

GRI
Disclosures
Book
2025



3
General disclosures

16
Materiality

19
Climate strategy

27
Biodiversity & ecosystem

32
Circular economy

36
Safety

44
Human capital & DEI

54
Communities

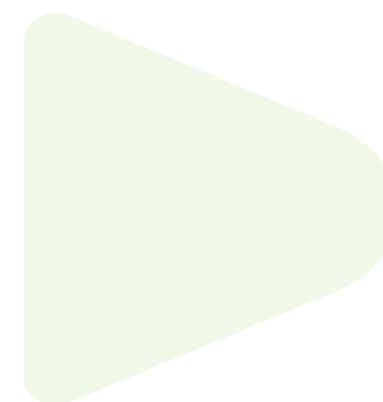
57
Ethics, transparency & integrity

62
Sustainable procurement

66
Data protection & security

68
Innovation & technology

71
GRI content index



Contents

General disclosures



General disclosures ▶

GRI 2-1 | Organizational details

We are a publicly traded company (EcoRodovias Infraestrutura e Logística S.A.) listed on B3's Novo Mercado, the segment with the highest governance requirements on São Paulo stock exchange. We operate in Brazil, managing 12 highway concessions and 2 assets in Port of Santos (1 port terminal and the main truck regulation yard). Our headquarters are located in São Paulo (SP), and our operations extend across eight Brazilian states.



1. Except for Ecovias Araguaia, whose shareholding is 65%, held indirectly through the Araguaia Holding, in which Perseus Infra Participações S.A. holds a 35% interest.

GRI 2-2 | Entities included in the organization's sustainability reporting

EcoRodovias' Integrated Report covers all the Company's businesses, the same scope adopted for the consolidation of the financial statements. Performance data is calculated in its entirety for all subsidiaries. Limitations in the scope of the reported information, when they exist, are indicated in the indicator content or in the preparation basis.

GRI 2-3 | Reporting period, frequency and contact point

The Integrated Report is prepared annually, covering the period from January to December of each fiscal year, the same frequency as that of the consolidated annual financial statements. This edition refers to the year 2025. Questions or comments about the report are welcome at sustentabilidade.grupoecorodovias@ecorodovias.com.br.

GRI 2-4 | Restatements of information

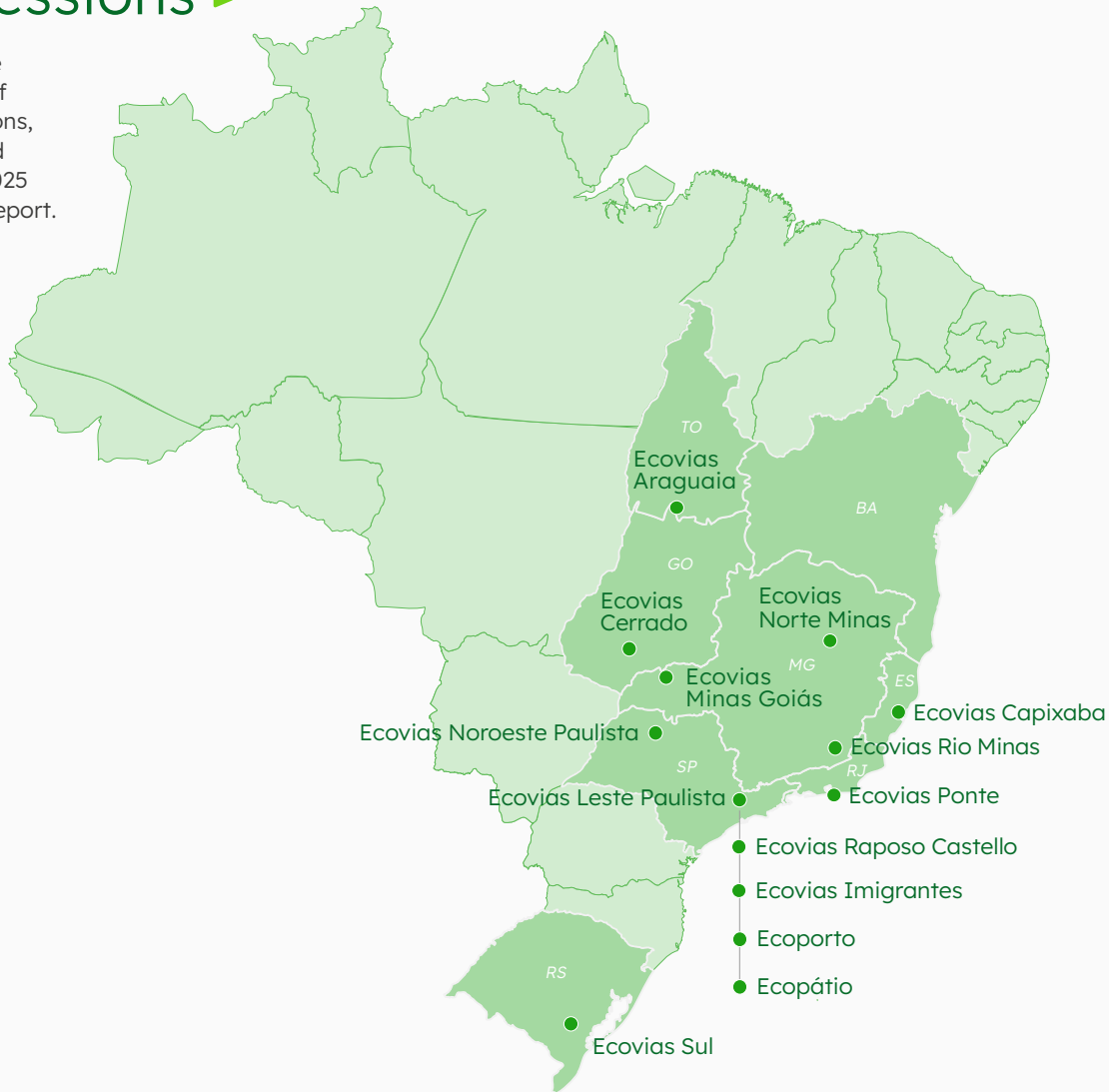
GRI disclosures 101-5 and 404-3 have been restated, with no material impact on the data disclosed in previous reports. For more information, see the explanatory notes on each of these GRI disclosures.

GRI 2-5 | External assurance

The Integrated Report is subject to independent external verification. For more information on the scope of verification, see the Assurance Report (page 99 of the Integrated Report) and the Basis of Preparation, available [at this link](#).

Our concessions ▶

To learn more about each of our concessions, [click here](#) and access the 2025 Integrated Report.



GRI 2-6 | Activities, value chain and other business relationships

We operate in the infrastructure concessions sector, with 12 highway concessions in 8 Brazilian states and 2 assets in Port of Santos (1 port terminal and the main truck regulation yard). The average term of our concession portfolio is 20 years.

Our routine activities ensure users will have safe and sustainable access to this infrastructure through the proper maintenance of the 4,800 kilometers we manage. In addition, we invest in the modernization and expansion of the infrastructure through the implementation of new technologies and duplication and improvement works, as provided for in the concession contracts.

Our supply chain plays a key role in our business model and consists mainly of service partners (such as those involved in construction, road maintenance, and medical and mechanical assistance to users) and materials partners (mainly supplies for construction and equipment for support bases and toll sites). The downstream value chain encompasses the population of the regions where we operate, who travel on our highways, as well as companies in the logistics and transportation sector.

GRI 2-7 | Employees

Workforce by region, gender and type of contract ¹									
	2025			2024			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Midwest and North²									
Permanent	109	196	305	134	213	347	130	206	336
Temporary	0	1	1	0	0	0	1	0	1
Total	109	197	306	134	213	347	131	206	337
Southeast									
Permanent	2,413	2,716	5,129	2,238	2,556	4,794	2,271	2,392	4,663
Temporary	30	42	72	23	25	48	39	123	162
Total	2,443	2,758	5,201	2,261	2,581	4,842	2,310	2,515	4,825
South									
Permanent	113	142	255	115	140	255	127	147	274
Temporary	2	15	17	4	9	13	5	9	14
Total	115	157	272	119	149	268	132	156	288
Consolidated									
Permanent	2,635	3,054	5,689	2,487	2,909	5,396	2,528	2,745	5,273
Temporary	32	58	90	27	34	61	45	132	177
Total	2,667	3,112	5,779	2,514	2,943	5,457	2,573	2,877	5,450

1. Covers all employees (including those on leave): CLT employees, statutory directors, apprentices, and interns. The data is based on December 31 and is obtained from SAP Gente e Gestão system. There was no significant variation from one period to another or throughout the reporting year.

2. Regions consolidated because Ecorodovias Araguaia extends across the states of Goiás (Midwest) and Tocantins (North).

GRI 2-7 | Employees (continued)

Workforce by region, gender and working hours ¹									
	2025			2024			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Midwest and North²									
Full-time	109	197	306	134	213	347	131	206	337
Part-time	0	0	0	0	0	0	0	0	0
Total	109	197	306	134	213	347	131	206	337
Southeast									
Full-time	2,431	2,740	5,171	2,253	2,570	4,823	2,300	2,496	4,796
Part-time	12	18	30	8	11	19	10	19	29
Total	2,443	2,758	5,201	2,261	2,581	4,842	2,310	2,515	4,825
South									
Full-time	114	155	269	115	142	257	128	147	275
Part-time	1	2	3	4	7	11	4	9	13
Total	115	157	272	119	149	268	132	156	288
Consolidated									
Full-time	2,654	3,092	5,746	2,502	2,925	5,427	2,559	2,849	5,408
Part-time	13	20	33	12	18	30	14	28	42
Total	2,667	3,112	5,779	2,514	2,943	5,457	2,573	2,877	5,450

1. Covers all employees (including those on leave): CLT employees, statutory directors, apprentices, and interns. The data is based on December 31 and is obtained from SAP Gente e Gestão system. There was no significant variation from one period to another or throughout the reporting year.

2. Regions consolidated because Ecorodovias Araguaia extends across the states of Goiás (Midwest) and Tocantins (North).

GRI 2-8 | Workers who are not employees

Outsourced workers operate in our operations through service contracts, mainly in pre-hospital care, mechanical assistance, construction, and road maintenance activities. In 2025, we had 16,168 outsourced workers in our units, compared to 13,232 and 13,437 at the end of 2024 and 2023, respectively. The 22.2% increase compared to the previous period was mainly due to the progress of works in the concessions and the start of activities at Ecovias Raposo Castello, which requires allocation of partners for mechanical assistance and medical care services.

GRI 2-9 | Governance structure and composition

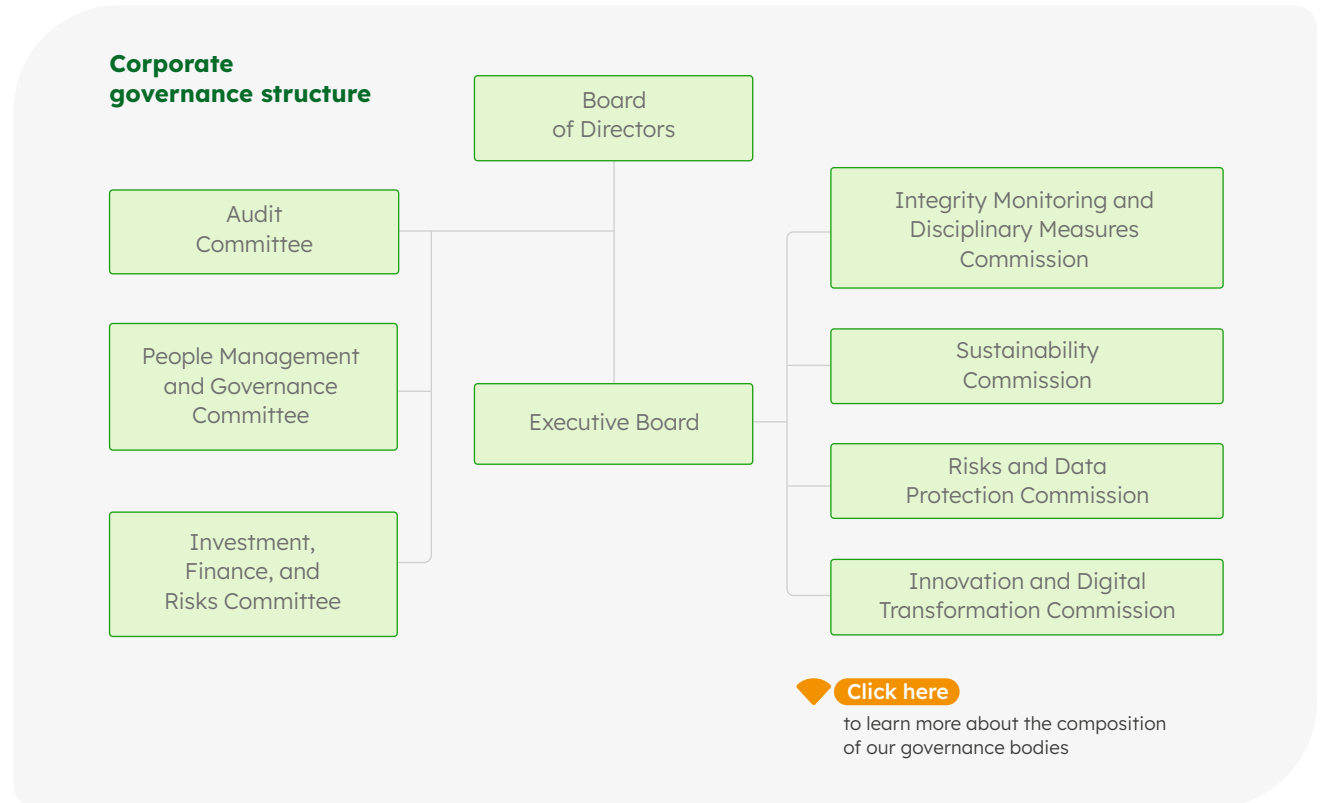
Our governance structure consists of the Board of Directors, which is supported by three statutory Advisory Committees, the Executive Board, which is supported by four executive committees, and the non-permanent Fiscal Council, installed whenever approved by the General Shareholders' Meeting.

The Board of Directors is responsible for the general guidance of the business, approval of the business plan and corporate goals, and definition of guidelines to ensure the generation of sustainable long-term value for all shareholders. The Advisory Committees contribute to the in-depth analysis of matters brought before the body prior to meetings, according to their scope and areas of expertise. The duties and operating procedures of these bodies are in accordance with the Brazilian Corporation Law and are formally set forth in the Bylaws and respective Internal Regulations.

Of the nine current members of the Board of Directors, none hold executive positions at EcoRodovias and two (22%) are independent, as defined by Novo Mercado Regulations. Currently, one member is female, and there are no representatives of other minority groups on the board. All board members have proven experience and knowledge of the sector, bringing complementary skills and expertise that contribute to strategic decision-making. Detailed information on the résumé, experience, and other

commitments of each member is available in section 7.3 of the Reference Form ([click here](#) to access).

At the executive level, the Executive Board leads the execution of the strategic plan, directing investments, projects, and action plans in different areas and units. Currently composed of five executives, it works together with the other directors of EcoRodovias and has four committees dedicated to monitoring issues that cut across the Company's various areas.



GRI 2-10 | Nomination and selection of the highest governance body

The Referral Policy formalizes the process for appointing and selecting members of the Board of Directors, ensuring compliance with applicable legal requirements and the Bylaws. Board members are elected by the General Shareholders' Meeting for a two-year term (the most recent election took place in 2025). In this process, consideration is given to the alignment of candidates with the Company's values and culture, whether their résumés are compatible with the duties of the position, and their availability to devote adequate time to the role. The selection of members for the highest governance body also considers diversity in knowledge, profiles, academic background, age group, gender, and professional experience, ensuring a plurality of arguments and points of view in deliberations. In line with the requirements of Novo Mercado, at least 20% of the Board of Directors is made up of independent members.

GRI 2-11 | Chair of the highest governance body

Our Bylaws prohibit the Chairman of the Board of Directors from accumulating executive functions. In addition, as a good governance practice, no member of the body holds a position in the Company's executive management.

GRI 2-12 | Role of the highest governance body in overseeing the management of impacts

Through the governance structure and respective duties set forth in the Internal Regulations of the Board of Directors, Advisory Committees, and Executive Board, governance members and senior executives are responsible for approving strategies, goals, policies, and processes that enable sustainable business development. The supervision of management by the governance bodies occurs systematically through regular quarterly meetings or the convening of extraordinary meetings. At these meetings, the main business indicators, structural initiatives, and relevant projects are presented to the board members by the Executive Board.

GRI 2-13 | Delegation of responsibility for managing impacts

Approved by the Board of Directors in 2024, our 2030 ESG Agenda – on the Paths to Sustainability (learn more on page 12) brings together EcoRodovias' main commitments to sustainable business conduct. The 2030 ESG Agenda has ten pathways with defined goals to guide our projects and action plans, and has dedicated governance and monitoring structure for the proper delegation of responsibilities in managing the most relevant impacts in our operating model.

For each pathway, working groups that bring together employees from different specialties and ambassadors for the topics are responsible for conducting the actions that will enable the established goals to be achieved. Every month, the Integrated Group of ESG Leaders, a collegiate body formed by directors and administrative and concessionaire managers, meets to monitor the progress of projects and standardize concepts and assumptions. The Sustainability Commission, a body that supports the Executive Board, holds quarterly meetings to discuss and evaluate the results of projects and action plans, opportunities for improvement, and possible corrective initiatives. Our organizational structure also includes the Sustainability Department, which works to consolidate controls and reporting and promote a corporate culture focused on this topic through internal and external coordination.

GRI 2-14 | Role of the highest governance body in sustainability reporting

Our Integrated Report was prepared based on calculations and analyses conducted by the administrative and operational areas and approved by the Executive Board. The structure and main highlights of the Report, as well as the materiality matrix, were presented to the Board of Directors prior to its publication.

GRI 2-15 | Conflicts of interest

The prevention and handling of conflicts of interest are guided by the Bylaws, which prohibit directors from participating in companies that compete with EcoRodovias or have interests that conflict with those of the Company, and by the Related Party Transactions Policy, which determines the procedures to be adopted in business relationships with these parties. In the deliberations of the Board of Directors, members who have any conflict of interest with the matter under review declare themselves to be in conflict and abstain from voting, and such condition is recorded in the minutes.

We publicly disclose situations of potential conflict of interest and the respective measures adopted. The involvement of directors in other activities and companies is included in their résumés, on our Investor Relations website, and in section 7.3 of the Reference Form (available [at this link](#)). In turn, situations involving transactions with related parties are disclosed through press releases, material facts, and minutes of Board of Directors meetings, which are publicly available on the Investor Relations website ([click here](#) to access).

GRI 2-16 | Communication of critical concerns

The Board of Directors is informed about misconduct and significant negative impacts on the Company through two processes. Situations investigated by the Ethics Channel or related to financial statements are brought to the Audit Committee. In addition, executives may raise concerns about situations with broad repercussions or high risk at the Board of Directors meetings, in accordance with governance procedures. In 2025, as in the previous year,

we had no reports of critical concerns.

GRI 2-17 | Collective knowledge of the highest governance body

We promote continuous training of the Board of Directors on topics and challenges related to sustainable business development through a set of measures. Since 2023, the board has had an independent member who is a sustainability expert, who contributes with her experience and knowledge to the deliberations with the other board members. In addition, structural processes for sustainability management at the Company are submitted for approval by the Board of Directors, such as the approval and monitoring of the 2030 ESG Agenda and the review of the materiality study conducted in 2024.

GRI 2-18 | Evaluation of the performance of the highest governance body

At least once per term, the Board of Directors conducts a performance evaluation process with the support of a specialized consulting firm. The assessment mechanisms and procedures (such as questionnaires and interviews) are defined at the beginning of each cycle, in conjunction with the contracted partner, and approved by the body. The results of this process and the improvement measures are shared with the directors and may include changes to the structure of the body, planning of agendas for deliberation, and reporting and accountability procedures.

Throughout 2025, we consolidated the results of the evaluation process conducted in the previous period. Among the main developments of this assessment, we highlight the strengthening of the Company's regulatory framework through a strategic review of our main policies

and regulations, and a greater connection between governance bodies and operational reality through strategic technical visits with the participation of members of the Audit Committee. In addition, we held a face-to-face meeting in Brazil, allowing for greater integration among board members of different nationalities and reinforcing the alignment of the collegiate body.

GRI 2-19 | Remuneration policies

The compensation of members of the Board of Directors, Advisory Committees, and Fiscal Council is exclusively fixed, defined based on market research and proportional to the responsibilities of their functions, regardless of the number of meetings they attend. This group does not receive any type of benefit or variable compensation.

The compensation package for members of the Executive Board consists of fixed and variable portions, the latter being divided into short-term (Profit Sharing Program) and long-term (share-based) mechanisms, in addition to benefits and occasional extraordinary payments in exceptional events, duly approved by the Board of Directors. The short-term variable portion is linked to the achievement of specific business goals, defined in accordance with strategic planning. These goals include, among others, aspects of financial performance, sustainability, operations, and strategic projects.

For more information, see our Compensation Policy,

available [at this link](#).

GRI 2-20 | Process to determine remuneration

The Compensation Policy determines the compensation model for EcoRodovias’ governance members and executives, in line with best market practices and with the objective of attracting and retaining suitably qualified professionals for senior management positions. The document was approved by the Board of Directors in 2022 and is publicly available on our Investor Relations website ([click here](#) to access).

The Human Resources area is responsible for conducting studies and analyses to propose compensation, with the support of specialized consultancies. The proposal is submitted for consideration and recommendation by the People Management and Governance Committee and for approval by the Board of Directors.

GRI 2-21 | Annual total compensation ratio

The changes observed between years are mainly due to the variable nature of the long-term incentive (ILP) paid to executives. The ILP is linked to the Company’s performance and the value of our shares on the stock exchange; therefore, the amount paid can fluctuate significantly from one fiscal year to another. As a result, changes in the calculated remuneration proportions may occur without any structural change in the compensation policy adopted or in the amounts calculated as the average and median for employees.

Proportion of annual compensation and its increase			
	2025	2024	2023
Ratio of the highest-paid individual’s compensation x average of other employees	84.90	95.91	77.99
Ratio of the annual increase in the remuneration of the highest-paid individual x average of the other employees	0.11	2.79	nd
Ratio of the highest-paid individual’s remuneration x median of other employees’ remuneration	185.00	209.90	168.61
Ratio of the annual increase in the remuneration of the highest-paid individual x median of other employees	0.11	3.10	nd

GRI 2-22 | Statement on sustainable development strategy

Our CEO’s statement on the Company’s sustainable development strategy is part of the content of the 2025 Integrated Report. [Click here](#) to access the document and see page 5 to read the statement.

GRI 2-23 | Policy commitments

Our commitments to responsible business conduct permeate the Company’s entire set of regulatory instruments and guide the daily activities of our employees. More explicitly and comprehensively, three documents stand out in defining these principles and parameters for conducting business in a manner aligned with the promotion of human rights: the Code of Conduct, the Human Rights Policy, and the 2030 ESG Agenda.

EcoRodovias’s Code of Conduct is approved by the Board of Directors and reviewed periodically to incorporate best market practices. The document covers all our operations and is continuously disseminated to the internal public, both through communication campaigns and formal training of employees upon admission and whenever the Code is updated. For external stakeholders, the document is available on our institutional website in Portuguese, English, and Italian. On the same page, we provide the Code of Conduct for Third Parties, which applies to contractors. Upon hiring, partner companies complete e-learning on the Code and formally adhere to contractual clauses that provide for compliance with the document’s guidelines.

The Code of Conduct references international standards and parameters, such as the United Nations (UN) Global Compact, the Business Pact against Sexual Exploitation of Children and Adolescents on Brazilian Highways, and ISO standards for management systems related to quality (9001), environment (14001), road safety (39001), occupational health and safety (45001), social responsibility (26000), and anti-bribery (37001). The document addresses different topics related to human rights, including the rejection of any practice that violates the fundamental rights of workers, the fight against discrimination and harassment, the promotion of diversity, and the guarantee of healthy and safe conditions for employees to perform their duties. Mechanisms for implementing the conduct guidelines are also provided for in the Code and incorporated into management routines through the Ethics Program – Integrity System.

The Human Rights Policy, approved by the CEO in 2024 and applicable to all operations, addresses in greater depth the various topics covered in this scope and refers to the Code of Conduct itself, as well as international commitments such as the Universal Declaration of Human Rights, the United Nations International Covenant on Economic, Social and Cultural Rights, the United Nations International Covenant on Civil and Political Rights, the Fundamental Conventions

of the International Labor Organization (ILO), the United Nations Declaration on the Rights of Indigenous Peoples, the United Nations Guiding Principles on Business and Human Rights, the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises, the guidelines, targets, and indicators of the Sustainable Development Goals (SDGs), and the Performance Standards of the International Finance Corporation (IFC). The document provides tools for due diligence in human rights, is publicly available on the institutional website, and was widely disseminated to employees throughout 2025.

The 2030 ESG Agenda – on the Paths to Sustainability is the strategy we have outlined to invest in Brazil’s road infrastructure in a sustainable manner and promote business growth with economic, social, and environmental development. The 2030 ESG Agenda has ten paths with defined objectives and targets to guide our projects and action plans until 2030. Built on external commitments and frameworks to which we are committed – such as the SDGs, the Corporate Sustainability Index (ISE B3) and the CDP – the strategy was approved by the Board of Directors and has a dedicated governance structure. Among the goals established by the 2030 ESG Agenda is the training of employees and suppliers in human rights.

Voluntary external commitments

Highlights of our involvement in 2025

<p>Na Mão Certa Program (since 2010)</p>	<p>Our participation in Na Mão Certa Program, organized by NGO Childhood Brasil, reinforces our commitment to protecting human rights throughout the value chain. The initiative is aimed at combating sexual exploitation of children and adolescents through educational and awareness campaigns and the formation of partnerships with companies, governments, and other social organizations. In 2025, with the goal of becoming even more effective on this front, we structured a matrix of indicators to monitor risks and track the effectiveness of actions to protect the human rights of children and adolescents in our concessions.</p>
<p>Global Compact (since 2014)</p>	<p>We have maintained our role as signatories to the Global Compact.</p>
<p>Free and Equal (since 2020)</p>	<p>We maintained our presence in B3’s IDIVERSA portfolio, continuously maturing the Path for All program as driver of diversity, equity, and inclusion in the Company. We continued individual and group mentoring aimed at increasing female representation in leadership positions and developed a training program specifically for people with intellectual disabilities who work at the Seedling Nursery, strengthening bonds and teamwork skills.</p>

[Click here](#)
to access the Code of Conduct and the Code of Conduct for Third Parties

[Click here](#)
to access the Human Rights Policy

[Click here](#)
to access the 2030 ESG Agenda

GRI 2-24 | Embedding policy commitments

The commitments described in GRI 2-23 are implemented through the Ethics Program – Integrity System (for issues related to combating corruption) and the governance and management of the 2030 ESG Agenda (considering initiatives to promote human rights).

The Ethics Program covers different management fronts to ensure compliance with the guidelines set forth in the Code of Conduct, such as risk assessment and mitigation mechanisms, awareness-raising and training actions for employees and third parties, and a dedicated channel for receiving and investigating reports of misconduct.

The Program is certified under ISO 37001 (anti-bribery) and is aligned with the Anti-Corruption Law (Law No. 12,846/2013). The Program is managed by the Planning, Risk, and Compliance Department, under the supervision of the Audit Committee (within the scope of the Board of Directors) and with the involvement of the Company’s other departments through the Integrity Monitoring and Disciplinary Measures Commission.

The governance and management system for the 2030 ESG Agenda is the responsibility of the Sustainability Department, including executive forums and multidisciplinary groups to conduct initiatives aimed at achieving the goals established in each area of sustainability (learn more on page 9).

GRI 2-25 | Processes to remediate negative impacts

Our highway concessionaires provide Ombudsman services to receive suggestions, complaints, and compliments from users, communities, and other civil society stakeholders. Committed to offering an efficient, ethical, and impartial channel, we publicize the Ombudsman services on the institutional websites and social networks of the concessions, in addition to producing printed promotional materials and signage on the highways. The Ombudsman Offices can be accessed by phone, email, website, and, in some cases, physical channels, such as logbooks and service totems at strategic locations.

Complaints can be made anonymously and are treated with guaranteed confidentiality, in accordance with the General Data Protection Law (Law No. 13,709/2018 – LGPD). Complaints are handled internally, with the support of specific technical areas, and users receive a protocol number that allows them to track the progress of their request. Response times are established in accordance with applicable regulations, ranging from 7 to 30 calendar days.

The performance of the Ombudsman’s Offices is frequently analyzed and reported to managers and the unit’s board of directors through monthly or quarterly reports, which discuss critical issues that require specific attention. Some concessionaires also conduct satisfaction

surveys to monitor the quality of the service provided and user satisfaction after the closure of claims. These practices aim not only to effectively resolve the problems presented, but also to continuously improve internal processes and the services offered, ensuring greater satisfaction and safety for highway users.

From a management perspective, we monitor the number of complaints received and compliance with response deadlines. We also follow up requests involving reimbursement to users, mainly related to billing issues in automatic payment lanes (AVI) at tolls.

In 2025, we received 30,000 complaints at the Ombudsman’s Office, a volume similar to that recorded in previous years.

Ombudsman indicators			
	2025	2024	2023
Total number of reports received	30,061	31,386	28,888
Reports that demanded reparation ¹	3,571	1,562	2,269

1. Refers to compensation claims deemed valid during the period.

GRI 2-26 | Mechanisms for seeking advice and raising concerns

EcoRodovias' Ethics Channel is publicly available to all interested parties, 24 hours a day, 7 days a week. This mechanism can be accessed via the website www.canaldeetica.com.br/ecorodovias/, which is available in Portuguese and English and has accessibility features for people with disabilities, or by calling 0800 025 8841, which has human operators available from 10 a.m. to 6 p.m. and an answering machine for recording reports outside these hours. The Ethics Channel is widely publicized on the institutional website, on the Company's social media, in training sessions for employees and partners, and on internal communication channels. Whistleblowers are guaranteed anonymity and non-retaliation, as recommended by EcoRodovias Code of Conduct.

When filing a report, the complainant receives a service protocol number, which allows them to follow up the proceedings. A specialized third-party company is responsible for managing the Ethics Channel and conducting the initial screening of reports, which are forwarded to the Risk and Integrity Department for investigation of whether they contain sufficient information to verify the facts (description of the situation, people involved, date and location of the incident, and indication of any witnesses or evidence). The Risk and Integrity Department is responsible for conducting investigations by gathering information and documents, analyzing photos and videos, interviewing the people involved, and preparing tests and technical reports. The reference period for investigation is 90 days, which may

be extended if necessary for the proper investigation of the report. The Integrity and Disciplinary Measures Monitoring Commission (CAIMD) decides on the applicable disciplinary measures after the conclusion of the report's investigation. The Board of Directors, through the Audit Committee, follows up and monitors the reports received through the Ethics Channel. In 2025, 456 reports were closed via the Ethics Channel, of which 61% were considered to have insufficient data, were outside the scope of the Compliance Department's investigation, or were referred to the responsible areas for proper handling. Of the 177 reports investigated by Compliance, 50 were considered valid or partially valid. Of these, two dealt with discrimination, seven with moral harassment, and two with sexual harassment, all considered valid or partially valid. Reports received through the Whistleblowing Hotline may be closed in a different year than the year they were received, due to the date the report was received or the complexity of the investigation process. Of the 456 reports closed in 2025, 387 had been opened in the same period and the remainder (69 reports) in 2024.

Our employees can ask questions or request guidance on conduct through the Ethics Portal, available on EcoRodovias intranet, and by email at grupocompliance@ecorodovias.com.br. These channels are widely publicized in the training sessions and communications of the Ethics Program – Integrity System and managed by the corporate Compliance team. All reports are evaluated and properly handled, with referrals to other areas when necessary and feedback to the reporting employee. Occasionally, the Ethics Channel also receives reports of questions and inquiries, which are referred internally for clarification.

GRI 2-27 | Compliance with laws and regulations

In 2025, Ecovias Minas Goiás was convicted in a significant environmental lawsuit. The final decision resulted in the payment of a fine in the amount of R\$ 27,309.60. The premise of a significant case is the same as that adopted for the preparation of sections 4.4, 4.6, and 4.7 of the Reference Form, since these proceedings are those capable of influencing investment decisions, either due to their potential to significantly impact EcoRodovias' equity, financial capacity, or business, or due to image, legal, credit, and systemic risks arising from the cases that may influence the decision of the investing public. These are considered judicial or administrative cases with a final decision in the period.

GRI 2-28 | Membership associations

The main industry associations in which we participate are the Brazilian Association of Highway Concessionaires (ABCR) and the Association of Investors in Multisectoral Infrastructure (Moveinfra). Playing a leading role in representing the infrastructure concession sector in Brazil, these associations contribute to structured dialogue among companies, regulatory agents, and public authorities, promoting coordinated and aligned action by these agents in favor of the sustainable development of the sector and Brazil. Our participation includes the dedication of EcoRodovias employees in leadership positions and the boards of directors of ABCR and Moveinfra, as well as involvement in specific working groups on legal, operational, regulatory, and sustainability issues, collaborating in the exchange of best practices and the proposal of sectoral agendas. In addition, EcoRodovias is a member of technical committees of the Brazilian Association of Infrastructure and Basic Industries (ABDIB).

GRI 2-29 | Approach to stakeholder engagement

In an organic and decentralized manner, our employees continuously engage stakeholders in our value chain through meetings, emails, phone calls, and participation in events. These exchanges seek to build ethical and long-term relationships, align expectations, and conduct partnerships in pursuit of business objectives and in line with the civil society expectations. Each area establishes mechanisms to control and monitor these engagements, according to the nature of the audience engaged and the specific objectives of each listening session, ensuring the effectiveness of information exchanges and agility in conducting initiatives.

In a structured manner, we conduct targeted surveys that may involve one or more stakeholder groups, and whose results are consolidated and systematized for the implementation of management improvement measures. An example of this approach is the materiality study conducted in 2024, involving all EcoRodovias stakeholder groups (learn more about this process on page 17).

GRI 2-30 | Collective bargaining agreements

In 2025, 98.8% of employees (98.9% and 96.9%, respectively, in 2024 and 2023) were covered by collective bargaining agreements. Directors, apprentices, and interns are not covered, as their contracts provide for specific working conditions in accordance with applicable legislation.

Materiality



Materiality ▶

GRI 3-1 | Process to determine material topics

The 2025 Integrated Report was prepared in accordance with the Materiality Matrix defined in 2024. The process conducted that year is part of our periodic assessment of material topics (the previous study was conducted in 2022) and was driven by the start of our adaptation to new market reporting standards, in particular the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB). Thus, the 2024 study incorporated the perspectives of impact materiality and financial materiality in a structured manner, enabling the identification of topics that bring together the main impacts, risks, and opportunities for EcoRodovias in the sustainable development of our business.

The review process was structured in four phases, covering document analysis and broad engagement with the Company’s stakeholders.

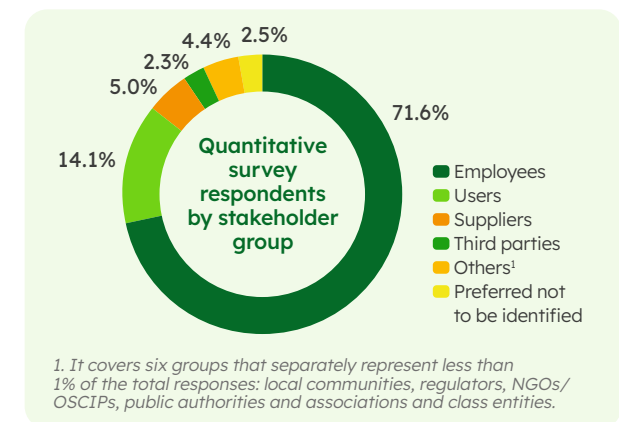
The audiences consulted in this process included regulatory agents, associations and professional organizations, employees, communities, suppliers, investors, non-governmental or civil society organizations, public authorities, third parties, and users. The quantitative questionnaire for stakeholder consultation was made available online for a period of one month and was widely disseminated through the Company’s institutional channels and social networks. Respondents self-identified their affiliation with one of the stakeholder groups listed above, and the sample of 834 answers was distributed by audience as shown in the chart. For tabulation of the results, the groups were grouped into

employees, suppliers, users, and other stakeholders, each with 25% weight on the final score.

For qualitative engagement, we prioritized the groups of agents and investors, after an internal exercise to prioritize audiences. This prioritization considered the PLU (Power, Legitimacy, and Urgency) methodology and involved 20 EcoRodovias managers, in addition to technical analysis by the Sustainability team and the consulting firm responsible for conducting the study. Individual 30-minute interviews were conducted with four representatives of regulatory entities, seven capital market participants (by-side, sell-side, and debt analysts), and two members of governance (Board of Directors and Audit Committee), in addition to a dedicated agenda with professionals from ASTM, the Company’s controlling shareholder.

Phases of the materiality process

<p>Desk review</p> <p>Analysis of market benchmarks (reporting standards, corporate sustainability commitments, ESG ratings), press, market peers (eight companies in the infrastructure and highway concession sector) and internal documents (materiality 2022, strategic map, 2030 ESG Agenda and disclosures on the institutional and Investor Relations websites).</p>	<p>Stakeholder consultation</p> <p>Qualitative and quantitative approach to listening to the demands, expectations, and perceptions of our stakeholders, through an online questionnaire (834 answers) and individual interviews with regulatory agents, investors, members of the Company’s governance, and representatives of the controlling shareholder (14 meetings held).</p>	<p>Internal engagement</p> <p>Individual interviews with 13 EcoRodovias executives and a workshop with the Risk Management team to integrate the risk map into the analysis and prioritization of issues.</p>	<p>Consolidation of results</p> <p>Tabulation of analyses and construction of a materiality chart, covering the axis of impact materiality (X), financial materiality (Y), and relevance of the issue from the perspective of stakeholders (Z).</p>
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GRI 3-2 | List of material topics

The material topics resulting from the materiality study conducted in 2024 are:



All topics considered material in the previous study remained among the current topics. New topics that have gained relevance in the context of the Company’s operations were also included, specifically those related to the management of ecological and biodiversity impacts, waste management and circular economy actions, and data protection and cybersecurity.

Climate strategy



Climate strategy ▶

GRI 3-3 | Management of material topics

Scope of the material topic

The topic focuses on projects, innovations, solutions, and action plans aimed at adapting road infrastructure to maintain and increase the resilience of its assets to the impacts of climate change. This management covers mechanisms to identify trends in changing climate patterns and potential risks to managed highways, with emphasis on the increase in the occurrence of extreme weather events, directing and pricing mitigation initiatives. In this scenario, dialogue with the granting authority stands out as a demand for maintaining the financial balance of contracts.

Another aspect of the material topic is the direct and indirect contribution to combating climate change through transformations in our business model and operating systems, aiming at reduction (absolute and relative) of greenhouse gas (GHG) emissions resulting from its activities, those of its suppliers, and its users. This includes continuous monitoring of scope 1, 2, and 3 emissions, setting quantitative and qualitative targets for reducing GHG emissions, and investing in new solutions focused on decarbonization (e.g., biofuels, photovoltaic panels, new pavements, etc.). The scope of this topic also includes promoting engagement around this issue among shareholders, market peers, industry associations, suppliers, users, and other agents in the road infrastructure ecosystem.

Our management approach

Our commitment to reducing GHG emissions and identifying risks and vulnerabilities associated with climate change is formalized in the Sustainability Guidelines Policy, revised in 2021. In addition, in 2025 we began drafting a specific policy on climate change. In the 2030 ESG Agenda, we set targets for reducing direct and indirect emissions in our value chain (scopes 1, 2, and 3), as well as intermediate targets (by 2026).

Our Climate Strategy is based on five pillars: Climate Mitigation; Adaptation and Resilience; Climate Governance; Engagement; and Socio-Environmental Development. In 2025, we completed a study to identify and assess physical and transition risks and opportunities in the context of climate change, with the support of a specialized consulting firm, considering the assumptions and guidelines of the Task Force on Climate-Related Financial Disclosures (TCFD) and different climate scenarios.

The indicators are monitored through the annual greenhouse gas (GHG) emissions inventory, prepared in accordance with the methodology of the Brazilian GHG Protocol Program. We also monitor indicators associated with electricity and fuel and electricity consumption of the fleet through digital systems, which cover the automated capture and storage of data in online databases.





Within the units, various engineering projects are underway, in line with the Climate Strategy and the objectives outlined in the 2030 ESG Agenda, with emphasis on electrification of equipment, generation of renewable energy from the installation of solar power plants, and replacement of fossil fuels.

Corporately, we work to engage our direct suppliers in the effort to map and account for GHG emissions. We have adopted a system with a specific module for measuring GHG emissions in order to support actions connected to our climate strategy. In 2025, 66% of suppliers invited to provide information on climate governance answered to the questionnaire, a high rate of participation resulting from workshops and other engagement actions conducted by the Procurement area.



To learn more

about the highlights of this topic in 2025, click here and see our 2025 Integrated Report (pages 82 to 94).

Our targets	Performance in 2025	Status ¹
Reduce scope 1 and 2 emissions ² by: 25% by 2026 42% by 2030 Base year (2020): 16,000 tCO ₂ e Target year (2026): 12,000 tCO ₂ e Target year (2030): 9,300 tCO ₂ e	Scope 1 and 2 GHG emissions totaled 11,900 tCO ₂ e (25.6% reduction compared to the base year) ³	 In progress
Reduce scope 3 emissions ⁴ by: 6% by 2026 11% by 2030 Base year (2021): 630,200 tCO ₂ e Target year (2026): 592,400 tCO ₂ e Target year (2030): 560,900 tCO ₂ e	Scope 3 emissions totaled 652.0 thousand tCO ₂ e (3.5% increase compared to the base year)	 In progress
Install 112 electric charging stations along highways by 2026	By the end of the year, 116 stations had been installed in our concessions	 Completed
Develop a Climate Risk Adaptation Plan by 2026	The Climate Adaptation Plan was finalized and approved in 2025	 Completed

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.
 2. Does not cover emissions resulting from land use change and does not include Ecovias Raposo Castello.
 3. Considers the neutralization of scope 2 through the purchase of I-RECs (renewable energy certificates).
 4. Refers only to the category of goSDG and services purchased from scope 3 and does not include Ecovias Raposo Castello.

GRI 103-1 | Energy policies and commitments

Our Sustainability Policy Guidelines, revised in 2021, formalize our commitment to reducing our energy footprint and prioritizing renewable energy sources. As part of the 2030 ESG Agenda, we have set targets for reducing scope 1 greenhouse gas emissions (mainly associated with fuel consumption in our operations) and for installing electric charging stations along highways (which favor vehicle electrification infrastructure to accelerate the energy transition of our users). In order to achieve the objectives outlined in the 2030 ESG Agenda, we have established a decarbonization plan that covers different projects and actions in four pillars: low-carbon fuels; equipment electrification; renewable energy; and process efficiency and supplier engagement. In addition, in 2025 we began drafting a specific policy on climate change.

Our impacts related to energy are inherent in the nature of our operations and mainly involve two fronts: consumption of fossil fuels by operational vehicles (our own and third-party's) and by user vehicles; and demand for electricity for road lighting, monitoring, signage, and the operation of tolls, user service units, and other administrative facilities. Our actions to transition to a cleaner energy matrix positive impact is the promotion of electric mobility infrastructure along highways and strengthening of production chains related to the supply of clean energy and low-emission maintenance services.

GRI 103-2 | Energy consumption and self-generation within the organization

GRI 103-5 | Reduction in energy consumption

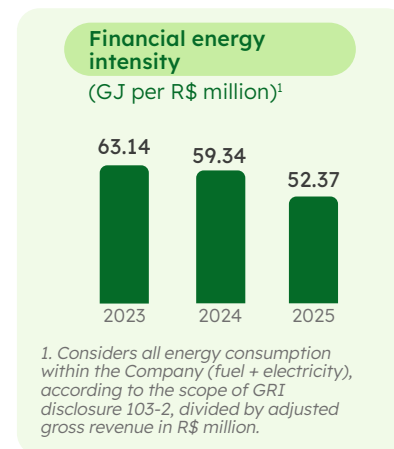
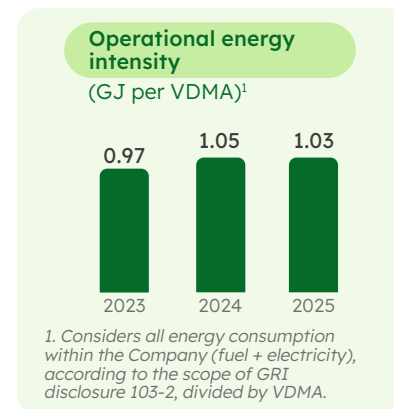
In 2025, energy consumption in our activities totaled 433,800 GJ, a volume 1.7% higher than in the previous period, in line with the growth of our operations. Considering the profile of this consumption, the increased representation of renewable sources stands out. Self-generated electricity in solar power plants was 17.9% year-on-year, resulting from the installation of nine solar power plants during the year, seven at Ecovias Rio Minas and two at Ecovias Araguaia. In addition, we had significant reductions in gasoline and diesel consumption, of 51.1% and 15.1%, respectively, due to advances in the electrification of the heavy vehicle fleet and the prioritization of ethanol for the light vehicle fleet. The decrease in LPG consumption of approximately 8.0% reflects the slower pace of operations at the Ecoport during the period.

Energy consumption (GJ) ¹			
	2025	2024	2023
Fuels			
Gasoline	2,191.6	4,480.4	10,959.4
Diesel	150,525.5	177,300.1	159,631.2
LPG	2,337.6	2,540.1	3,231.7
Biodiesel ²	24,193.4	na	na
Ethanol ²	86,518.6	77,144.1	68,916.7
Total from fuel consumption³	265,766.7	261,464.7	242,738.9
Electricity			
Purchased from third parties	157,575.2	156,290.2	136,112.9
Self-generated in solar power plants	10,468.8	8,879.0	7,614.7
Total electricity consumed	168,044.0	165,169.1	143,726.7

1. To calculate energy in GJ, conversion factors provided by the National Energy Balance (NEB) were used.
 2. Renewable fuels.
 3. The portions of ethanol in gasoline and biodiesel in diesel were considered in their respective lines.

GRI 103-4 | Energy intensity

In 2025, the energy intensity from an operational perspective was 1.03 GJ per Average Annual Daily Volume (ADAV) of vehicles on the road, 2% lower compared to 2024. Meanwhile, the energy intensity from a financial perspective was 52.37 GJ for every R\$1 million of adjusted gross revenue, 11.7% lower on the same basis of comparison.



GRI 201-2 | Financial implications and other risks and opportunities due to climate change

The risks and opportunities presented in this report were identified through a specific study conducted in 2024. With the support of a specialized consulting firm and dialogue with various areas of EcoRodovias, our Climate Risk Matrix was developed in line with the Corporate Risk Matrix, taking into account probability analyses and four dimensions of impact (economic, reputational, legal compliance, and socio-environmental). The study considered the assumptions and guidelines of the Task Force on Climate-Related Financial Disclosures (TCFD)

and analyzed the risks and opportunities over three time horizons and according to different climate scenarios. For more information on this study, see pages 85 and 86 of the 2024 Integrated Report ([click here](#) to access).

Risk management measures are implemented in our activities to reduce the magnitude of each risk, and action plans seek to increase gains associated with identified opportunities. At this time, it is not possible to present an estimate of the financial effect associated with climate risks and opportunities, but we expect to have this information in the next reporting cycle.

EcoRodovias Climate Adaptation Plan

Climate Scenarios

IPCC

- ▶ **SSP1-2.6** | Significant reduction in global emissions, achieving carbon neutrality after 2050 and increase in global average temperature of 1.8°C by the end of the 21st century.
- ▶ **SSP3-7.0** | No climate policy is implemented and climate effects follow baseline parameters.
- ▶ **SSP5-8.5** | Increasing rise of GHG emissions throughout the century and low international cooperation, with global average temperature increase of 1.5°C by 2030 and 2.1°C by 2050.

NGFS

- ▶ **NDCs** | Large reduction in global emissions, achieving carbon neutrality after 2050 and global average temperature increase of 1.8 °C by the end of the 21st century.
- ▶ **NET Zero 2050** | Neutralization of global GHG emissions around 2050 and limitation of the global average temperature increase to 1.5 °C by the end of the 21st century.

Risks and Opportunities

4 Critical physical risks

1 Transition risk

1 Strategic opportunity

17 Prevention, mitigation, and response measures

GRI 201-2 | Financial implications and other risks and opportunities due to climate change (continued)

Risk	Classification	Impact of the risk
<p>Forest fires</p>	Physical	Damage to infrastructure and equipment, delays and partial or total interruption of operations, loss of biodiversity (fauna and flora), negative effects on the health of employees and users.
<p>Landslides</p>	Physical	Damage to infrastructure and equipment, delays and partial or total interruption of operations, negative effects on the health of employees and users.
<p>Floods</p>	Physical	Delays and partial or total interruption of operations, negative effects on the health of employees and users.
<p>Storms</p>	Physical	Delays and partial or total interruption of operations, negative effects on the health of employees and users.
<p>Non-compliance with climate regulations</p>	Transition	Reputational, legal compliance and economic.

Climate opportunity	Opportunity management measures
<p>Investment in R&D and innovation for climate mitigation and adaptation</p>	<p>Our Transformation Ecosystem, a management model geared towards digital transformation, operational and organizational efficiency, and innovation, encompasses initiatives with the potential to mitigate emissions from our users, such as electronic tolling and weigh-in-motion (learn more on page 38)</p>

Main adaptation and resilience measures	Climate risk associated	Type of measure
Adaptation of construction standards		
Increased drainage system capacity		
Assessment of steep slopes		
Emergency information gathering		
Preventive conservation and monitoring		
Creation of safety strips and firebreaks		
Soil stability promoted by modern structures		
Stabilization of slopes subject to landslides		
Vegetation management and maintenance and implementation of firebreaks		
Mechanisms for reducing excess rainwater runoff		
Extensive vegetation cover and erosion control measures		
Monitoring of fire outbreaks		
Monitoring and early detection of landslide anomalies		
Emergency response plan		
Traffic awareness signage		
Signage and evacuation plans		
Traffic forecasting and management systems		

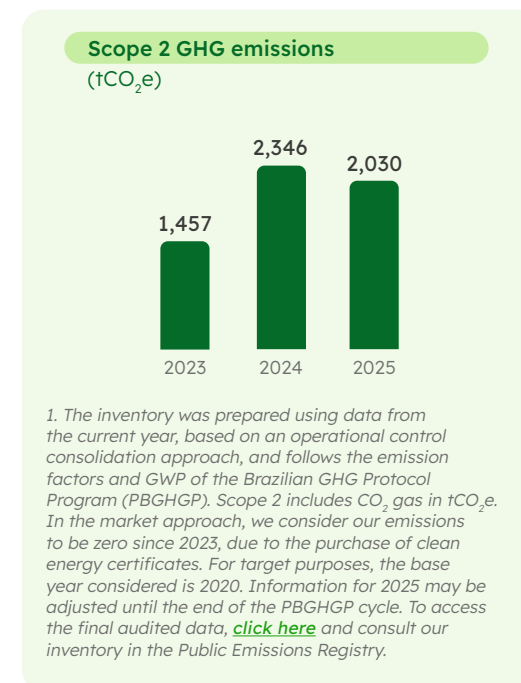
GRI 305-1 | Direct (Scope 1) GHG emissions

In 2025, our gross Scope 1 emissions totaled 12,600 tCO₂e, a 5.0% reduction compared to the previous year. Gross emissions associated with mobile combustion, which account for more than 85% of total Scope 1 emissions, decreased by 3.5% on the same basis of comparison, due to advances in vehicle electrification, with the operation of ten light tow trucks on the Ecovias Ponte, and the pilot project for the use of biodiesel on the Ecovias Noroeste Paulista.



GRI 305-2 | Energy indirect (Scope 2) GHG emissions

Our indirect emissions associated with electricity consumption totaled 2,00 tCO₂e in 2025, a volume 13.5% lower than in 2024. This reduction reflects the lower emission factor of the National Interconnected System (SIN) during the period, since the volume of electricity purchased remained stable on the same basis of comparison.

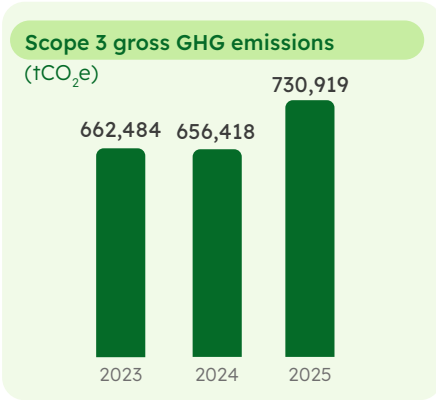


Scope 1 GHG emissions by emission source (tCO ₂ e) ¹			
	2025	2024	2023
Gross scope 1 emissions			
Stationary combustion	787.05	807.45	1,074.25
Mobile combustion	11,001.46	11,403.67	10,628.99
Fugitive	414.09	412.16	482.01
Land use change	354.98	598.19	250.24
Total gross scope 1 emissions	12,557.58	13,221.47	12,435.49
Biogenic scope 1 emissions			
Stationary combustion	117.04	113.11	126.29
Mobile combustion	7,791.27	6,890.36	6,008.29
Land use change ²	56,340.19	276,219.83	19,394.58
Total biogenic scope 1 emissions	64,248.50	283,223.31	25,529.16

1. The GHG inventory was prepared using data from the current year, based on an operational control consolidation approach, and follows the emission factors and GWPs of the Brazilian GHG Protocol Program (PBGHGP). Scope 1 includes CO₂, CH₄, N₂O, and HFCs gases in tCO₂e. For target purposes, the base year considered is 2020. Information for 2025 may be adjusted until the end of the PBGHGP cycle. To access the final audited data, [click here](#) and consult our inventory in the Public Emissions Registry.
 2. The reduction of biogenic emissions is mainly due to less vegetation suppression.

GRI 305-3 | Other indirect (Scope 3) GHG emissions

In 2025, our gross scope 3 emissions totaled 730,900 tCO₂e, an increase of 11.3% compared to the previous year. This increase was due to the inclusion of Ecovias Raposo Castello and the higher volume of investments, which increased emissions in the category of purchased goSDG and services.

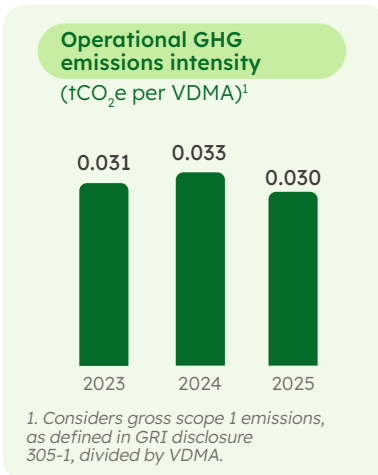


Scope 3 GHG emissions by emission source (tCO ₂ e) ¹			
	2025	2024	2023
Gross scope 3 emissions			
Purchased goSDG and services	669,709.74	596,684.31	610,223.35
Capital goSDG	38,429.71	31,593.37	30,457.62
Fuel and energy-related activities not included in scopes 1 and 2	4,167.85	4,115.17	3,624.97
Waste generated in operations	16,670.60	21,997.46	16,261.56
Business travel	562.22	635.75	384.25
Employee commuting (home-work)	1,378.93	1,394.09	1,532.33
Total gross scope 3 emissions	730,919.05	656,420.15	662,484.09
Biogenic scope 3 emissions			
Waste generated in operations	167.88	2,580.35	1,895.27
Employee commuting (home-work)	219.37	206.69	206.47
Total biogenic scope 3 emissions	387.25	2,789.04	2,101.73

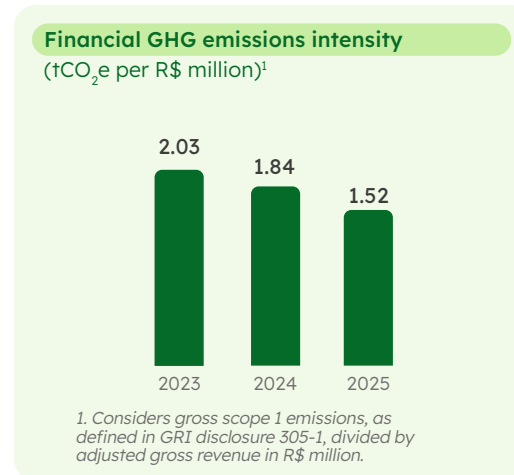
1. The GHG inventory was prepared using data from the current year, based on the operational control consolidation approach, and follows the emission factors and GWP of the Brazilian GHG Protocol Program (PBGHGP). Scope 3 includes CO₂, CH₄, and N₂O gases in tCO₂e. For target purposes, the base year considered is 2020. Information for 2025 may be adjusted until the end of the PBGHGP cycle. To access the final audited data, [click here](#) and consult our inventory in the Public Emissions Registry.

GRI 305-4 | GHG emissions intensity

In 2025, the intensity of GHG emissions from an operational perspective was 0.030 tCO₂e per Average Annual Daily Volume (AADV) of vehicles on the road, 9.8% lower than the result in 2024. Meanwhile, the intensity of GHG emissions from a financial perspective was 1.52 tCO₂e for every R\$1 million of adjusted gross revenue, 17.6% lower on the same basis of comparison.



1. Considers gross scope 1 emissions, as defined in GRI disclosure 305-1, divided by VDMA.



1. Considers gross scope 1 emissions, as defined in GRI disclosure 305-1, divided by adjusted gross revenue in R\$ million.

GRI 305-5 | Reduction of GHG emissions

Throughout 2025, four initiatives stood out in the context of decarbonizing our operations:

- **Electrification of the operating fleet**, with the delivery and start of operation of ten light electric winches (seven acquired in the previous year and three purchased in 2025). Replacing diesel-powered models, this equipment prevented the emission of 153.37 tCO₂ last year and has potential to prevent up to 231 tCO₂ per year.
- Start of a pilot project at Ecovias Noroeste Paulista to evaluate the use of **biodiesel in the heavy fleet**. Biodiesel can reduce CO₂ emissions by up to 90% when compared to fossil diesel. The study will be conducted on four vehicles from Araraquara (SP) base, with expected duration of one year. During the test months in 2025, the project prevented the emission of 76 tCO₂e.
- Installation of nine **photovoltaic plants** in Ecovias Araguaia and Ecovias Rio Minas concessions. In Ecovias Araguaia alone, the power plants installed in 2024 and 2025 generated 4,223.50 GJ last year.
- **Installation of 20 charging stations** distributed among Ecovias Capixaba, Ecovias Araguaia, Ecovias Noroeste Paulista, Ecovias Rio Minas, and Ecovias Raposo Castello concessions, totaling 116 stations available to users of these highways.

1. The initiatives generate results for scope 1, in the case of the electrification of the operational fleet and the use of biodiesel in the heavy fleet, and for scope 2, through the installation of photovoltaic plants. The accounting of results from these initiatives includes the gases CO₂, CH₄ and N₂O.



Biodiversity & ecosystem

Biodiversity & ecosystem ▶

GRI 3-3 | Management of material topics

Scope of the material topic

The projects, works, interventions, and improvements promoted on our highways can impact the ecosystems and biodiversity existing in the different regions where we operate. The management of this topic covers the identification of potential impacts and the assessment of their severity and probability of occurrence.

The potential impacts related to the topic, if materialized, occur physically along the stretches managed by EcoRodovias units. Thus, the assessment and consideration of the characteristics and singularities of each region are a prominent aspect for the management of the topic, especially due to the large territorial extension of the highways managed by the Company and the diversity of Brazilian fauna and flora throughout its territory.

In the Brazilian context, the interaction between highways and Environmental Protection Areas (APAs) is a highly critical issue for the highway infrastructure sector. Prevention of accidents involving domestic or wild animals, especially endangered species, is one of the priority agendas for non-governmental organizations and local authorities, requiring the structuring of tools and processes to measure occurrences of this nature.

Our management approach

EcoRodovias' macro guidelines for managing the impacts of its business on biodiversity and ecosystems are formalized in the Sustainability Guidelines Policy, revised in 2021. More specifically, the Biodiversity Conservation Plan, completed and approved by the Executive Board in 2025, establishes guidelines, projects, and goals in three strategic areas:

Mitigation of wildlife roadkill: its main focus is to reduce roadkill and isolation of populations by identifying critical areas and installing mitigation measures. The scope of these measures also includes continuous monitoring of results, allowing for adjustments that maximize the effectiveness of interventions in order to protect wildlife, promote structural and functional connectivity between natural areas, and ensure user safety.

Forest restoration: focuses on the recovery of degraded areas near highways with the aim of restoring the ecological functionality of these landscapes, promoting gains for biodiversity and mitigating climate change. The scope of the actions involves forest restoration in priority areas, considering mainly landscape connectivity, carbon stock potential, and proximity to partners in the restoration chain.

Environmental awareness: focuses on ensuring that EcoRodovias' activities related to biodiversity promote positive socioeconomic impacts, mitigate negative impacts on communities, strengthen civil society and public authorities as agents of environmental conservation, engage different audiences in favor of wildlife conservation and sustainable coexistence with road infrastructure, and contribute to the Company's social license and positive visibility.



To learn more

about the highlights of this topic in 2025, click here and see our 2025 Integrated Report (pages 74 to 77).

Our targets	Performance in 2025	Status ¹
Identify critical areas for biodiversity conservation in our operations by 2026	Critical areas were identified in 2024 based on a diagnosis by specialized consultants	Completed
Plan and execute priority preservation interventions (by 2030)	The Biodiversity Conservation Plan, which guides priority actions, was finalized and approved in 2025	In progress
Reach 2,600 hectares of planted and/or preserved areas by 2030	646 hectares were planted or preserved in 2025, totalling 2,326 since 1999	In progress

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.

GRI 101-1 | Policies to halt and reverse biodiversity loss

Our 2030 ESG Agenda is the main guideline for mitigating the negative impacts of our operations on biodiversity. Approved by the Board of Directors in 2024, the 2030 ESG Agenda has ten pathways with defined objectives and targets to guide our projects and action plans, one of which is the Biodiversity Pathway.

The 2030 ESG Agenda was structured considering external commitments and frameworks to which we are committed, but it was not based on the Kunming-Montreal Global Biodiversity Framework's 2050 Vision and 2030 Targets. This strategic guideline for the sustainable development of our business applies to 100% of our operations, but is particularly significant in relation to biodiversity issues for the highway concessions in our asset portfolio.

The Biodiversity Pathway of 2030 ESG Agenda defines three Company goals in this area (see page 28).

GRI 101-2 | Management of biodiversity impacts

In highway concessions, significant impacts on biodiversity are related to the removal of vegetation for the implementation of road works and improvements, the risk of wildlife being run over along the roads managed, and the risk of incidents that negatively impact the surrounding areas, such as spills and fires. Guided by environmental licensing processes, our units promote actions to avoid or

minimize these impacts, such as Environmental Education Programs, which raise awareness among users, employees, and communities, and the installation of signs and passages for the safe crossing of animals. Managerially, we monitor the number and location of wildlife roadkill in the concessions.

Restoration initiatives include compensatory planting, provided for in each license and prioritizing the formation of ecological corridors. In 2025, Ecovias Capixaba and Ecovias Sul carried out compensatory planting, while Ecovias Minas Goiás and Ecovias Norte Minas conducted maintenance and management activities on areas planted in previous years. The other concessions did not have activities of this type during the period. In total, 945 hectares are in process of restoration, through the monitoring of areas that received plantings in the past. Progress on this front is supported by specialized companies, which ensure the adoption of best planting and management practices, and are reported by the concessionaires to the licensing agencies, which issue an opinion on compliance with compensatory planting at the end of the respective processes.

After the completion of expansion, improvement, or duplication works on the highways, the areas used for machinery traffic and construction sites are restored and rehabilitated. This process ensures that right-of-way areas are maintained in adequate conditions for road safety, and that the Company complies with the environmental licensing requirements for the works. We do not yet have a corporate process to consolidate and present indicators related to these rehabilitation activities.

In 2025, we completed and approved our Biodiversity Conservation Plan within the Executive Board, based on socio-environmental diagnoses conducted in the previous two years. The Plan defines guidelines, projects, and goals in three strategic areas – Mitigation of wildlife roadkill, Forest restoration, and Environmental awareness – and will begin implementation in 2026. In addition to improving our environmental management model, this strategic plan covers compliance with the obligations and conditions established by the environmental licenses issued by regulatory agencies. Our objectives and goals include compensatory planting, preservation actions, and implementation of mitigation measures in accordance with applicable regulations, prioritizing areas of high ecological and biodiversity relevance – which maximizes the positive impacts of our investments.

In synergy with other Sustainability Pathways in our 2030 ESG Agenda, the Plan has the potential to contribute positively to climate mitigation and adaptation, considering nature-based measures, engagement with local communities, prioritizing actions to protect biodiversity and local development at strategic points, and to the promotion of good ESG practices in our supply chain, directing initiatives to partners in activities with the greatest potential for negative impact on biodiversity, such as construction materials and engineering services.

GRI 101-4 | Identification of biodiversity impacts

In 2024, we conducted a diagnosis of the 11 highway concessions managed by the Company that year¹. This process allowed us to identify critical points along these highways for mitigating negative impacts on biodiversity. Based on the methodology of this study, it is understood that our highway concession business model has a potentially significant impact related to vegetation removal, wildlife roadkill, and incidents such as spills and

fires, including the Raposo Castello Ecovias, acquired after the study; therefore, the current 12 highway concessions in our portfolio are covered by the Biodiversity Pathway targets of the 2030 ESG Agenda and by management measures in this area.

In relation to our supply chain, with the support of specialist areas within the Company, we have built an ESG criticality matrix, whose criteria on key sustainability issues include

a specific item on biodiversity. In this initial analysis, suppliers of stone materials (rocks, gravel, sand, clay, and clay gravel), construction services and materials, and engineering services were rated with the highest score in criticality for biodiversity issues. This criticality matrix is part of the efforts of the Sustainable Procurement Pathway of our 2030 ESG Agenda (learn more on page 63).

1. In 2024, during the study, Ecovias Raposo Castello was not yet part of EcoRodovias' portfolio.

GRI 101-5 | Locations with biodiversity impacts

Unit	Location	Size of concession area (hectares) ¹	High biodiversity value areas directly impacted ²	High social value areas directly impacted ²	High social or biodiversity value areas indirectly impacted ³
Ecovias Araguaia ⁴	Goiás and Tocantins	6,827.77	None	None	State Parks of Serra de Jaraguá and of Serra dos Pirineus
Ecovias Capixaba	Espírito Santo and Bahia	3,490	Biological Reserve of Sooretama, National Forest of Goytacazes and Sustainable Development Reserve of Manguezal Cariacica	Qulimbola Lands of Angelim Disa, Palmito and São Domingos; and Archaeological Sites of Belém, Bom Jesus, Braço do Rio, Frecheiras, Graciosa, Matiuzzi, Monitura and Rio Preto	Environmental Protection Areas (APAs) of Lagoa Guanandy, do Maciço Central, Goiapaba-Açu, Guanandy, Monte Urubu, Praia Mole and Sepetiba (Parque Estadual Paulo César Vinha); State APA of Mestre Álvaro; Municipal APAs of Lagoa Jacuném, do Monte Mochuara and of Morro do Vilante; Area of Relevant Ecological Interest (Arie) of Morro da Vargem; Municipal Ecological Station of Ilha do Lameirão; National Forest of Rio Preto; Natural Monuments of Itabira, and Frade e a Freira; State Natural Monument of Serra das Torres; Municipal Natural Monument of Morro do Penedo; State Park of Fonte Grande; Municipal Natural Parks of Tabuazeiro, do Aricanga Waldemar Devens, do Manguezal de Itanguá, Dom Luiz Gonzaga Fernandes, Gruta da Onça, Monte Mochuara, Morro da Manteigueira, Pedra dos Olhos, Rota das Garças and Vale do Mulembá; Biological Reserve of Duas Bocas; Sustainable Development Reserve of Concha D'Ostra; Municipal Sustainable Development Reserve of Papagaio; and Private Natural Heritage Reserves (RPPNs) of Fazenda Sayonara, Mata do Macuco and Recanto das Antas
Ecovias Cerrado	Minas Gerais and Goiás	3,496	Wildlife Refuge of Rios Tijuco and of Prata	None	Municipal Natural Park Mata do Açude
Ecovias Imigrantes	São Paulo	2,134	State Parks of Serra do Mar and of Fontes do Ipiranga	None	Marine APA Litoral Centro; State Parks Águas da Billings and Xixová Japuí; and RPPNs Carbochloro S/A and Sítio Curucutu

1. Considers bases, user service units, toll sites, and the entire length of highways and areas of jurisdiction.
 2. Refers to conservation units recognized by Brazilian law or by international entities as having high socio-biodiversity value that are directly crossed by highways.
 3. Refers to conservation units recognized by Brazilian law or by international entities as having high socio-biodiversity value that are not directly crossed by highways but are located up to 10 kilometers away from areas administered by concessions. The information does not include quilombola or indigenous territories indirectly impacted.
 4. The Ecovias Araguaia, Ecovias Ponte, and Ecovias Rio Minas concessions are being resubmitted due to data corrections. In the previous report, the concession areas reported were 6,870.06 hectares (Ecovias Araguaia), 55.93 hectares (Ecovias Ponte), and 5,373.96 hectares (Ecovias Rio Minas).

GRI 101-5 | Locais com impactos na biodiversidade (continuação)

Unit	Location	Size of concession area (hectares) ¹	High biodiversity value areas directly impacted ²	High social value areas directly impacted ²	High social or biodiversity value areas indirectly impacted ³
Ecovias Leste Paulista	São Paulo	1,078.42	APAs of Bacia do Paraíba do Sul and Várzea do Rio Tietê	None	APA Banhado
Ecovias Minas Goiás	Minas Gerais and Goiás	3,492.80	None	None	State APA of Rio Uberaba; State Park of Pau Furado; Municipal Natural Park of Sabiá; and RPPNs Fazenda Pindorama, Linda Serra dos Topázios and Reserva Ecológica do Panga
Ecovias Noroeste Paulista ⁵	São Paulo	4,700	None	None	APA of Corumbataí-Botucatu-Tejupá (CBT); Ecological Station of Noroeste Paulista; State Forest of Noroeste Paulista; Municipal Natural Parks of Basalto and of Grota de Mirassol; and RPPNs Nardini Sempre Verde and Trilhas do Cerrado
Ecovias Norte Minas	Minas Gerais	2,289	None	Archaeological Site of Açude da Central	National Forest of Paraopeba; State Natural Monument of Peter Lund; State Parks of Lapa Grande and of Serra do Cabral (Reserva da Biosfera da Serra do Espinhaço); and RPPNs Gentio e Vila Amanda
Ecovias Ponte ⁴	Rio de Janeiro	70.16	None	None	APAs of Morros da Guanabara (Simapa), Santa Teresa and Morro do Gragoatá; Municipal Natural Park of Niterói (Parmit); and Municipal Natural Park of Água Escondida
Ecovias Rio Minas ⁴	Rio de Janeiro and Minas Gerais	5,533.84	APAs of Pedra de Amolar, of Rio Guandu Petrópolis and Surui; National Forest of Mario Xavier; State Park of Três Picos; and National Park of Serra dos Órgãos	None	None
Ecovias Sul	Rio Grande do Sul	557.54	APA of Lagoa Verde	None	None
Ecovias Raposo Castello	São Paulo	845.88	APA of Várzea do Rio Tietê	None	APAs of Cabreúva, Cajamar and Itupararanga; State Park of Jaraguá; Municipal Natural Park of São Roque; and RPPNs Mutinga, Sítio Python, Voturana, Voturana II, Voturana V and Voturussu

1. Considers bases, user service units, toll sites, and the entire length of highways and areas of jurisdiction.

2. Refers to conservation units recognized by Brazilian law or by international entities as having high socio-biodiversity value that are directly crossed by highways.

3. Refers to conservation units recognized by Brazilian law or by international entities as having high socio-biodiversity value that are not directly crossed by highways but are located up to 10 kilometers away from areas administered by concessions. The information does not include quilombola or indigenous territories indirectly impacted.

4. The Ecovias Araguaia, Ecovias Ponte, and Ecovias Rio Minas concessions are being resubmitted due to data corrections. In the previous report, the concession areas reported were 6,870.06 hectares (Ecovias Araguaia), 55.93 hectares (Ecovias Ponte), and 5,373.96 hectares (Ecovias Rio Minas).

5. The Ecovias Noroeste Paulista concession area has been updated due to the inclusion of a new section.



Circular
economy

Circular economy ▶

GRI 3-3 | Management of material topics

Scope of the material topic

With high volume of construction and maintenance work to be carried out on its assets, EcoRodovias' model generates a large amount of waste. This topic focuses on the Company's initiatives and solutions for directing solid waste to environmentally appropriate destinations, in particular reuse in processes or other production chains, with focus on reducing potential environmental impact.

This topic covers aspects such as the structuring of metrics and the use of tools and systems to identify the types of waste generated in our activities, measure the volumes destined for disposal, and segregate the different disposal methSDG, ensuring compliance with environmental legislation. It also encompasses the establishment of mechanisms that enable waste management and materialization of the circular economy concept in an expanded form for the value chain, promoting engagement and control of the processes of suppliers involved in the execution of construction and engineering projects.

Our management approach


Our Solid Waste Management Plan (PGRS) sets out guidelines, methSDG, routines, and controls for this issue. Consolidated in 2024, the PGRS aims to boost circular economy and minimize the amount of waste sent to landfills. Each unit is responsible for implementing the processes and controls, as well as monitoring the suppliers responsible for disposing the waste generated.

The main waste generated in our operations is recovered asphalt pavement (RAP, also known as milled asphalt). Currently, we reuse most of the RAP generated, avoiding the consumption of new raw materials and extending the useful life of this material. Another noteworthy practice is the Zero Landfill system, which was consolidated throughout 2025 at Ecovias Leste Paulista, Ecoporto, and Copátio. This system allows non-recyclable waste to be sent to cement kilns, where it is used as Refuse-Derived Fuel (RDF).



To learn more

about the highlights of this topic in 2025, click here and see our 2025 Integrated Report (pages 78 to 81).

Our target	Performance in 2025	Status ¹
Achieve 95% of waste reused or recycled by 2026 and 2030	95% of waste reused or sent for recycling	 In progress

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.

GRI 306-1 | Waste generation and significant waste-related impacts

Our Solid Waste Management Plan (SWMP) uses a criticality matrix to determine the main sources of waste in our operations. The most significant of these is road maintenance and conservation. In terms of volume, recovered asphalt pavement (RAP, also known as milled asphalt), obtained from resurfacing interventions, accounted for 93% of the total waste disposed of by the Company in 2025. Building and equipment maintenance, civil works, administrative activities, and cafeterias are also relevant.

In relation to our supply chain, with the support of specialist areas, we have built an ESG criticality matrix, whose criteria in key sustainability themes include a specific item on waste generation. In this initial analysis, suppliers of batteries/energy accumulators, services and materials for general construction work, waste collection and disposal services, and specialized civil engineering services were classified with the highest criticality score for the waste theme. This matrix is part of the Sustainable Procurement efforts of our 2030 ESG Agenda (learn more on page 63).

GRI 306-2 | Management of significant waste-related impacts

Our Solid Waste Management Plan (PGRS) consolidates strategies to minimize waste generation, prioritize noble destinations (reuse, recycling, etc.) and promote circular economy. This management approach ensures legal compliance of operations in this area and is guided by the Circular Economy Pathway of the 2030 ESG Agenda, which sets a target of achieving 95% of waste reused or recycled by 2026 and maintaining this level until 2030.

At the units, teams work on initiatives aimed at reducing waste generation and carry out routines for identifying, sorting, collecting, and storing waste generated in line with legal requirements applicable to each operation, such as ABNT Standard N° 10.004, Conama Resolution No.307/2002, and Anvisa Resolutions RDC 222/2018 (in the case of healthcare waste) and RDC 661/2022 (for Ecoporto). Waste is periodically collected, transported, and disposed of by third-party companies that are accredited and licensed for such activities. We assess the quality and compliance of these partners at the time of hiring and continuously monitor the documentation for the disposal of the waste we generate through Waste Transport

Manifests (MTRs) and Final Disposal Certificates (CDFs). In 2025, we began implementing a digital platform for managing waste-related routines, which integrates with environmental agencies to standardize and simplify the issuance of documents and provides dashboards for monitoring waste generation and treatment metrics for operations.

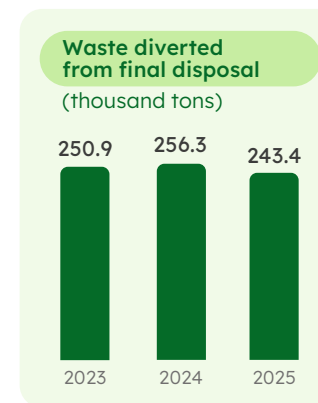
Another advance throughout the year was the consolidation of the Zero Landfill system at Ecovias Leste, Ecoporto, and Ecopátio. Developed in partnership with a specialized supplier, this model eliminates the need to send waste to landfills. Instead, waste is now sent for treatment and converted into fuel derived from urban waste (CDRU). This technique enables the transformation of non-recyclable waste into input for cement production. The benefits are amplified because, in addition to avoiding final disposal, conversion to CDRU replaces coke (petroleum by-product) in cement kilns. We expect to expand the system to other units in the coming years.

GRI 306-4 | Waste diverted from disposal

In 2025, we sent 243,400 tons of waste to methSDG that allow for reuse or recycling of these materials. This volume represents 94.4% of the total destined in the year, considering all types of disposal, and was 5.0% lower compared to 2024. In terms of disposal methSDG, the most notable is preparation for reuse, which mainly accounts for milled material reused in road works or donated for external use, which registered a decrease of 5.9% due to the reduction in the amount of paving work in the last year.

Waste diverted from final disposal by disposal method (tons) ¹									
	2025			2024			2023		
	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total
Preparation for reuse	0.00	238,806.93	238,806.93	0.00	253,674.42	253,674.42	0.00	249,534.68	249,534.68
Recycling	20.00	4,491.81	4,511.81	14.43	2,556.67	2,571.10	6.79	1,332.71	1,339.50
Others	23.23	80.88	104.10	29.01	14.35	43.36	0.00	0.00	0.00
Total	43.23	243,379.61	243,422.84	43.44	256,245.45	256,288.89	6.79	250,867.39	250,874.18

1. All waste is disposed of by specialized and duly approved companies. We monitor disposal through Waste Transport Manifests (MTRs) and Final Disposal Certificates (CDFs).

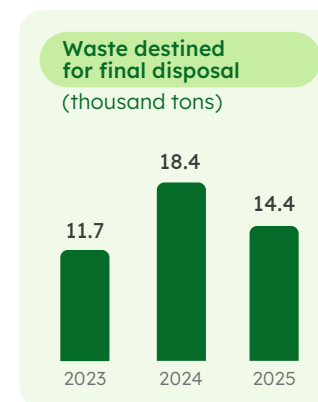


GRI 306-5 | Waste directed to disposal

In 2025, we disposed of 14,400 tons of waste through final disposal methSDG, a volume 21.6% lower than that of 2024. Landfill disposal is the most significant method in this group, accounting for 73.4% of the total last year, and recorded 25.1% reduction on the same basis of comparison. This performance reflects the implementation of initiatives such as Zero Landfill at Ecovias Leste Paulista, Ecoporto, and Ecopátio.

Waste destined for final disposal by disposal method (tons) ¹									
	2025			2024 ²			2023		
	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total
Energy recovery	0.00	0.00	0.00	0.00	0.00	0.00	19.51	0.00	19.51
Incineration without energy recovery	7.00	0.00	7.00	6.50	0.00	6.50	4.97	0.00	4.97
Landfill	18.28	10,584.73	10,603.01	11.09	14,154.36	14,165.45	31.85	11,474.70	11,506.55
Others	452.44	3,385.52	3,837.96	54.72	4,202.85	4,257.57	20.03	151.97	172.00
Total	477.72	13,970.24	14,447.96	72.31	18,357.21	18,423.02	76.36	11,626.67	11,703.03

1. All waste is disposed of by specialized and duly approved companies. We monitor disposal through Waste Transport Manifests (MTRs) and Final Disposal Certificates (CDFs).
 2. In 2024, we began monitoring the disposal of solid waste from effluent treatment, which is why there is a significant increase in the "Other" category.



Ecovias Minas Gerais

Safety



Safety ▶

GRI 3-3 | Management of material topics

Scope of the material topic

The reduction of accidents on the highways managed is the main positive impact of EcoRodovias' business model. In the Brazilian context, the highway infrastructure concession program includes investments to improve safety and traffic flow conditions, allowing the collection of tolls, the main source of revenue for the Company and its market peers.

Road safety is the central aspect of this issue, to be managed through policies, processes, and monitoring tools. EcoRodovias must provide stakeholders with tangible data that demonstrates the cause-and-effect relationship between investments made in its assets and reduction in the number of traffic accidents. The challenge in governing this issue is the influence of unmanageable factors that contribute to high accident and fatality rates on highways, such as disregard for traffic laws, drunk driving, poor vehicle maintenance, etc.

Thus, the Company is expected to promote a culture of traffic safety through educational campaigns and other actions to raise user awareness.

The topic also covers EcoRodovias' management to minimize risks and prevent occupational accidents in its activities. The processes and control tools in this regard must consider the impacts on the Company's direct employees and third parties involved in the operational and administrative activities of the units. In addition to programs to strengthen the safety culture, the dissemination of projects and action plans aimed at increasing occupational safety can highlight initiatives related to innovation and the use of digital technologies to transform processes and mitigate operational risks, in intervention activities on highways and toll sites, for example.

Our management approach

Safety is a non-negotiable value for our Company. Management of this issue is divided into two main fronts: road safety and occupational safety.

On the road safety front, management guidelines are formalized in Normative Instruction 2024/039, which establishes the creation of the corporate Road Safety Center (NSR) group and guidelines for units to build their Accident Reduction Programs (PRA). The units are also certified according to ISO 39001 (Road Safety Management System), meeting international management requirements.

Road safety indicators are monitored by multidisciplinary groups within the concessionaires to track the effectiveness of PRAs and accident reduction measures. At the corporate level, the NSR consolidates best practices and indicators from all units, centralizes information, and prepares reporting and accountability tools for management. In addition, these groups hold management meetings focused on continuous improvement and enhancement of accident recording and monitoring standards.

We have also implemented mechanisms to encourage innovation aimed at promoting road safety. The mapping of innovation projects and new technologies is considered, in the Company's governance model, a lever for improving performance in this area, especially in mature concessions, where primary investment in construction, infrastructure maintenance, signage improvement, and other improvements is insufficient to significantly reduce accident rates.

Our goal in this area is aligned with the parameters stipulated by the Decade of Action for Road Safety 2021-2030 movement, established by the United Nations (UN). In order to maximize positive impacts, cover new types of significant risk, or adapt our strategy to externalities and reconfigurations of the concession portfolio, the goals of the 2030 ESG Agenda may be revised and adjusted. In 2025, this occurred for our road safety goal. The method for calculating the target for reducing fatal accidents on highways was changed to



take into account the different concession terms for each business unit. We maintained the same factor to project annual reduction targets, weighted by the start of the contract for the most recent units. This adjustment allows for a more accurate assessment of performance at each concessionaire managed.

On the occupational safety front, the main management guidelines are described in the Sustainability Guidelines Policy (IN 2021/025). Since 2024, we have been running the Safety Always Program, a strategic plan to transform corporate culture and drive higher levels of occupational risk management. With this program, we seek to strengthen the safety culture and procedures for identifying and managing occupational risks. Thus, investments are directed toward leadership training, creation of new procedures and systems for controlling indicators (including occupational health aspects), and mapping of projects to improve performance.



To learn more

about the highlights of this topic in 2025, click here and see our 2025 Integrated Report (pages 45 to 51).

Our targets	Performance in 2025	Status ¹
50% reduction in fatal traffic accidents (UN Decade of Action for Road Safety 2021-2030) Base year (2021): 1.41 Target year (2030): 1.12 ²	The fatal accident rate in 2025 was 1.82 (29% increase over the base year)	 In progress
Reduction in the rate of non-fatal injuries for employees by: 20% by 2026 50% by 2030 Base year (2021): 12.00 Target year (2026): 9.60 Target year (2030): 6.00	The non-fatal injury rate for employees was 8.86 (26% reduction compared to the base year)	 In progress

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.
 2. Mature units have a 50% reduction target, while new units (entering after 2021) have reduction targets proportional to their operating time until 2030.

GRI 403-1 | Occupational health and safety management system

We have an occupational health and safety (OHS) management system in place, implemented in a structured manner and guided by ISO 45001 standard, with a view to continuously improving management and performance in this area. This system covers 100% of our operations, involving all employees and third parties in our operating units, offices, and support structures in promoting a safe working environment, in line with the Precautionary Principle. The processes aimed at risk prevention, professional qualification, and control hierarchy also ensure our compliance with Brazilian legislation and regulatory standards applicable to the OHS context. In 2025, Ecovias Noroeste Paulista completed its ISO 45001 certification process. As a result, 12 of the Company's units are certified under this standard, and only Ecopátio and Ecovias Raposo Castello do not have this certification.

GRI 403-2 | Hazard identification, risk assessment, and incident investigation

Our OHS management system covers processes for the continuous identification of hazards and risk assessment through regular inspections, application of risk matrix, and analysis of operational activities (routine and non-routine). These processes are conducted by Occupational Health and Safety professionals, who observe working conditions to identify potential hazards and apply the hierarchy of controls to eliminate or minimize risks. All activities are carried out through Service Orders, which include the identification of risks associated with the task and the use of appropriate collective and individual protective equipment, in accordance with legal requirements. For non-routine activities, we conduct a specific Preliminary Risk Analysis (PRA) before their execution.

Workers (employees and third parties) are encouraged to report hazardous conditions to their leaders, and we also receive reports of this nature through the Ethics Channel (learn more about the Channel on page 14). In line with our policies and regulatory instruments, we reinforce the open space for professionals to report concerns of this nature, ensuring that there is no retaliation and that the necessary protection or improvement measures are worked on with the aim of ensuring safe and adequate conditions for activities. In 2025, the Progressive Motivation Program,

developed within Safety Always, was noteworthy in this context. The initiative consists of four tools that encourage and reward safe behavior: Rules for Life; Duty to Refuse; Recognition; and Consequence Management. For more information on the Safety Always Program, see page 46 of our 2025 Integrated Report ([click here](#) to access).

The accident investigation procedure is formalized in the OHS management system regulations. The document establishes the immediate reporting of any incident to the area leadership or the Safety team for initial recording of the date, time, location, and context of the occurrence. Based on this record, we form a multidisciplinary investigation team, composed of representatives from Safety, managers, and representatives from other areas. This team conducts interviews with those involved and witnesses, reviews documentation related to the activity (such as work permit, training, and maintenance records), and employs methodologies such as the Ishikawa Diagram and the 5 Whys for cause analysis. Recommendations for corrective and preventive actions, as well as detailed information about the incident, are consolidated into a report, a document that ensures compliance with legal and regulatory OSH requirements. Corrective actions are assigned to those responsible for implementation and monitored according to established deadlines to ensure their execution and effectiveness.

GRI 403-3 | Occupational health services

Our employees undergo occupational medical examinations periodically and at the time of admission, return after leave, and termination. These examinations can be performed at accredited clinics or at the Company's own outpatient clinic, locations that we systematically monitor through audits and the contract system. Medical records are archived and can only be accessed by medical professionals, in accordance with the medical confidentiality policy and the General Data Protection Law (LGPD). Additional examinations may be recommended for employees to promote health and prevent disease, as directed by the occupational physician.

With regard to third parties, our control is documentary. We require contractors to maintain the Occupational Health Medical Control Program (PCMSO) and to provide Occupational Health Certificates (ASOs) for workers assigned to our operations. The documentation related to these requirements is entered into a digital platform and verified by our teams for legal compliance.

GRI 403-4 | Worker participation, consultation, and communication on occupational health and safety

Workers (employees and third parties) actively participate in the development and improvement of the OSH management system through different consultation and communication mechanisms. The Internal Accident and Harassment Prevention Committees (CIPAs) are the main channel for consulting employees. Other relevant forms of engagement for these professionals and third parties are periodic meetings with teams and leaders to discuss health and safety issues, opinion polls, Daily Safety Dialogues (DDS), and disclosures on internal communication channels (emails, WhatsApp groups, and Talk to CIPA). Workers can also join the units' safety working groups, which meet monthly to monitor safety programs, accident investigations, OSH indicators, and policy reviews and updates. At the corporate level, we have a Safety Working Group, with monthly meetings of unit directors and areas relevant to safety issues, and a Safety Commission, which deliberates on strategic issues at quarterly meetings involving EcoRodovias' Executive Board.

Within the scope of the Safety Always Program, the Transformation Arenas are one of the main instruments for structuring new tools, routines, and systems for engaging and acculturating leaders, teams, and third parties. Each Arena has a leader responsible for it and working groups for the continuous evolution of our instruments. In 2025, we created two Arenas (Benchmarking and Mental Health) to assess and address new challenges mapped in our business model. For more information on the Safety Always Program, see page 46 of our 2025 Integrated Report ([click here](#) to access).

GRI 403-5 | Worker training on occupational health and safety

We have a health and safety training matrix that ensures our workers are properly trained to perform their activities. Before starting work at the Company, employees undergo an integration process, which includes a detailed presentation of the OHS management system and training in EcoRodovias' regulatory standards and procedures, as applicable to each role. Training is renewed periodically and covers aspects such as safety standards, use of personal protective equipment (PPE), first aid, and emergency response.

We contractually require contractors to comply with regulatory safety standards or those established by the Company, which includes training prior to the start of activities. Compliance with these clauses is verified through document analysis, with contractors submitting certificates and attestations via the system for evaluation and approval. Through regular audits and inspections at the locations where third parties operate, our OHS teams verify on-site adherence to established protocols and requirements, taking corrective measures and providing guidance whenever necessary.

GRI 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

We promote awareness among users, partners, market peers, and other agents in EcoRodovias value chain on occupational health and safety issues through involvement in sector initiatives and exchange of best practices. In synergy with the safety of our workers, our road safety efforts involve users in promoting a safe environment for those who work and travel on our highways. In this context, one of the highlights in 2025 was the creation of our “Vá Seguro!” (Go Safe!) seal, an initiative that unifies, across all our concessions, campaigns, messages on banners and billboards, institutional actions on the topic, and all other mechanisms for engaging and raising awareness among users. The project emphasizes our commitment to road safety and helps prevent risky behaviors such as speeding, cell phone use and drunk driving, passing in prohibited areas, crossing in prohibited areas, not wearing seat belts, and other examples of violations and unsafe attitudes.

GRI 403-8 | Workers covered by an occupational health and safety management system

Workers covered by the OHS management system ¹				
	2025		2024	
	Employees	Third parties	Employees	Third parties
Total²				
Number of workers covered by the OHS system	5,779	16,168	5,457	13,232
Percentage of workers covered by the OHS system	100.0%	100.0%	100.0%	100.00%
With ISO 45001 certification³				
Number of employees covered by ISO 45001 certified OHS system	4,434	15,656	4,220	12,189
Percentage of workers covered by the OHS system with ISO 45001 certification	76.7%	96,8%	77.3%	92.1%

1. The data consider the workforce as of December 31 of each period and the third-party workers as of November, including subcontractors.
 2. Refers to all Company operations in which we have a health and safety management system implemented and audited internally on a periodic basis.
 3. Refers to the 12 units in which the health and safety management system is periodically subjected to external audits in the context of ISO 45001 certification.

GRI 403-9 | Work-related injuries

In 2025, we achieved significant progress in indicators related to accidents involving third parties, such as reductions of 4.7% and 28.7%, respectively, in the number of accidents with lost time and the amount of days lost. However, we recorded a worsening in the frequency rate of recordable accidents and severity rate among employees due to an increase in incidents without lost time, requiring medical treatment, and the occurrence of a fatal accident

involving an employee, which increased the number of days lost. During the period, we had five fatalities in our operations. Under the Safety Always Program, we work continuously to mitigate risks and prevent accidents, and we have identified an evolution in the maturity of our corporate culture through a consistent decrease in accidents resulting in lost time and more serious injuries. Even so, it is a constant challenge for the management to also make progress in reducing

less serious accidents, such as those that do not result in lost time for workers. All incidents were investigated in accordance with internal procedures (learn more on page 39). We have implemented management improvements to prevent recurrences and strengthen the safety culture under the Safety Always Program, and the effectiveness of the measures adopted is systematically monitored by leadership (learn more on page 40).

Work safety indicators ¹						
	2025		2024		2023	
	Employees	Third parties ²	Employees	Third parties ²	Employees	Third parties ²
Base data³						
Total man-hours worked	10,049,090	32,400,672	9,573,469	30,584,859	8,942,941	30,450,553
Number of recordable accidents (with and without lost time)	135	294	126	287	145	194
Number of accidents with lost time	90	242	102	254	123	160
Number of accidents with serious consequences (except fatalities) ⁴	0	2	1	3	0	0
Number of fatalities	1	4	0	7	0	2
Number of days lost ⁵	6,652	33,939	778	47,583	1,241	13,489
Rates⁶						
Frequency rate of recordable accidents (with and without lost time)	13.43	9.07	13.16	9.38	16.21	6.37
Frequency rate of accidents with lost time	8.96	7.47	10.65	8.30	13.75	5.25
Frequency rate of accidents with serious consequences (except fatalities)	0.00	0.06	0.10	0.10	0.00	0.00
Frequency rate of fatalities	0.10	0.09	0.00	0.23	0.00	0.07
Accident severity rate	661.95	1,047.48	81.27	1,555.77	138.77	442.90

1. The data cover 100% of employees and third parties, with no exclusions. Among the most common types of accidents are falls, collisions with objects, and being run over, mainly associated with factors such as lack of signage, inadequate working conditions, and unsafe conduct.
 2. Consider third-party contracted and subcontracted workers. For the number of hours worked, the following rationale was considered: number of people in November 2025 X 167 (standard working hours in the month) X 12 (months of the year). The month of November was considered because there is no effective monthly control of the year and because it reflects the standard scenario for the rest of the year.
 3. Includes typical accidents and commuting accidents involving chartered services provided by the Company.
 4. Refers to accidents with lost time exceeding 180 days or with irreversible injury.
 5. The variation in days lost for employees is due to the fatal accident that occurred with an employee in 2025.
 6. Rates were calculated using a factor of 1 million man-hours worked.

GRI 416-1 | Assessment of the health and safety impacts of product and service categories

The impacts on the health and safety of users in our operations are related to the occurrence of accidents on highways. In order to mitigate these impacts, we have a Road Safety Program in place, which covers 100% of our highway concessions operations with continuous risk assessment and implementation of preventive measures. These actions range from investments in roads and signage and installation of speed cameras to user awareness campaigns, with educational activities and use of simulators.

From a management perspective, we monitor the number and rate of accidents and victims as indicators that allow us to identify the most risky sections and strategically target our

actions. In 2025, we recorded 3% reduction in the accident rate, but the rates of fatal accidents and fatalities increased by 8.3% and 6.7%, respectively. These results highlight the ongoing challenge of engaging users to adopt safe behaviors. Based on management controls, we identified increase in risky behaviors, such as speeding, overtaking in prohibited areas, using cell phones while driving, and not wearing seat belts. Another behavior observed is the adaptation of regular drivers who follow speed limits and traffic rules in the presence of enforcement equipment, but resume inappropriate practices in areas where there is no constant monitoring. All of these behaviors increase the severity of incidents and reinforce the need to implement strategies for consistent behavior change, rather than focusing solely on control and enforcement of regulations.

GRI 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services

In 2025, our concessionaires received 21 fines and one warning related to non-compliance with road safety aspects provided for in the concession contracts. The financial losses resulting from these proceedings totaled R\$ 5.7 million, involving Ecovias Imigrantes, Ecovias Leste Paulista, and Ecovias Noroeste.

GRI 403-10 | Work-related ill health

As in the previous period, we did not record any cases of occupational disease involving employees or third parties in 2025.

Road safety indicators						
	2025		2024		2023	
	Number	Rate	Number	Rate	Number	Rate
Road accidents ¹	23,829	0.64	23,915	0.66	22,171	0.64
Fatal accidents ²	681	1.82	613	1.68	639	1.85
Fatalities ³	780	2.08	709	1.95	750	2.17

1. Road accident rate: (total number of accidents x 1,000,000) / (highway length x average daily vehicle volume in the homogeneous segment x period).
 2. Fatal accident rate: (total number of accidents with fatalities x 100,000,000) / (length of highway x average daily traffic volume on the homogeneous segment x period).
 3. Fatality rate: (total number of fatalities x 100,000,000) / (length of highway x average daily traffic volume in the homogeneous segment x period).



**Human
capital
& DEI**

Human capital & DEI ▶

GRI 3-3 | Management of material topics

Scope of the material topic

This topic covers a variety of aspects related to the management of our workforce and the management of potential risks with direct impacts on EcoRodovias' business model and competitiveness. The current context of the sector indicates increased competition with market peers and new entrants in tenders for new highway concessions. As a result, there is increased competition for professionals with operational skills and experience in highway infrastructure.

In this scenario, our initiatives aimed at attracting new talent and retaining employees (turnover) in strategic positions in the holding company and units gain relevance. Also relevant to this topic are the strategy for leadership training and the ability to maintain strategic activities through training programs, performance evaluations, and successor preparation.

The acceleration of digitization and the use of new technologies in operational activities, with emphasis on Free Flow, tends to lead to the elimination of traditional jobs in the sector. Thus, managing the employability of workers with low levels of education and technical qualifications becomes a relevant aspect of the topic.

Diversity, equity, and inclusion (DEI) of minority groups in professional environments is particularly relevant given the large number of jobs generated in our units. The topic also covers the management of aspects related to the mental health of employees.



Our management approach

Our people management model is geared toward valuing all professionals, improving technical and behavioral skills, and encouraging development and preparation for new challenges in their careers. In this context, we have different policies and normative instructions that formalize guidelines and requirements related to people management processes, such as recruitment and selection, granting of benefits, and remote or hybrid work rules, among other aspects of the business routine.

Process management is conducted corporately by the People Management area, responsible for centralizing information and data and operating control systems and procedures. In our corporate culture, our leaders take on the responsibility of promoting professional development and improvement initiatives for the employees who make up their teams.

We clearly disclose and communicate the principles and values of our corporate culture, under the motto “Our Eco Way of Being.” In addition, we have a structured model for evaluating employee performance, which considers the definition of individual goals and the relationship with leaders, aiming at the preparation of feedback and the definition of career development plans – including the possibility of specialized improvement (“Y Career”). In terms of diversity, equity, and inclusion, our actions are coordinated within the scope of the Path for All program, with projects structured around the following pillars: Women; People with Disabilities (PWDs); Generational; LGBTQIAP+; and Race.

Under the 2030 ESG Agenda, we have set goals to increase the presence of women and black people in leadership positions and establish minimum standards for employee training, in addition to considering ESG aspects in the performance evaluation model for all professionals (including senior management). With the aim of maximizing positive impacts, covering new types of significant risk, or adapting our strategy to externalities and reconfigurations of the concession portfolio, the goals of the 2030 ESG Agenda may be revised and adjusted. In 2025, this occurred for our diversity, equity, and inclusion goals. The goals for increasing

the percentage of women and Black people in leadership positions were extended to 2035, maintaining the initial ambition approved by the Executive Board and the Board of Directors. This change reflects the challenges for preparing and developing new leaders among these two groups.

To learn more about the highlights of this topic in 2025, click here and see our 2025 Integrated Report (pages 52 to 59).

Our targets	Performance in 2025	Status ¹
Women in leadership: 35% by 2026 41% by 2030 50% by 2035	33.5% of leadership positions held by women	In progress
Black people in leadership: 27.5% by 2026 31% by 2030 35% by 2035	28.0% of leadership positions held by black people	In progress
Average hours of training per employee: 18.3 hours by 2026 21.9 hours by 2030	32.9 hours of training per employee	In progress
Maintain 100% annual employee performance evaluation with inclusion of ESG goals	100% of employees evaluated on ESG goals linked to the Profit Sharing Program (PSP)	In progress

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.

GRI 401-1 | New employee hires and employee turnover

In 2025, we recorded increases of 22.0% and 11.3%, respectively, in our hiring and turnover rates. This growth reflects the start of operations at Ecovias Raposo Castello, which required the hiring of new employees. The increase in hiring in the Southeast offset the reduction in the local workforce at units where we automated operational processes, such as self-service booths, Free Flow gantries, and automatic scales.

Hiring and dismissals						
	2025		2024		2023	
	Number of hires	Number of dismissals	Number of hires	Number of dismissals	Number of hires	Number of dismissals
By gender						
Men	731	579	504	557	695	549
Women	1,073	895	895	835	1,030	603
By age group						
Under 30 years old	792	552	636	526	717	466
From 30 to 50 years old	911	827	699	785	908	624
Over 50 years old	101	95	64	81	100	62
By region						
Midwest and North ¹	70	109	153	141	125	128
Southeast	1,684	1,321	1,208	1,198	1,557	981
South	50	44	38	53	43	43
Total	1,804	1,474	1,399	1,392	1,723	1,152

1. Regions consolidated because Ecovias Araguaia extends across the states of Goiás (Midwest) and Tocantins (North).

GRI 401-1 | New employee hires and employee turnover (continued)

Hiring and turnover rates						
	2025		2024		2023	
	Hiring rate ¹	Turnover rate ²	Hiring rate ¹	Turnover rate ²	Hiring rate ¹	Turnover rate ²
By gender						
Men	27.4%	24.6%	20.1%	21.1%	27%	24%
Women	34.5%	31.7%	30.4%	29.3%	36%	28%
By age group						
Under 30 years old	51.9%	44.0%	42.6%	38.9%	46%	38%
From 30 to 50 years old	25.7%	24.5%	20.9%	22.1%	27%	23%
Over 50 years old	14.3%	13.9%	10.4%	11.8%	18%	14%
By region						
Midwest and North ³	23.0%	29.3%	44.1%	42.4%	46%	38%
Southeast	32.4%	28.9%	25.0%	24.9%	27%	26%
South	18.4%	17.3%	14.2%	17.0%	18%	15%
Total	31.2%	28.4%	25.6%	25.5%	32%	26%

1. Hiring rate = number of hires in the category divided by the headcount of the category at the end of the period.

2. Turnover rate = average number of hires and terminations (hires + terminations / 2) in the category divided by the headcount in the category at the end of the period.

3. Regions consolidated because Ecorodovias Araguaia spans the states of Goiás (Midwest) and Tocantins (North).

GRI 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees

We offer a comprehensive and competitive benefits package to our employees, which includes health insurance (for the employee and dependents, with no waiting period and with the monthly premium fully covered by the Company), dental insurance (for the employee and dependents, with a minimum contribution from the Company), private pension plan (voluntary enrollment, with a contribution from the Company), daycare assistance (for employees, according to eligibility), food vouchers or meal vouchers, transportation

vouchers (with discount of up to 6% on gross salary), home office assistance (for employees eligible for hybrid work), life insurance and funeral assistance (extended to spouse and children), Wellhub (partnership with gyms and wellness and quality of life establishments), and profit sharing. Apprentices and interns, who have temporary employment contracts and work part-time, are not entitled to dental insurance, private pension plans, or profit sharing.

GRI 401-3 | Parental leave

Our employees are entitled to extended maternity and paternity leave benefits, as EcoRodovias is part of Empresa Cidadã (Citizen Company) program. The actions we have developed to improve the quality of life of employees during this period and to help them balance their professional routine after returning to work are integrated into Ecovida, the Company’s quality of life program (learn more on page 50).

The number of employees who took advantage of maternity and paternity leave benefits in 2025 was 8.1%

higher than that of the previous year, driven by men (56.0% increase). The 100% return rate is guaranteed by Brazilian law, which does not allow employees to be dismissed during leave. For this reason, we monitor two retention rates: one for the 30-day period and another for one year. The first allows us to measure the effective return of employees after leave, and the second is a measure of the professional’s permanence in the Company.

One challenge in consolidating this GRI disclosure is tracking information over time, as it is necessary to

monitor three reporting cycles to calculate return and retention rates. For employees who took leave in 2025, it will only be possible to calculate the final 30-day return and retention rates in 2026 (some were still on leave at the end of the period or had not completed 30 days after returning), and the 12-month retention rates will only be final in 2027 (as the employee may have taken the benefit at the end of the year, returning – in the case of maternity leave – in mid-2026 and completing one year after returning only in 2027). Given this, these rates are presented annually in EcoRodovias’ Integrated Report, and we also disclose potential rates.

Indicators related to parental leave						
	2025		2024		2023	
	Men	Women	Men	Women	Men	Women
Leaving and returning from leave						
Number of employees eligible for leave and who went on leave	78	96	50	111	45	110
Number of employees who returned from leave	77	50	50	111	45	110
Number of employees still on leave	1	46	0	0	0	0
Rate of return	98.7%	52.1%	100.0%	100.0%	100.0%	100.0%
Potential rate of return	100.0%	100.0%	na	na	na	na
30-day retention						
Number of employees who remained in the job for 30 days after returning from leave	69	30	49	100	45	98
Number of employees who have not yet completed 30 days after returning from leave	4	13	0	0	0	0
Number of employees dismissed before completing 30 days of returning from leave	4	7	1	11	0	12
Retention rate (30 days)	89.6%	60.0%	98.0%	90.1%	100.0%	89.1%
Potential retention rate (30 days)	94.8%	86.0%	na	na	na	na
Retention 1 year						
Number of employees who remained in the job for 1 year after returning from leave	0	0	42	24	34	62
Number of employees who have not yet completed 1 year after returning from leave	68	39	1	30	0	0
Number of employees dismissed before completing 1 year after returning from leave	9	11	7	57	11	48
Retention rate (1 year)	na	na	84.0%	21.6%	75.6%	56.4%
Potential retention rate (1 year)	88.3%	78.0%	86.0%	48.7%	na	na

GRI 403-6 | Promotion of worker health

Ecovida is our corporate quality of life program, which offers initiatives and benefits to employees and their families in four pillars of healthcare.

Pillars of Ecovida Program

▶ **1. Physical Well-being**

Monitoring of chronic diseases, management of hospitalized patients, program for pregnant women, H1N1 vaccination, executive check-up, A Gente se Cuida (We Take Care of Ourselves) program, workplace exercise, and Corporate Gym/Wellhub (agreements with gyms).

▶ **2. Mental Well-being**

Online counseling with a psychologist and Conte Comigo (Count on Me) program (toll-free number for psychosocial care, social and legal assistance, and counseling).

▶ **3. Social Well-being**

Social Call program and Conte Comigo program (0800).

▶ **4. Financial Well-being**

Financial education initiatives – ECONomiza and Conte Comigo program (0800).

Ecovida offers 15 support products, in addition to communication and awareness initiatives, which guide our audience towards the concept of comprehensive health, reinforcing our culture of well-being. Last year, 4,000 consultations were carried out, considering all the initiatives made available.

Overall, the actions carried out throughout the year contributed to expanding the reach of health promotion programs, strengthening the culture of comprehensive care, stimulating employee engagement, and consolidating EcoVida as a strategic pillar of quality of life and well-being at EcoRodovias. As a result, more than 50% of employees and dependents were welcomed by Ecovida during the period.

GRI 404-1 | Average hours of training per year per employee

In 2025, we provided more than 190,000 hours of training to our employees, increase of 8.4% compared to 2024. This growth mainly reflects the increase in the number of employees during the period, since the average number of training hours per employee remained stable in the annual comparison.

Training indicators						
	2025		2024		2023	
	Total training hours	Average per employee	Total training hours	Average per employee	Total training hours	Average per employee
By sex						
Male	95,200	35.71	85,373	33.97	74,302	28.86
Female	94,838	30.47	89,894	30.53	82,342	28.63
By functional level						
Executives	5,841	50.79	5,856	55.77	2,645	27.84
Middle management	22,886	63.05	21,113	68.77	13,904	48.61
Administrative	39,758	37.44	45,688	46.20	35,049	37.65
Operational	121,553	28.68	102,610	25.30	105,046	25.39
Total	190,038	32.89	175,267	32.12	156,644	28.74

GRI 404-2 | Programs for upgrading employee skills and transition assistance programs

Our development programs promote skills improvement and continued employability for employees, supporting their career journeys, preparing them for new challenges and contexts, and boosting their role as agents of business transformation. In 2025, the launch of UniEco, our corporate university, was noteworthy, with more than 300 courses distributed across areas of self-awareness, communication, emotional intelligence, productivity, data analysis, innovation, and strategic skills.

The main theme of the annual Career Week was strengthening the Continuous Learning competency, highlighting the launch of UniEco. The program, spread over five days, featured presentations by market experts and employees who shared their views and experiences on digital transformation, innovation, and career leadership. These themes also guided the second edition of Pit Stop de Desenvolvimento (Development Pit Stop), an initiative to address, in an objective and accessible manner, strategic themes for the Company's

objectives. The videocasts, about one hour long, are available to our employees on corporate communication channels.

In the context of operations, Capacitar Program focuses on the technical retraining of professionals, especially those working at toll sites, enabling them to learn new skills for working in an increasingly digital and automated operation. At the end of 2025, Capacitar was redesigned with the purpose of expanding the positive impact on professionals eligible to participate in the Program. In addition to maintaining educational activities, other assistance initiatives will be incorporated to encourage employees to remain with our Company or assist them in their career transition.

With focus on preparing for retirement, we offer employees a private pension plan. Participation is voluntary and provides for a contribution of 1% of gross salary. For professionals with salaries above R\$ 5,154.45, the contribution range is from 3% to 10% of gross salary. In all cases, EcoRodovias matches the amount contributed by the employee.

GRI 404-3 | Percentage of employees receiving regular performance and career development reviews

We have two distinct performance evaluation processes for our employees. The Performance Cycle applies to professionals in administrative areas and in leadership positions with at least three months at the Company, and aims to identify talents, improve technical and behavioral skills, and prepare successors. The operational staff undergoes a more simplified process, in which immediate leadership monitors the established goal contract and the history of attendance, warnings, and feedback, guiding the employee toward their development.

Employees involved in performance evaluation in 2025 ¹		
	Number of employees evaluated	Percentage of employees evaluated
By sex		
Male	936	37.5%
Female	819	28.4%
By functional level		
Executives	99	97%
Middle management	285	93%
Administrative	884	90%
Operational	487	12%
Total	1,755	32.6%

1. The calculation assumption was revisited to reflect headcount eligibility at the start of the evaluation cycle, which may differ from the headcount at the end of the period prior to the reporting period. Therefore, the data for 2024 are not comparable.

GRI 405-1 | Diversity of governance bodies and employees

Our workforce has a balanced gender distribution. At the end of 2025, women represented 53.8% of the total workforce and were the majority at the administrative and operational levels. In middle and senior management positions, they occupied 34.7% and 29.6% of positions, respectively. In terms of age distribution, employees from 31 to 50 years of age are

the majority at all functional levels, representing 61.4% of the workforce in 2025.

As part of the 2030 ESG Agenda, we monitor the percentage of women and black people in leadership positions. In 2025, this percentage was 33.47% and 28.03%, respectively, compared to 32% and 28% in the previous year. The progress in these indicators is one of the results of Caminho para Todos (Path for All) program, which promotes a culture

of diversity and inclusion, connecting our purpose to the agenda of respect and appreciation for human rights. To learn more about Caminho para Todos program, see page 59 of our 2025 Integrated Report ([click here](#) to access).

Our Board of Directors is made up of 12 members, one of whom is a woman (8.33%). In terms of age distribution, two board members are between 31 and 50 years old (16.7%) and the other ten are over 50 years old (83.3%).

Composition of functional levels by gender						
	2025		2024		2023	
	Men	Women	Men	Women	Men	Women
Executives	70.4%	29.6%	72.4%	27.6%	75.8%	24.2%
Middle management	65.3%	34.7%	66.1%	33.9%	65.4%	34.6%
Administrative	42.2%	57.8%	42.7%	57.3%	44.4%	55.6%
Operational	44.9%	55.1%	44.7%	55.3%	45.9%	54.1%
Total	46.2%	53.8%	46.1%	53.9%	47.2%	52.8%

Composition of functional levels by age group									
	2025			2024			2023		
	Under 30 years old	From 30 to 50 years old	Over 50 years old	Under 30 years old	From 30 to 50 years old	Over 50 years old	Under 30 years old	From 30 to 50 years old	Over 50 years old
Executives	0.9%	76.5%	22.6%	0.0%	77.1%	22.9%	0.0%	77.9%	22.1%
Middle management	5.0%	85.4%	9.6%	3.6%	86.0%	10.4%	2.8%	88.1%	9.1%
Administrative	33.2%	60.6%	6.3%	33.9%	59.9%	6.3%	33.9%	60.0%	6.0%
Operational	27.2%	59.2%	13.6%	28.3%	59.5%	12.2%	30.0%	58.9%	11.1%
Total	26.4%	61.4%	12.2%	27.4%	61.4%	11.3%	28.7%	61.0%	10.3%

GRI 405-2 | Ratio of basic salary and remuneration of women to men

Our compensation practices are defined based on market research, valuing meritocracy and adequate compensation for professionals according to the level of responsibility, technical knowledge, and maturity required for each position. The variation in the ratio of average compensation for women to men at each functional level is mainly related to the different positions grouped at each level. There is no salary difference for equivalent functions.

Ratio of women's compensation to men's				
	2025		2024	
	Base salary	Total annual compensation	Base salary	Total annual compensation
Executives	0.72	0.58	0.70	0.60
Middle management	1.16	1.15	1.12	1.12
Administrative	0.82	0.80	0.80	0.79
Operational	0.59	0.55	0.62	0.56

GRI 406-1 | Incidents of discrimination and corrective actions taken

Reports of discrimination received by the Ethics Channel			
	2025	2024	2023
Total complaints of discrimination received	14	16	13
Cases under review ¹	3	6	6
Cases with repair plan in implementation ^{1 and 2}	0	1	1
Cases already repaired and with results analysis ^{1 and 2}	0	2	3
Cases dismissed or with insufficient information for investigation ¹	11	7	3

1. The status of cases reflects the situation of complaints received during the period on the base date of December 31 of the respective reporting year. All complaints are investigated and handled in accordance with the Ethics Channel procedures.

2. Remediation plans include disciplinary measures, diversity and inclusion training, and other measures defined by the Integrity and Disciplinary Measures Monitoring Commission (CAIMD).



Communities

Communities ▶

GRI 3-3 | Management of material topics

Scope of the material topic

The vast territorial extension of the highways managed and the geographical diversity of operations mean that EcoRodovias interacts with residents and social agents in different types of Brazilian municipalities. Among the aspects covered by the topic, there are processes and tools to identify actual and potential contributions that our business model enables for the socioeconomic growth of local communities. Such impacts may be associated with direct investments in infrastructure (such as digital connectivity on highways) and social investment programs backed by tax incentive laws and voluntary donations.

Policies and procedures to guide the strategy for the sustainable development of local communities are also included in this scope. The guidelines for this action should prioritize the enhancement of the positive impacts of our business model, such as increased road safety and employability – and others mapped in the

other themes of the Materiality Matrix. Equally important is the establishment of tools capable of measuring the effective contribution to local development, based on the monitoring of key indicators that connect the materialization of investments to the evolution of local socioeconomic indicators.

The theme also covers the potential interference of our activities in traditional or sensitive communities in the implementation of road infrastructure, such as indigenous, *quilombola*, and riverine communities.



Our management approach

We recognize the importance of positive relationships with the communities surrounding our concessions and contributing to the sustainable socioeconomic development of the regions where we operate. We have formalized guidelines for action in relation to this topic in the Sustainability Guidelines Policy and the Social Investment Policy – the latter establishes parameters for the allocation of our own financial resources and those obtained from incentive laws to promote social projects.

In 2025, we completed the construction of our Socio-Environmental Strategic Map, approved by the Sustainability Commission. This new management methodology establishes three pillars and nine themes that guide the execution of private social investment by business units, with focus on promoting socio-environmental development in a structured and sustainable manner in the long term, such as generating value for the community, nature, and business. In 2026, the concessions will begin to implement their respective 2030 Socio-Environmental Plans.

To learn more

about the highlights of this theme in 2025, click here and see our 2025 Integrated Report (pages 69 to 73).

Our target	Performance in 2025	Status ¹
By 2026, review the social investment strategy by developing a master plan	The 2025-2030 Socio-Environmental Strategic Map, which defines the guidelines for the Company's socio-environmental investments and the 2030 Socio-Environmental Plans for each unit, was finalized and approved in 2025	 In progress

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.

GRI 413-1 | Operations with local community engagement, impact assessments, and development programs

All our operations have mechanisms for engaging with communities, assessing impacts, or promoting local development through the work of Ombudsmen, environmental licensing processes, and private social investments. In 2025, we completed the construction of our Strategic Socio-Environmental Map, approved by the Sustainability Commission. This new management methodology establishes three pillars and nine themes that guide the execution of private social investment by the business units, with focus on promoting socio-environmental development in a structured and sustainable manner in the long term, such as generating value for the community, nature, and business. To learn more about this process, see page 70 of our 2025 Integrated Report ([click here](#) to access).

Last year, we allocated R\$ 24.5 million to local development initiatives, 10.5% less than in the previous period, mainly due to lower utilization of eligible resources. Considering incentive laws in the health area (Pronas and Pronon), for example, the absence of social projects that met the eligibility criteria prevented the allocation of R\$ 2.7 million. In addition, we did not use funds from Niterói and Rio de Janeiro Culture Incentive Law and Lei do Bem (Good Law), as the projects presented were not aligned with our corporate social investment strategy.

Of the total allocated for the year, R\$ 23.0 million came from incentive funds, such as those from the Federal Culture Incentive Law, Federal Sports Incentive

Law, Elderly Law, and Municipal Fund for Children and Adolescents (Fumcad). Another R\$ 1.5 million refers to own resources allocated by the Sustainability Commissions in concessions for local project support. The actions supported benefited 39 municipalities, representing 21% of the municipalities in which we operate, directly impacting 300,000 people.

Social investments (R\$ thousand)			
	2025	2024	2023
Social investment with funds from incentive laws	22,983	25,083	15,854
Investment under Lei do Bem (Good Law)	0	441	393
Private donations and social actions	1,479	1,795	1,861
Total	24,462	27,319	18,108

GRI 411-1 | Incidents of violations involving rights of indigenous peoples

We have not recorded any cases of violation of indigenous peoples' rights in our operations. In general, our concessions do not interfere with indigenous or traditional communities, and there is no significant risk of violating these rights. Nevertheless, our Human Rights Policy sets out principles and guidelines for dealing with issues of this nature, in line with the parameters of Convention 169 of the International Labor Organization (ILO).

GRI 413-2 | Operations with significant actual and potential negative impacts on local communities

Main negative impacts (actual and potential) on communities ¹	Mitigation measures implemented
Noise, visual, and air pollution and vibrations, which occur both during construction and during normal highway operation	Managed in the environmental licensing process, with mitigation programs implemented according to the reality of each location, under the supervision of the licensing agency.
Forced displacement of right-of-way and expansion areas (duplications)	Alignment of forced displacement practices with the guidelines of Performance Standard 5 - Land Acquisition and Involuntary Resettlement, of the International Finance Corporation (IFC).
Disruptions to vehicle flow and mobility during construction	We invest in adequate signage and advance notice of construction, directing users to alternative routes.
Increased flow of people during construction, which may put pressure on public and private services	We do not yet have specific measures in place to mitigate this impact.
Risk of sexual exploitation of children and adolescents	As signatories to Childhood Brasil's Na Mão Certa Program, we promote campaigns and awareness-raising actions for users and employees on this issue.

1. The impacts and respective mitigation measures apply to all EcoRodovias units.

Ethics,
transparency
& integrity



Ethics, transparency & integrity ▶

GRI 3-3 | Management of material topics

Scope of the material topic

EcoRodovias' interaction with the granting authority is a central aspect to be managed within this topic. Over the long life cycle of the assets (approximately 30 years), we established frequent relationships with different public agencies, municipalities, and public representatives – from winning new business to concluding concession contracts.

This topic covers policies, procedures, tools, and internal controls to promote anti-corruption actions and maintain a free market competition environment, in line with best practices and in compliance with legal requirements in Brazil and abroad.

The topic also covers corporate governance processes to monitor and control the financial flow of processes and activities. With a capital-intensive business model, the adoption of best practices is essential to ensure the reliable presentation of periodic financial statements, the maintenance of the ability to pay contractual obligations and loans, and financial returns to shareholders. This also includes auditing processes

and practices (internal and external) and internal controls, combating fraud and embezzlement, as well as evaluation and monitoring mechanisms by the Board of Directors.

Another aspect to be managed within this theme is the education and training of employees and third parties in the adoption of ethical and honest behavior in their relationships with different audiences. The culture of integrity notably encompasses the promotion of human rights and the implementation of principles to combat discriminatory attitudes and harassment.



Our management approach

Our management model for the aspects covered by this topic presents high degree of maturity, formalization of guidelines, and consolidation of processes. We have an extensive framework of internal policies and standards that define the systems and mechanisms for monitoring, controlling, auditing, and ensuring the reliability of corporate information and data – Code of Conduct, Policy for Appointing Members, Internal Audit Regulations, Policy for Receiving Gifts, Master Plan for Risk Management and Internal Controls, Instructions for Interactions with Public Officials, and other standards.

The implementation of these guidelines is consolidated in the corporate risk management program and the Ethics Program – Integrity System, led by specific departments and managers. The Integrity System is certified in accordance with ISO 37001 (anti-corruption and anti-bribery management system).

We have a channel for receiving complaints that is open to all audiences and has systems for recording, tracking, and controlling internal investigation procedures. Corrective actions and sanctions against employees and third parties occur in accordance with specific normative instructions, after a collegiate decision by the Integrity Monitoring and Disciplinary Measures Commission. The Board of Directors monitors this issue through periodic and systematic reports from the Executive Board.

The Integrity System also covers all communication and training actions aimed at employees on ethics, combating discrimination and corruption, maintaining a free competition environment, promoting a healthy and safe work environment, and other relevant topics on the integrity agenda. In addition, we have an internal audit plan for its controls and data on an independent basis, reporting directly to the Audit Committee, as required by B3 Novo Mercado segment. The development of annual work promotes the identification of opportunities for improvement and evolution of internal controls, without detriment to external audit procedures and verification of financial statements by a third party.

We are committed to combating practices of this nature in all our businesses, ensuring that our partners and third parties act in the same way. Our Human Rights Policy sets out the guidelines we apply to ensure this objective. In 2025, we began structuring a process to identify, assess, and mitigate risks of human rights violations in our business model and value chain. We also assessed the effectiveness of our management measures to prevent such occurrences and developed a work plan to improve our management capabilities.

To learn more

about the highlights of this topic in 2025, click here and see our 2025 Integrated Report (pages 60 to 63).

Our targets	Performance in 2025	Status ¹
Annual training of 95% of employees in business ethics	99% of employees trained in business ethics	 In progress
95% of employees involved in human rights training by 2026 and 2030	We have begun developing a specific training program on human rights	 In progress
Strategic suppliers involved in human rights training	We have trained 86% of strategic suppliers on human rights and business	 In progress

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.

GRI 205-2 | Communication and training about anti-corruption policies and procedures

Our anti-corruption policies and procedures are widely disseminated internally and externally through various communication channels. The Ethics Program – Integrity System encompasses a set of actions to disseminate information to internal audiences through campaigns, marketing emails, and dedicated content on the corporate intranet. For external audiences, we have sections dedicated

to the topic of compliance on our institutional and Investor Relations websites, including public access to the Code of Conduct and the Code of Conduct for Third Parties (learn more on page 12). Through these practices, 100% of our employees and business partners are communicated about our anti-corruption policies and practices.

Employees receive e-learning training on the Code of Conduct upon admission and whenever the document

undergoes revision. We also conduct in-person training at the units, as planned by the Ethics Program, to reinforce specific topics.

Members of the Board of Directors are trained annually in the Ethics Program. In 2025, eight (88.8%) effective board members were trained. In 2024 and 2023, we had provided training for eight (88.8%) and seven (77.7%) effective board members, respectively.

Employee training in anti-corruption policies and practices						
	2025		2024		2023	
	Number of people trained	Percentage of people trained ¹	Number of people trained	Percentage of people trained ¹	Number of people trained	Percentage of people trained ¹
By region						
Midwest and North ²	278	99.29%	338	100.00%	334	99.40%
Southeast	4,792	98.38%	4,570	99.91%	4,594	99.09%
South	248	98.80%	248	99.60%	275	100.00%
By functional level						
Executives	114	100.00%	105	100.00%	95	100.00%
Middle management	356	99.72%	301	100.00%	281	100.00%
Administrative	1,025	99.42%	959	99.64%	904	99.65%
Operational	3,823	98.03%	3,791	99.95%	3,923	98.92%
Total	5,318	98.45%	5,156	99.90%	5,203	99.16%

1. Percentage calculated based on headcount on November 30, because employees hired in December have one month to complete training.
 2. Consolidated regions because Ecovias Araguaia extends across the states of Goiás (Midwest) and Tocantins (North).

GRI 205-1 | Operations assessed for risks related to corruption

All our operations are assessed for corruption risks in the corporate risk management process. In this context, the Corporate Risk Matrix is updated every six months and enables the identification of the most relevant aspects for risk management. In the 2025 assessment, no significant corruption risk was identified. To learn more about EcoRodovias’ risk management, see page 25 of our 2025 Integrated Report ([click here](#) to access).

GRI 205-3 | Confirmed incidents of corruption and actions taken

In 2025, we did not record any confirmed cases of corruption in our operations, nor any legal proceedings related to this issue. Of the 438 reports received by the Ethics Channel during the period, two dealt with alleged corruption, but were considered unfounded.

GRI 206-1 | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

In 2025, we did not record any legal proceedings related to unfair competition practices.

GRI 201-4 | Financial assistance received from government

In our activities, we use tax waiver resources to contribute to social projects and research in development and technological innovation. In 2025, these resources totaled R\$ 23.0 million, 10.0% less than in the previous year (learn more on page 56). We are also eligible

for the Special Incentive Regime for Infrastructure Development (Reidi), which suspends the incidence of PIS and Cofins taxes on eligible activities. The amounts covered by Reidi, which began to be controlled in 2024 through the Declaration of Incentives, Waivers, Benefits, and Tax Immunities (Dirb), were 88.7% lower in the annual comparison.

Financial support received from the government by type (R\$ thousand)			
	2025	2024	2023
Social investment via incentive laws	22,983	25,083	15,854
Lei do Bem	0	441	393
Special Incentive Regime for Infrastructure Development (Reidi)	12,135	107,600	nd
Total	35,118	133,124	16,247

GRI 407-1 | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

There is no significant risk of violation of the right to freedom of association and collective bargaining in our operations or among our suppliers. We ensure the absence of this risk through responsible business conduct, guided by the Code of Conduct, and through broad compliance with Brazilian labor legislation. We extend this commitment to our suppliers by conducting labor compliance assessments when approving partners and monitoring them during the contract period. To further strengthen our management of this issue, we created the Supplier Management Unit last year. The new area, incorporated into the Procurement structure, is responsible for monitoring all processes, including the verification of legal labor obligations, as well as the registration, approval, and performance evaluation of suppliers. No cases of violation of this right were recorded in 2025.

GRI 408-1 | Operations and suppliers at significant risk for incidents of child labor

There is no significant risk of child labor or young people being exposed to hazardous work in our operations or at our suppliers. We ensure the absence of this risk through responsible business conduct, guided by the Code of Conduct, and through broad compliance with Brazilian labor legislation. We extend this commitment to our suppliers by conducting labor compliance assessments when approving partners and monitoring them throughout the contract period. To further strengthen our management of this issue, we created the Supplier Management Unit last year. The new area, incorporated into the Procurement structure, is responsible for monitoring all processes, including the verification of legal labor obligations, as well as the registration, approval, and performance evaluation of suppliers. No incidents of this type of degrading work were recorded in 2025.

GRI 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor

There is no significant risk of forced or slave labor in our operations or among our suppliers. We ensure the absence of this risk through responsible business conduct, guided by the Code of Conduct, and through broad compliance with Brazilian labor legislation. We extend this commitment to our suppliers by conducting labor compliance assessments when approving partners and monitoring them during the contract period. To further strengthen our management of this issue, we created the Supplier Management Unit last year. The new area, incorporated into the Procurement structure, is responsible for monitoring all processes, including the verification of legal labor obligations, as well as the registration, approval, and performance evaluation of suppliers. No incidents of this type of degrading work were recorded in 2025.

GRI 415-1 | Political contributions

EcoRodovias does not make financial or non-financial donations to political candidates or parties. Such donations are prohibited by Brazilian law (Law 13,165/2015) and by the Company's Code of Conduct.

Sustainable procurement



Sustainable procurement ▶

GRI 3-3 | Management of material topics

Scope of the material topic

This topic covers our role as driver of good practices and solutions focused on sustainable development in our interaction with our supply chain, especially partners involved in road construction or maintenance activities. In this context, it is worth highlighting the policies and processes that guide the procurement of materials and contracting of services, as well as the tools for monitoring and evaluating business partners. These procedures help mitigate the risks of abusive practices in the supply chain, especially the occurrence of slave labor and child labor.



Our management approach

We have consolidated policies and systems in place to manage relationships with our suppliers and the respective financial and operational risks involved in the procurement of materials and contracting of services. Among our policies, we have established guidelines for the procurement of goSDG and contracting of services with clear criteria for decision-making authority, sharing responsibilities between the Procurement area and the requesting areas. We have systems in place for formalizing requests and ensuring the traceability of proposals and signed contracts, including the option of strategic quotations for the formation of proposals for new business. In addition, we have adopted the Corporate Supplier Assessment model, formalized in an internal procedure, to monitor the performance of strategic suppliers in aspects related to quality, economic and financial health of partners, and treatment of low-performing suppliers.

In order to assess the performance of strategic suppliers for our operations, we have developed a methodology for categorizing criticality by supply category in relation to socio-environmental risks and impacts, and we have implemented a platform for monitoring ESG performance


indicators. In 2025, 121 suppliers were invited to participate in the performance evaluation process – 96% of them joined the platform in the last year.

The tool has a specific module for measuring greenhouse gas (GHG) emissions in order to support actions related to our climate strategy. In 2025, 66% of suppliers invited to provide information on climate governance answered to the questionnaire, a high rate of participation resulting from workshops and other engagement actions conducted by the Procurement area.

To further strengthen management of this issue, we created the Supplier Management Cell last year. The new area, incorporated into the Procurement structure, is responsible for monitoring all processes, including verification of legal labor obligations, as well as the registration, approval, and performance evaluation of suppliers.

To learn more

about the highlights of this topic in 2025, click here and see our 2025 Integrated Report (pages 66 to 68).

Our target	Performance in 2025	Status ¹
Supplier assessment on ESG topics: 95% of strategic suppliers by 2026 95% of critical suppliers by 2028	96% of strategic suppliers assessed on ESG topics	 In progress

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.

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

In the supplier approval process, the environmental criteria assessment applies to categories A (special services) and D (materials with environmental impact) and includes the presentation of proof of licensing or formal exemption from the competent environmental agency. All suppliers in these categories must demonstrate environmental license authorization to participate in EcoRodovias’ contracting processes.

Environmental assessment in the approval process for new suppliers			
	2025	2024	2023
Number of new suppliers assessed on environmental aspects ¹	200	85	130
Percentage of new suppliers assessed on environmental aspects ²	12.20%	6.03%	8.74%

1. Considers suppliers in categories A and D, eligible for assessment on environmental criteria.
 2. Calculated as the number of suppliers assessed on environmental aspects divided by the total number of approved suppliers in the period.

GRI 414-1 | New suppliers that were screened using social criteria

In the supplier approval process, social criteria assessment applies to categories A (special services), B (miscellaneous services), and N (basic services), and includes the presentation of a Certificate of No Labor Debts. All suppliers in these categories must demonstrate the absence of such debts in order to participate in EcoRodovias’ contracting processes.

Social assessment in the approval process for new suppliers			
	2025	2024	2023
Number of new suppliers assessed on social aspects ¹	749	274	352
Percentage of new suppliers assessed on social aspects ²	45.60%	19.45%	23.65%

1. Considers suppliers in categories A, B and N, eligible for assessment on social criteria.
 2. Calculated as the number of suppliers assessed on social aspects divided by the total number of approved suppliers in the period.

GRI 308-2 and 414-2 | Negative social and environmental impacts in the supply chain and actions taken

The Corporate Supplier Assessment is our main process for monitoring partners during the term of their contracts. We identify companies in our database with active or terminated contracts that qualify as strategic suppliers to be submitted to the assessment process. This group is defined based on criteria such as the nature of the contract (strategic input categories or labor-intensive services), the transaction value, and the recurrence of contracts.

The evaluations involve the respective contract managers and the Supply Planning area, considering technical, financial risk, compliance, documentation management, and socio-environmental aspects. The latter group covers aspects of health and safety, environmental management, legal compliance, impacts on workers, and adherence to EcoRodovias' sustainability guidelines. The results are consolidated into an overall supplier rating that places them in one of five performance categories (from "very good" to "poor"). Those considered to have unsatisfactory performance undergo a structured process of defining and monitoring action plans in order to mitigate risks, remedy non-conformities, and promote continuous improvement by the supplier.

In the 2024/2025 cycle, we evaluated 113 suppliers, of which 10% had unsatisfactory performance in social

impacts and 78% in environmental impacts. In 2025, we had no terminated contracts and have not yet established action plans, but we intend to develop improvement plans together with the low-performing suppliers throughout 2026.

In the case of social aspects, the impacts considered significant are those identified from the absence of controls, practices and evidence related to the social dimension, such as labor standards, human rights, occupational health and safety, and diversity practices. The tool identifies potential social impacts based on the lack of adherence to essential requirements for the supplier's responsible performance. For example, when a supplier indicates that it does not have a formal policy to manage labor standards and practices, this absence is interpreted as a potential social impact, considering the risk of non-compliance with labor standards, failures in working conditions or vulnerability to situations of human rights violations.

Environmental impacts considered significant are also those identified from the absence of controls, practices and evidence related to the environmental dimension. Similarly, the tool identifies potential impacts based on a lack of adherence to requirements relevant to the supplier's activity. For example, when a supplier indicates that they do not have waste management control, this response is interpreted as a potential environmental impact, considering the risk of legal non-compliance or inadequate practices.



Data protection & security

Data protection & security ▶

GRI 3-3 | Management of material topics

Scope of the material topic

The processes and activities involved in managing the highways we administer are conducted with the support of complex digital systems and tools. We operate in toll collection, digital monitoring, user service, and accountability to regulatory agencies, among other activities conducted 24/7.

Ensuring the availability of these digital systems is a central aspect of this topic, covering strategies and practices to protect these tools against cyberattacks and other types of digital threats, as well as recovery plans in case of incidents.

The topic also considers procedures for training and educating employees on digital security. Training programs with this focus are relevant for management and communication.



Our management approach

Our cybersecurity and data protection management is defined in an internal policy that establishes roles and responsibilities to ensure the proper use of information technology resources, prevent risks related to cyberattacks, and guarantee the availability of business-critical systems.

With a dedicated area and under the supervision of the Risk and Data Protection Commission, we promote prevention, detection, and mitigation actions to prevent cyber attacks and, in case a risk materializes, to ensure that systems are restored as quickly as possible without loss of digitally stored data and information. In 2025, we conducted a crisis management simulation to test and

evaluate our response mechanisms for the recovery and operation of digital platforms.

We also strengthened communication campaigns and training to inform employees about cyber risks and promote a culture of digital security. This approach is in line with the goals formalized in the 2030 ESG Agenda, focused on annual employee training in cybersecurity and data protection and the high performance of critical protection systems.

To learn more

about the highlights of this topic in 2025, click here and see our 2025 Integrated Report (pages 64 and 65).

Our targets	Performance in 2025	Status ¹
Aim for zero downtime of critical protection systems due to cybersecurity	We had no downtime	In progress
Annual training of 95% of employees in cybersecurity and data protection topics	99% of employees trained in security and data protection	In progress

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.

GRI 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data

Indicators related to data use	2025	2024
Number of data leaks, thefts, or losses	0	0
Complaints of data privacy violations filed by regulatory agencies	0	0
Requests from data subjects received and considered valid under the General Data Protection Law (LGPD)	0	3

Innovation & technology

CAMINHÕES
PESAGEM EM
MOVIMENTO
HS-WIM

Innovation & technology ▶

GRI 3-3 | Management of material topics

Scope of the material topic

Our ability to materialize the investments provided for in the concession agreements established with the granting authority is a highly relevant aspect in the management of this topic. In this context, aspects of greatest interest are related to ensuring the execution of projects, works, and developments in line with pre-established budgets and schedules, ensuring competitiveness and protection of financial capital.

In this topic, EcoRodovias' ability to raise financial resources to materialize investments in assets, considering the interaction with financial market agents, stands out. Potential opportunities for reducing financing costs, supported by systems that promote sustainable infrastructure (bonds and others), can be highlighted.

Innovation and new technologies are levers for driving efficiency in the management of our assets. In this context, the topic covers our strategy for mapping and inducing solutions that contribute to the evolution of its operational and administrative processes. The potential benefits of these innovations for other topics should be measured and communicated, such as increased road safety and occupational safety, reduced GHG emissions, and biodiversity protection.



Our management approach

Innovation and digital transformation are pillars that support EcoRodovias' growth, competitiveness, relevance, and sustainability. Thus, the importance of innovation as a lever to increase business efficiency, across all administrative and operational activities, is consolidated in our strategic vision.

We have structured and consolidated our Transformation Ecosystem, a management model geared toward digital transformation, operational and organizational efficiency, and innovation. Within this model, the Digital Transformation Journey fosters a work culture based on data, process digitization, operational standardization, and systematic capture of synergies, with direct focus on increasing productivity, decision-making agility, and sustainability of results over time.

This vision unfolds in Inovaeco, our open innovation platform, and in the Digital Transformation Program,

a structuring axis for the continuous improvement of operational and organizational performance, process automation, asset management optimization, and waste reduction throughout the value chain. Through digital transformation, we scale initiatives with proven impact on results and projects in Inovaeco, which accelerates the incorporation of new technologies, innovative solutions, and new working models into the business.

The goals established by EcoRodovias in the 2030 ESG Agenda are aimed at measuring the progress of the implementation of new technologies focused on digitization, increasing resilience and safety, and promoting sustainability in concessions. They also address the improvement of the perception of the importance of innovation among the Company's leaders.

To learn more

about the highlights of this topic in 2025, click here and see our 2025 Integrated Report (pages 38 to 44).

Our targets	Performance in 2025	Status ¹
Implement technologies focused on digital, resilient, and sustainable highways to ensure traffic safety and flow	100% of planned actions have been implemented	In progress
Improve the favorability of the innovation survey with leadership reaching 65% by 2026 and 70% by 2030	We did not conduct a favorability survey in 2025. The result of the most recent edition (2024) was 93% favorability. The next survey will be conducted in 2026	In progress

1. Consider progress toward the targets set for 2030 or their respective target years, as applicable.

GRI 201-1 | Direct economic value generated and distributed

Statement of added value – main lines (R\$ million)			
	2025	2024	2023
Revenue	12,398	10,622	9,571
Inputs acquired from third parties ¹	-5,444	-4,755	-4,634
Gross added value	6,955	5,867	4,938
Retentions ¹	-1,156	-1,026	-969
Net added value produced	5,799	4,841	3,968
Added value received in transfer	583	496	389
Total distributable added value	6,382	5,337	4,358
Added value distribution			
Personnel	707	623	577
Taxes, fees and contributions	1,716	1,483	1,274
Remuneration of third party's capital	3,092	2,318	1,910
Remuneration of shareholders' equity	867	913	597
Total added value distributed	6,382	5,337	4,358

1. The values of inputs acquired from third parties and retentions make up the retained economic value.

GRI 203-1 | Infrastructure investments and services supported

In 2025, the amount invested in our units was R\$ 5.1 billion. These investments generate positive impacts for user road safety and increased economic activity in the region as a result of the greater flow of people and goSDG. Negative impacts associated with their execution, such as the generation of waste and dust, the vegetation suppression and the need for route detours for users, are mitigated by the application of management measures and monitoring of the suppliers responsible for the works.



GRI
content
index

GRI content index ▶

Statement of use | EcoRodovias Infraestrutura e Logística S.A. has reported in accordance with the GRI Standards for the period January 1 to December 31, 2025
GRI 1 used | GRI 1: Foundation 2021
Applicable GRI Sector Standard | Not applicable

GRI Standard or other source	Disclosure	Page	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
General disclosures							
GRI 2 General disclosures 2021	2-1 Organizational details	4	-	-	-	-	-
	2-2 Entities included in the organization’s sustainability reporting ¹	4	-	-	-	-	-
	2-3 Reporting period, frequency and contact point	4	-	-	-	-	-
	2-4 Restatements of information ¹	4	-	-	-	-	-
	2-5 External assurance ¹	4	-	-	-	-	-
	2-6 Activities, value chain and other business relationships	5	-	-	-	-	-
	2-7 Employees	6 and 7	-	-	-	6	8 and 10
	2-8 Workers who are not employees	8	-	-	-	6	8 and 10
	2-9 Governance structure and composition	8	-	-	-	-	-
	2-10 Nomination and selection of the highest governance body	9	-	-	-	-	5 and 16
	2-11 Chair of the highest governance body	9	-	-	-	-	16
	2-12 Role of the highest governance body in overseeing the management of impacts	9	-	-	-	-	16
	2-13 Delegation of responsibility for managing impacts	9	-	-	-	-	-
	2-14 Role of the highest governance body in sustainability reporting	9	-	-	-	-	-
	2-15 Conflicts of interest	10	-	-	-	-	16
	2-16 Communication of critical concerns ¹	10	-	-	-	-	-
	2-17 Collective knowledge of the highest governance body	10	-	-	-	-	-
	2-18 Evaluation of the performance of the highest governance body	10	-	-	-	-	-
	2-19 Remuneration policies	10	-	-	-	-	-

1. GRI disclosure assured.

GRI Standard or other source	Disclosure	Page	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 2 General disclosures 2021	2-20 Process to determine remuneration	11	-	-	-	-	-
	2-21 Annual total compensation ratio	11	-	-	-	-	-
	2-22 Statement on sustainable development strategy	11	-	-	-	-	-
	2-23 Policy commitments	12	-	-	-	-	-
	2-24 Embedding policy commitments	13	-	-	-	-	-
	2-25 Processes to remediate negative impacts ¹	13	-	-	-	-	-
	2-26 Mechanisms for seeking advice and raising concerns ¹	14	-	-	-	10	16
	2-27 Compliance with laws and regulations ¹	14	Item b omitted	Information unavailable/incomplete	Our reporting is limited to significant cases, in line with the Reference Form. We will review the internal assumptions until the next reporting cycle.	-	16
	2-28 Membership associations	15	-	-	-	-	16
	2-29 Approach to stakeholder engagement ¹	15	-	-	-	-	-
2-30 Collective bargaining agreements	15	-	-	-	3	8	

1. GRI disclosure assured.

GRI Standard or other source	Disclosure	Page	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
Material topics							
GRI 3 Material topics 2021	3-1 Process to determine material topics ¹	17	-	-	-	-	-
	3-2 List of material topics ¹	18	-	-	-	-	-
Material topic Climate strategy							
GRI 3 Material topics 2021	3-3 Management of material topics	20	-	-	-	-	-
GRI 103 Energy 2025	103-1 Energy policies and commitments	21	-	-	-	-	-
	103-2 Energy consumption and self-generation within the organization ¹	22	Items a.ii (total) and c (partial) omitted	Information unavailable/incomplete	We do not have a breakdown of fuel consumption and self-generated energy by activity. We are improving our processes and internal controls in order to make this information available within two years (base year report 2027).	7 and 8	7, 8, 12 and 13
	103-3 Upstream and downstream energy consumption	-	Disclosure omitted	Information unavailable/incomplete	We do not have consolidated information on energy consumption outside the Company (in our value chain). We expect to include this data within two years (base year report 2027).	7 and 8	7, 8, 12 and 13
	103-4 Energy intensity	22	-	-	-	8	7, 8, 12 and 13
	103-5 Reduction in energy consumption	22	-	-	-	8 and 9	7, 8, 12 and 13
GRI 201 Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	23 and 24	Items a.iii and a.iv omitted	Information unavailable/incomplete	We do not have information on the financial effects of risks and opportunities before measures are taken and the costs associated with these management measures. We are improving our internal processes and controls in order to make this information available within two years (base year report 2027).	7	13
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions ¹	25	-	-	-	7 and 8	3, 12, 13, 14 and 15
	305-2 Energy indirect (Scope 2) GHG emissions ¹	25	-	-	-	7 and 8	3, 12, 13, 14 and 15
	305-3 Other indirect (Scope 3) GHG emissions ¹	26	-	-	-	7 and 8	3, 12, 13, 14 and 15
	305-4 GHG emissions intensity	26	-	-	-	8	13, 14 and 15
	305-5 Reduction of GHG emissions ¹	26	-	-	-	8 and 9	13, 14 and 15

1. GRI disclosure assured.

GRI Standard or other source	Disclosure	Page	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
Material topic Biodiversity & ecosystem							
GRI 3 Material topics 2021	3-3 Management of material topics	28	-	-	-	-	-
GRI 101 Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	29	-	-	-	8	6, 14 and 15
	101-2 Management of biodiversity impacts	29	-	-	-	8	6, 14 and 15
	101-3 Access and benefit-sharing	-	Disclosure omitted	Not applicable	GRI disclosure does not apply, as EcoRodovias is not subject to regulations and measures for access and fair and equitable sharing of benefits (ABS) relating to access to genetic resources and associated traditional knowledge held by indigenous peoples and local communities.	8	6, 14 and 15
	101-4 Identification of biodiversity impacts ¹	30	-	-	-	8	6, 14 and 15
	101-5 Locations with biodiversity impacts ¹	30 and 31	-	-	-	8	6, 14 and 15
Material topic Circular economy							
GRI 3 Material topics 2021	3-3 Management of material topics	33	-	-	-	-	-
GRI 306 Waste 2020	306-1 Waste generation and significant waste-related impacts	34	-	-	-	8	3, 6, 11 and 12
	306-2 Management of significant waste-related impacts	34	-	-	-	8	3, 6, 11 and 12
	306-4 Waste diverted from disposal ¹	35	-	-	-	8	3, 11 and 12
	306-5 Waste directed to disposal ¹	35	-	-	-	8	3, 11 and 12

1. GRI disclosure assured.

GRI Standard or other source	Disclosure	Page	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
Tema material Safety							
GRI 3 Material topics 2021	3-3 Management of material topics	37	-	-	-	-	-
GRI 403 Occupational health and safety 2018	403-1 Occupational health and safety management system	39	-	-	-	-	8
	403-2 Hazard identification, risk assessment, and incident investigation	39	-	-	-	-	8
	403-3 Occupational health services	40	-	-	-	-	8
	403-4 Worker participation, consultation, and communication on occupational health and safety	40	-	-	-	-	8 and 16
	403-5 Worker training on occupational health and safety	40	-	-	-	-	8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	41	-	-	-	-	8
	403-8 Workers covered by an occupational health and safety management system	41	-	-	-	-	8
	403-9 Work-related injuries ¹	42	-	-	-	-	3, 8 and 16
	403-10 Work-related ill health	43	-	-	-	-	3, 8 and 16
GRI 416 Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories ¹	43	-	-	-	-	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services ¹	43	-	-	-	-	16

1. GRI disclosure assured.

GRI Standard or other source	Disclosure	Page	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
Material topic Human capital & DEI							
GRI 3 Material topics 2021	3-3 Management of material topics	45	-	-	-	-	-
GRI 401 Employment 2016	401-1 New employee hires and employee turnover	47 and 48	-	-	-	6	5, 8 and 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	48	-	-	-	-	3, 5 and 8
	401-3 Parental leave	49	-	-	-	6	5 and 8
GRI 403 Occupational health and safety 2018	403-6 Promotion of worker health	50	-	-	-	-	3
GRI 404 Training and education 2016	404-1 Average hours of training per year per employee	50	-	-	-	6	4, 5, 8 and 10
	404-2 Programs for upgrading employee skills and transition assistance programs	51	-	-	-	-	8
	404-3 Percentage of employees receiving regular performance and career development reviews	51	-	-	-	6	5, 8 and 10
GRI 405 Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	52	-	-	-	6	5 and 8
	405-2 Ratio of basic salary and remuneration of women to men	53	-	-	-	6	5, 8 and 10
GRI 406 Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken ¹	53	-	-	-	6	5 and 8
Material topic Communities							
GRI 3 Material topics 2021	3-3 Management of material topics	55	-	-	-	-	-
GRI 411 Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	56	-	-	-	1	2
GRI 413 Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	56	-	-	-	1	-
	413-2 Operations with significant actual and potential negative impacts on local communities	56	-	-	-	1	1 and 2

1. GRI disclosure assured.

GRI Standard or other source	Disclosure	Page	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
Material topic Ethics, transparency & integrity							
GRI 3 Material topics 2021	3-3 Management of material topics	58	-	-	-	-	-
GRI 201 Economic performance 2016	201-4 Financial assistance received from government	61	-	-	-	-	-
GRI 205 Anti-corruption 2016	205-1 Operations assessed for risks related to corruption ¹	60	-	-	-	10	16
	205-2 Communication and training about anti-corruption policies and procedures ¹	60	-	-	-	10	16
	205-3 Confirmed incidents of corruption and actions taken ¹	60	-	-	-	10	16
GRI 206 Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	60	-	-	-	-	16
GRI 407 Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	61	-	-	-	3	8
GRI 408 Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor ¹	61	-	-	-	5	8 and 16
GRI 409 Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor ¹	61	-	-	-	4	8
GRI 415 Public policy 2016	415-1 Political contributions	61	-	-	-	10	16
Material topic Sustainable procurement							
GRI 3 Material topics 2021	3-3 Management of material topics	63	-	-	-	-	-
GRI 308 Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria ¹	64	-	-	-	8	-
	308-2 Negative environmental impacts in the supply chain and actions taken ¹	65	-	-	-	8	-
GRI 414 Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria ¹	64	-	-	-	2	5, 8 and 16
	414-2 Negative social impacts in the supply chain and actions taken ¹	65	-	-	-	2	5, 8 and 16
Material topic Data protection & security							
GRI 3 Material topics 2021	3-3 Management of material topics	67	-	-	-	-	-
GRI 418 Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	67	-	-	-	-	16
Material topic Innovation & technology							
GRI 3 Material topics 2021	3-3 Management of material topics	69	-	-	-	-	-
GRI 201 Economic performance 2016	201-1 Direct economic value generated and distributed ¹	70	-	-	-	-	8 and 9
GRI 203 Indirect economic impacts 2016	203-1 Infrastructure investments and services supported ¹	70	-	-	-	-	5, 9 and 11

1. GRI disclosure assured.

Credits ▶

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