlights

**5,300 hours**  
of training on occupational  
health and safety issues

Triunfo Transbrasiliana renewed its

**ISO 45001**  
certification

**-12% less**  
occupational incidents  
compared to 2022











# Environmental Resource Management

Environmental conservation is a fundamental commitment of the Company, reflected in policies and practices disseminated in all the companies under the management of Triunfo Participações e Investimentos.

## Axes of Triunfo's Environment Policy:

- |  |  |
|--|--|
|  Compliance and transparency        |  Continued improvement        |
|  Rational use of natural resources |  Caring about climate change |
|  Risk management                  |  Shared responsibility      |



# 2023 Highlights



**363.8 megaliters**  
of water used



**379.8 thousands**  
gigajoules of energy consumed



**20,700 tons**  
of waste generated



**14,219.8 tCO<sub>2</sub>e**  
emissions linked to its operational  
control – a reduction of 25% compa-  
red to the previous year

**Following the trends in the automotive market**, with the increasing replacement of cars powered by non-renewable fuels by electric cars, Triunfo Transbrasiliana installed a **“Smart Wallbox” electric car charging device at the Operational Services Base in the city of Guaiçara (SP).**


In 2023, Triunfo Concebra acquired the **first electric-powered Traffic Inspection Vehicle**, in addition to inaugurating the first free charging station for electric vehicles **at the operational base of the User Service (UAS4)**, in partnership with Yellot Mob.





## Gold Seal – GHG Protocol


Triunfo Participações e Investimentos certified its emission inventory with the Gold Seal, issued by the Brazilian GHG Protocol Program, achieving the highest qualification level in emissions reporting. Companies that maintain a complete emissions inventory and have the data verified by an independent third party are certified.


## Environmental awareness projects and programs

- 

The Multipliers of Environmental Education Program
- 

Environment Week
- 

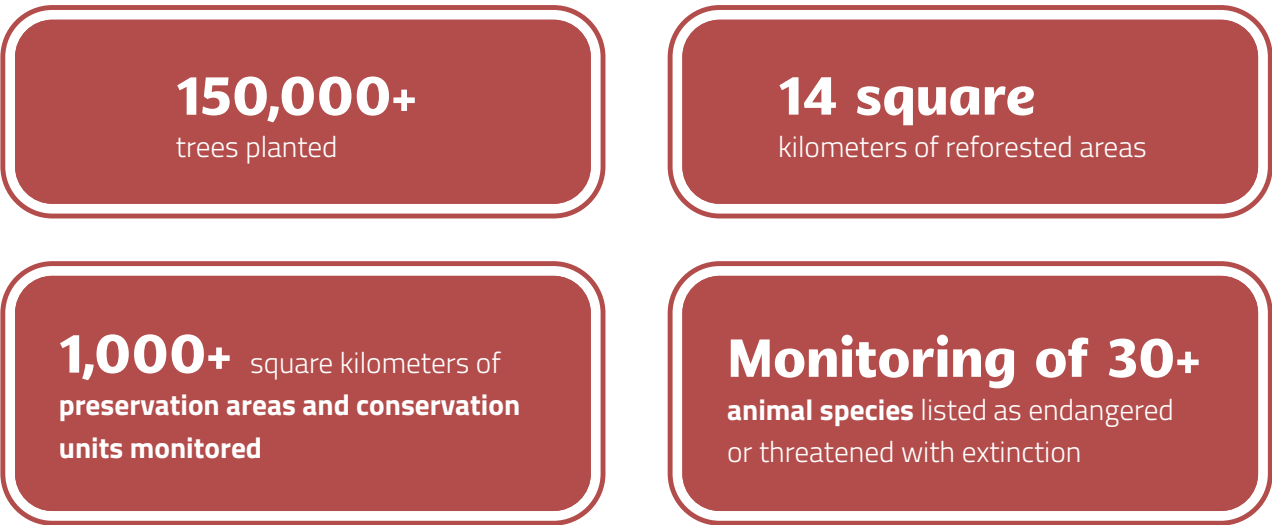
Eco-friendly cigarette butt bins
- 

Rota do Saber
- 

Nascentes da Vida



## Biodiversity







# Communities

In the sustainable development movement, combating inequalities is one of the management premises of Triunfo Participações e Investimentos, and its priority focus is the communities of which it is part and where its assets are inserted.



**R\$1.6 million**

invested in social projects and actions

**28 projects** and initiatives developed, with emphasis on:

- **The Na Mão Certa Program**
- **Zero Hunger**
- **Winter Operation**
- **Safe Transit**
- **Solidarity Exchange**
- **Blood Donation**

Due to all the initiatives developed, again in 2023, the companies Triunfo Transbrasiliana, Triunfo Concebra, Concer and Viracopos received the recognition of Childhood Brasil for their involvement in the defense against the sexual exploitation of children and adolescents on Brazilian highways. The award was delivered during the 17<sup>th</sup> Annual Meeting Na Mão Certa, of Childhood Brasil.



## Fossil Discoveries

The stretch of highway BR 153/SP, between Bady Bassitt and José Bonifácio, at the height of km 85 (Mirassol), proved to be an important Brazilian archaeological site during its duplication works. The dinosaur fossils found at the site were exhibited at the Historical Museum of Lins and Triunfo Transbrasiliana provided a unique experience for thousands of children, youths and adults. Through the Nossa Fauna project, the exhibition was open to the population for four days, free of charge, and featured dozens of fragments and fossils of dinosaurs that lived in the Cretaceous period (between 65 and 145 million years ago). In addition, the public could closely observe the fossils of a Titanosaurus (femur, tibia, caudal vertebra fragment and tooth) that were found during the works. Titanosaurus was an herbivorous species known for its height and long tail and neck, which lived in the region over 80 million years ago.



# Customers, users and suppliers



**86% overall average**

satisfaction of Triunfo Transbrasiliana users



**89% overall average**

satisfaction of Triunfo Concebra users



**71.1% overall average**

satisfaction of Concer users



**Experience Certified (B2B) and Customer Recommends (B2C)** seals for Viracopos Airport



Viracopos was ranked 2<sup>nd</sup> in the **US Customer Experience Awards 2023**

## Viracopos Award for Logistics Excellence

For the 11<sup>th</sup> consecutive year, Aeroportos Brasil Viracopos held the VCPEX – Viracopos Logistics Excellence Award, which recognized and merited importing and exporting companies and their logistics chain that stand out in the Brazilian air cargo sector.

Considered one of the most important events for foreign trade, in addition to recognizing the logistics performance of companies operating in foreign trade, VCPEX also seeks to provide new experiences to customers, partners and professionals.

In this edition, the former basketball player of the Brazil team, Hortência Marcari, gave the lecture “Overcoming Challenges”







# Operations and Performance

## Operational Performance

**143 million**

vehicles traveled on the administrative highways in 2023

**632.07 GWh**

of energy generated

**12.5 million**

passengers traveled through Viracopos

## Economic and Financial Performance

**R\$1 billion**

in net revenue

Adjusted EBITDA of

**R\$558 million**

Economic value distributed

**R\$489 million**

**To learn more** about Triunfo and its environmental, social and corporate governance initiatives, access the complete section of the 2023 Sustainability Report







**Triunfo**

PARTICIPAÇÕES E INVESTIMENTOS

[www.triunfo.com](http://www.triunfo.com)